ERW JOINT COMMITTEE

21st JULY 2020

(POSTPONED FROM 19th MARCH 2020)

Governance Arrangements
Purpose: To present the proposed governance arrangements to Joint Committee
RECOMMENDATIONS / KEY DECISIONS REQUIRED: **For Joint Committee to agree the proposed revised governance structure**
REASONS: **Following Review and Reform there is a need to amend the governance arrangements to reflect the required changes.**

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EXECUTIVE SUMMARY
ERW JOINT COMMITTEE
21ST JULY 2020
(POSTPONED FROM 19th MARCH 2020)

Governance Arrangements

BRIEF SUMMARY OF PURPOSE OF REPORT

Following the implementation of the review and reform programme, it is appropriate that the governance arrangements for ERW are reviewed. The attached report provides a proposed governance arrangement.

If Joint Committee approve the proposed governance structure a subsequent report will be provided by the monitoring officer detailing any legal implications and changes required to the ERW Legal Agreement.

OPTIONS AVAILABLE AND THEIR PROS AND CONS

1. **Adopt the proposed governance arrangements**
2. **Not adopt the proposed governance arrangements**

DETAILED REPORT ATTACHED?	**YES**

IMPLICATIONS

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

1. Legal

If adopted changes to the Legal Agreement will be required in line with the new governance arrangements

CONSULTATIONS

N/A

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

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

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Proposed Governance Arrangements ERW

September 2019

Our governance model is as follows:

- The **Joint Committee** meets termly to agree the strategy and business plan, agrees and monitors budget and performance.

- The **Advisory Board** reviews and challenges progress once a term.

- The **Management Board** (Directors of Education and ERW Managing Director) meet monthly and have a strategic decision making role – decisions will be reported to the Joint Committee.

- The **Strategic Groups** meet monthly to monitor the implementation of the business plans and oversee funding delegated to the strategic groups

- The **Headteacher group** meets half termly to inform regional strategy and advocate on behalf of schools

- The **Trade Union Reference Group** meets half termly to discuss and inform regional policies relating to HR issues, and where relevant make recommendations to policy development

- The **Scrutiny Councillor Group** meets bi annually to monitor performance, contribute to policy development and review and investigate matters which affect the Councils they represent. Another function of the Scrutiny group is holding the Joint Committee to account by examining and questioning their decisions.

- The **SLT** develops draft strategies and approaches to meet WG priorities and grant requirements. The

SLT report to each authority's Scrutiny Committee at least annually with an annual performance report.

- The **Operations Group** meets fortnightly with a focus on operational performance and strategy.

Decision Making Relationships

Recommendation / Consultative

ERW Joint Committee

Leaders or Portfolio Leads,
In attaendance - Chief Executives, Lead Director, Managing Director, Section 151

ERW Advisory Board

termly meeting

ERW Management Board

Directors of Education / Managing
Director - monthly meetings

ERW Scrutiny Councillor Group

Chair and Vice Chair of each constituent Local Authority

ERW Strategy Groups

ERW SLT, 1 x Director of Education, 2x LA Officers, 3 x Headteachers/Practitioners

ERW Headteacher Reference Group

ERW Senior LeadershipTeam

ERW Managing Director / ERW Heads of Service

ERW Trade Union Reference Group

ERW Operations Group

Principal ChAds / ERW Senior Leadership Team

Advisory Board

ERW Joint Committee

ERW Advisory Board

1 x representative of the JointCommittee

1 x Welsh Government nominee

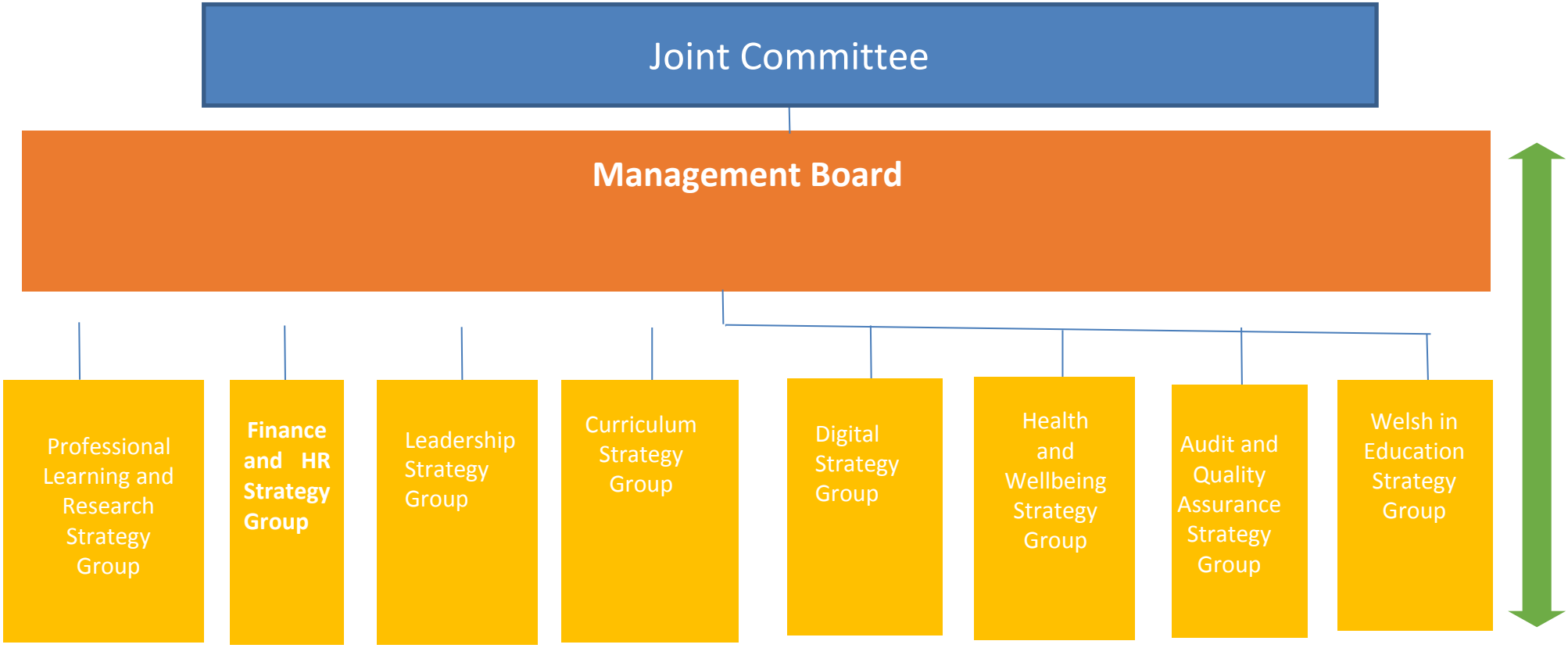
1x Estyn representative

5 x independent individuals approved by JC recognised for their experience of leading in education and expertise in corporate governance including representation from HEI

2 x Headteacher representative (Nominated by HT Group)

Directors/Chief Education Officers and Managing Director to attend to present reports. Other officers to attend as and when required to present reports.

Business Planning and Evaluation



ERW JOINT COMMITTEE

JOINT COMMITTEE MEMBERSHIP

- The membership of the joint committee is set out below
- The quorum necessary for a joint committee meeting shall be five voting (5) members of the joint committee.
- The agreement will also provide for the attendance of a deputy if required.

Voting Members	**Officer Members –Non Voting**
6 x Education Portfolio Members / Council Leaders (*one from each LA)*	6 x Chief Executives (*one from each LA)* 1 x Lead Education Director
Co-opted Non-voting Members*	**Officers in Attendance**
1 x Diocese Representative 1 x Primary Schools Representative 1 x Secondary Schools Representative 1 x Special Schools Representative 1 x Welsh Government 1x WLGA 1 x Estyn	1x Legal Representative 1x S151 Representative Monitoring Officer Head of Internal Audit (as required)

Headteacher User Group nominates a Secondary, Primary, Special Headteacher representative to take the respective seats on the Joint Committee

A body may nominate a Deputy to attend the Joint Committee on behalf of a member in the following circumstances:

a. to take the place of a member of the Joint Committee;
b. where the member is unable to attend the whole meeting; and
c. if the member has notified the Chairman in advance of the relevant meeting.

A Deputy shall only have the right to speak and where relevant vote at that meeting of the Committee or Sub Committee and no other function or appointment including appointments to Working Groups will be applicable to them when acting as a Deputy.

JOINT COMMITTEE TERMS OF REFERENCE AND DELEGATED FUNCTIONS

The Inter Authority Agreement defines the governance arrangements for the Joint Committee, including its Terms of Reference and Delegated Powers. In doing so it also identifies which matters are specifically to the individual partner authorities to determine.

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The terms of reference and delegated powers of the Joint Committee are:

To promote joint working in the delivery of the Service through:

- facilitating constructive partnership working;
- engaging with key interested bodies and stakeholders when appropriate; and
- carrying out such other activities calculated to facilitate, or which are conducive to the successful delivery of the Service; and
- to oversee the management of the Service and ensure that the Service is provided and performs in accordance with the expectations of the Partner Authorities Inter Authority Agreement and agreed Annual Business Plan;
- to approve the budget for the Service on an annual basis';
- to approve the business plan for the Service on an annual basis;
- to monitor and manage the risks associated with the Service;
- to approve the staff structure of the Service;
- to appoint the Managing Director of the Service;
- to decide on disciplinary action against the Managing Director; and
- where required, to determine or arrange for the determination of appeals in relation to Human Resources matters.
- Receiving / approving the Statement of Accounts
- Receiving / approving ISA260 report
- Receiving / approving Head of Internal audit annual assurance opinion, internal audit plan and report
- Receiving / approving Annual Governance Statement
- To approve strategies and policies upon recommendation from the Management Board

The following matters are specifically reserved for individual Cabinet decision:

- approval of inter-Council partnership governance arrangements;
- increase of budget over agreed Council contributions;
- procuring the necessary audit and assurance checks; and
- termination of the Partnership.

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ERW Advisory Board

Membership

5 Experts appointed by the Joint Committee:	
1 x Education Portfolio Holder (Lead for Region)	
6 LA Directors	
ERW Managing Director & members of Senior Leadership Team (as required)	

Terms of Reference

Purpose

- To provide strategic advice and challenge to ERW acting as a critical friend and sounding board regarding policies and proposals, informing the policy and strategic priorities.
- As experts in their own fields, to provide advice, support, scrutiny and challenge to ERW to secure the effective delivery of the objectives of ERW
- Constructively challenge and contribute to the development of strategy to enable the organisation to achieve its goals;
- Consider and make recommendations to the joint committee in relation to the annual Business Plan;
- Monitor and review the performance of management in meeting assigned goals and objectives and monitor the reporting of performance;
- Report termly to the joint committee.

Constitution

- The Advisory Board is expected to be made up of representatives from across education and wider sectors.
- An independent chair (not local authority or ERW employee) will chair meetings.
- Secretariat will be provided by the Carmarthenshire County Council.
- This Advisory Board is **not accountable** for the performance, policies, financial or other management affairs of ERW.

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ERW MANAGEMENT BOARD- DRAFT

The **ERW MANAGEMENT BOARD** will be a key driver in ensuring that ERW succeeds in its core business of creating a consistently high performing schools across the region with every school a good school offering high standards of teaching under high quality leadership resulting in all learners achieving their maximum potential.

The **MANAGEMENT BOARD**'s main function is to ensure that the Joint Committee's decisions are actioned, that ERW's policies and strategies reflect current priorities, efficiency is promoted and effective partnership working with external bodies is encouraged.

Membership

Local Authority- Directors/Chief Education Officers	6
ERW Managing Director	1
ERW Finance Officer*(as an when required)*	1
Monitoring Officer / HR Lead (*as and when required)*	2
Others *(as and when required)*	

General Principles

1. The **ERW Management Board** will play a key role in improving ERW's services by providing strong leadership to advise the Joint Committee and ensure that their decisions are actioned and delivered.

2. The **ERW Management Board** will be proactive and innovative.

3. The **ERW Management Board** will constructively challenge and contribute to the development of strategy to enable the organisation to achieve its goals in relation to-

    - *Improving the quality of leadership and its impact on outcomes;*
    - *Improving the quality of teaching and learning experiences and its impact on outcomes*
    - *Reducing the impact of poverty on attainment, support vulnerable learners and ensure all learners reach their potential*
    - *Delivering high quality and bespoke support, challenge and intervention to schools*
    - *Maintaining an effective and efficient organisation to support ERW's core business*

4. The **ERW Management Board** will consider and make recommendations to the Joint Committee in relation to ERW's services and Business Plan ensuring it is costed and affordable.

5. The **ERW Management Board** will monitor and review the performance of management in meeting assigned goals and objectives and monitor the reporting of performance

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6. The **ERW Management Board** will enable the participation of external organisations and partners in consideration of issues that may impact upon the delivery of ERW and regional priorities.

7. The **ERW Management Board** will assist the Joint Committee in the development, monitoring and review of policy and report regularly to the Joint Committee on progress.

Operational Issues

1. The Management **Board** will meet on a monthly basis at Y Llwyfan unless previously agreed that an alternative venue is appropriate

2. Agenda and papers will be shared at least one calendar week before the meeting.

3. If any member is not able to attend they should ensure an appropriate substitute is in attendance who is able to make decisions on behalf of their local authority

4. The monthly agenda will include the following-

    - *Examine how well ERW is performing- monitor progress against the Business Plan and the performance of services and functions.*
    - *Scrutinise financial planning and accountability and any proposed revenue budget strategy.*
    - *Hold the Managing Director and Senior ERW Officers to account for agreed actions and seek to promote open and transparent decision-making.*
    - *Consider the Managing Director's monthly report.*

5. The Management Board will co-construct the annual Business Plan, including the individual appendices to identify specific requirements at individual LA Level;

6. The Management Board will monitor progress against the priorities and outcomes identified in the Business Plan on a regular basis;

7. The Management Board will have arrangements in place to make sure that financial controls and systems are robust;

8. The Management Board will provide professional advice to the joint committee with regard to the appointment of the Managing Director;

9. The Management Board will report to the joint committee termly

10. In decision making the Management Board will endeavour to make unanimous decisions however if this is unattainable, where there is no unanimous decision, the majority decision will be supported but exceptions to unanimity, will be reported to the Joint Committee

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Finance and Human Resources Strategy group

Purpose

To oversee the formation and application of Finance and Human Resources Strategy, Business Plans, all ERW finance and human resources Policies and Procedures, report related risks to the Joint Committee as appropriate.

Membership

Title	Name
1 x Director of Education	
1 x Lead Finance Officer	
1 x Lead HR Officer	
3 x Headteacher	

Relevant ERW officers will attend as required to present papers

Frequency of Meetings – Half termly

Duties

To monitor and recommend actions to the Joint Committee in respect of:

- Finance and HR strategy
- Assess the impact of policy and ensure they are addressed in financial and HR planning
- Assess financial risks and risk management arrangements
- Approve business cases for investment and delegation of grant funding to schools and local authorities
- Approve business cases for recruitment for the ERW structure
- Review annual efficiency programmes, ensure sound governance arrangements are in place, monitor progress in delivering agreed savings and any remedial action taken to deal with variances
- Review spending against planned programme of expenditure and ensure that there is robust control of expenditure and of variations to the agreed plan
- Approve changes to Employment Policies
- Approve Training and Workforce Development plans
- Approve Equality and Diversity strategies
- Monitor actions arising from Staff Attitude Surveys and Audits
- Changes to pay and conditions for ERW staff, within nationally agreed frameworks
- Changes to HR policies relating to ERW staff

Reporting Arrangements

The Group will report its recommendations and decisions to the full Joint Committee and Management Board through the circulation of its minutes.

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Professional Learning and Research Strategy Group

Purpose

To oversee the formation and application of Business Plans, relevant Policies and Procedures, report related risks to the ERW Management Board as appropriate.

Membership

Title	Name
1 x Director of Education	
1 x Lead Finance Officer	
1 x Lead HR Officer	
3 x Headteacher	

Frequency of Meetings – Half termly

Chair – To be decided by the group

Duties

To monitor and recommend actions to the Joint Committee in respect of:

- Relevant business plan
- Assess the impact of policy and ensure any shortcomings are addressed
- Assess financial risks and risk management arrangements
- Approve business cases for investment and devolution of grant funding to schools, in line with the budget delegated to them by the Management Group and ERW business plan and report to management group on all expenditure
- Review spending against planned programme of expenditure and ensure that there is robust control of expenditure and of variations to the agreed plan
- Monitor feedback from all stakeholders relevant to the strategy group focus

Reporting Arrangements

The group will report its recommendations and decisions to the Management group through the circulation of its minutes and exception reporting by the Director attending the group.

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Leadership Strategy Group

Purpose

To oversee the formation and application of Business Plans, Policies and Procedures, report related risks to the ERW Management Board as appropriate.

Membership

Title	Name
1 x Director of Education	
1 x Lead Finance Officer	
1 x Lead HR Officer	
3 x Headteacher	

Frequency of Meetings – Half termly

Chair – To be decided by the group

Duties

To monitor and recommend actions to the Joint Committee in respect of:

- Relevant business plan
- Assess the impact of policy and ensure they are addressed
- Act as a point of contact for the Leadership Academy
- Assess financial risks and risk management arrangements
- Approve business cases for investment and devolution of grant funding to schools, in line with the budget delegated to them by the Management Group and ERW business plan and report to management group on all expenditure
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- Review spending against planned programme of expenditure and ensure that there is robust control of expenditure and of variations to the agreed plan
- Monitor feedback from all stakeholders relevant to the strategy group focus

Reporting Arrangements

The Group will report its recommendations and decisions to the Management group through the circulation of its minutes and exception reporting by the Director attending the group.

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Curriculum Strategy Group

Purpose

To oversee the formation and application of Business Plans, Policies and Procedures, report related risks to the ERW Management Board as appropriate.

Membership

Title	Name
1 x Director of Education	
1 x Lead Finance Officer	
1 x Lead HR Officer	
3 x Headteacher	

Frequency of Meetings – Half termly

Chair – To be decided by the group

Duties

To monitor and recommend actions to the Joint Committee in respect of:

- Relevant business plan
- Assess the impact of policy and ensure they are addressed
- Assess financial risks and risk management arrangements
- Approve business cases for investment and devolution of grant funding to schools, in line with the budget delegated to them by the Management Group and ERW business plan and report to management group on all expenditure
- Review spending against planned programme of expenditure and ensure that there is robust control of expenditure and of variations to the agreed plan
- Monitor feedback from all stakeholders relevant to the strategy group focus

Reporting Arrangements

The group will report its recommendations and decisions to the Management group through the circulation of its minutes and exception reporting by the Director attending the group.

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Skills Strategy Group

(Literacy Numeracy and Digital)

Purpose

To oversee the formation and application of Business Plans, Policies and Procedures, report related risks to the ERW Management Board as appropriate.

Membership

Title	Name
1 x Director of Education	
1 x Lead Finance Officer	
1 x Lead HR Officer	
3 x Headteacher	

Frequency of Meetings – Half termly

Chair – To be decided by the group

Duties

To monitor and recommend actions to the Joint Committee in respect of:

- Relevant business plan
- Assess the impact of policy and ensure they are addressed
- Assess financial risks and risk management arrangements
- Approve business cases for investment and devolution of grant funding to schools, in line with the budget delegated to them by the Management Group and ERW business plan and report to management group on all expenditure
- Review spending against planned programme of expenditure and ensure that there is robust control of expenditure and of variations to the agreed plan
- Monitor feedback from all stakeholders relevant to the strategy group focus

Reporting Arrangements

The group will report its recommendations and decisions to the Management group through the circulation of its minutes and exception reporting by the Director attending the group.

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Health and Wellbeing Strategy Group

Purpose

To oversee the formation and application of Business Plans, Policies and Procedures, report related risks to the ERW Management Board as appropriate.

Membership

Title	Name
1 x Director of Education	
1 x Lead Finance Officer	
1 x Lead HR Officer	
3 x Headteacher	

Frequency of Meetings – Half termly

Chair – To be decided by the group

Duties

To monitor and recommend actions to the Joint Committee in respect of:

- Relevant business plan
- Assess the impact of policy and ensure they are addressed
- Assess financial risks and risk management arrangements
- Approve business cases for investment and devolution of grant funding to schools, in line with the budget delegated to them by the Management Group and ERW business plan and report to management group on all expenditure
- Review spending against planned programme of expenditure and ensure that there is robust control of expenditure and of variations to the agreed plan
- Monitor feedback from all stakeholders relevant to the strategy group focus

Reporting Arrangements

The group will report its recommendations and decisions to the Management group through the circulation of its minutes and exception reporting by the Director attending the group.

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Welsh in Education Strategy Group

Purpose

To oversee the formation and application of Business Plans, Policies and Procedures, report related risks to the ERW Management Board as appropriate.

Membership

Title	Name
1 x Director of Education	
1 x Lead Finance Officer	
1 x Lead HR Officer	
3 x Headteacher	

Frequency of Meetings – Half termly

Chair – To be decided by the group

Duties

To monitor and recommend actions to the Joint Committee in respect of:

- Relevant business plan
- Assess the impact of policy and ensure they are addressed
- Assess financial risks and risk management arrangements
- Approve business cases for investment and devolution of grant funding to schools, in line with the budget delegated to them by the Management Group and ERW business plan and report to management group on all expenditure
- Review spending against planned programme of expenditure and ensure that there is robust control of expenditure and of variations to the agreed plan
- Monitor feedback from all stakeholders relevant to the strategy group focus

Reporting Arrangements

The group will report its recommendations and decisions to the Management group through the circulation of its minutes and exception reporting by the Director attending the group.

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ERW Senior Leadership Team

Purpose

- To work respond to directives from the **Joint Committee/Management Board**
- To support schools and local authorities in their efforts to:
    - improve learner outcomes for all young people;
    - ensure the delivery of high quality teaching and learning; and
    - support and empower school leaders to better lead their schools.
- To develop ERW's strategies, Plans, Policies and Procedures in respect to School Improvement and in response to Welsh Government requirement/grant conditions.

Membership

Title	Name
Managing Director	
Heads of Service	
Other ERW or LA employees as to be co-opted required	

Frequency of Meetings – weekly with a focus on operational performance and strategy

Duties

To develop strategies, plans and policies and to monitor performance and progress in respect to:

- Improving the quality of leadership and its impact on outcomes;
- Improving the quality of teaching and learning experiences and its impact on outcomes
- Reducing the impact of poverty on attainment, support vulnerable learners and ensure all learners reach their potential
- Delivering high quality and bespoke support, challenge and intervention to schools
- Maintaining an effective and efficient organisation to support ERW's corebusiness
- Schools Causing Concern
- Curriculum development
- Workforce development
- Utilising Welsh Government funding

Reporting Arrangements

The Group will report its recommendations and decisions to the Management Board via the MD and ERW's Core team.

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ERW Operations Group

Purpose

To work with and support ERW's core team by contributing to the development of ERW's strategies, Plans, Policies and Procedures.

Membership

Title	Name
6 x Principal Challenge Advisors	
ERW Managing Director (or nominee)	
Other ERW or LA employees e.g. HoS to be co-opted as required and at the determination of the LA	

Frequency of Meetings – monthly with a focus on strategic development and operational performance.

Duties

To develop strategies, plans and policies and to monitor performance and progress in respect to:

- Improving the quality of leadership and its impact on outcomes;
- Improving the quality of teaching and learning experiences and its impact on outcomes
- Reducing the impact of poverty on attainment, support vulnerable learners and ensure all learners reach their potential
- Delivering high quality and bespoke support, challenge and intervention to schools
- Maintaining an effective and efficient organisation to support ERW's corebusiness
- Schools Causing Concern
- Curriculum development
- Workforce development
- Utilising Welsh Government funding

Reporting Arrangements

The Group will report its recommendations and decisions to the Management Board via the MD and ERW's Core team

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ERW Meeting Schedule

Budgeting and Preparation Meetings
(*Details on timings available on admin calendar, and calendar invites for Lead Officers)*
16th September, 2019 (PM)
11th November, 2019 (PM)
13th January, 2020 (PM)
24th February, 2020 (PM)
27th April, 2020 (PM)
8th June, 2020 (PM)

Strategy Group Meetings
(Details on timings available on admin calendar, and calendar invites for attendees)
26th September, 2019 (AM)
13th + 15th November, 2019 (AM)
16th + 17th January, 2020 (AM)
27th + 28th February, 2020 (AM)
30th April + 1st May, 2020(AM)
11th + 12th June, 2020 (AM)

Senior Challenge Adviser Network Meetings
10:00 am, 13th September, 2019
1:00 pm, 22nd November, 2019
10:00 am, 24th January, 2020
1:00 pm, 13th March, 2020
10:00 am, 7th May, 2020
1:00 pm, 26th June, 2020

School Performance Team Meetings
(Details on timings to be discussed with Senior ChAds)
21st October, 2019
9th December, 2019
10th February, 2020
23rd March, 2020
18th May, 2020
6th July , 2020

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Headteacher Board Meetings
1:30 pm 4th October, 2019
10:00 am 22nd November, 2019
13:30 pm 31st January, 2020
10:00 am 13rd March, 2020
13:30 pm 15th May, 2020
10:00 am 16th July , 2020

Trade Union Meetings
11:00 am, 29th November 2019
11:00 am, 20th March 2020
11:00 am, 19th June 2020

ERW Director Meetings
1:30 pm, 20th September 2019
10:00 am, 25th October 2019
1:30 pm, 15th November 2019
10:00 am, 13th December 2019
1:30 pm, 17th January 2020
1:30 pm, 28th February 2020
10:00 am, 27th March 2020
1:30pm, 1st May 2020
1:30 pm, 12th June 2020
10:00 am, 10th July 2020

Executive Board Meetings
11:00 am 4th October, 2019
11:00 am 31st January, 2020
11:00 am 15th May, 2020

Joint Committee Meetings
14:30 18th October, 2019
10:00 am 14th February, 2020
10:00 am 5th June, 2020

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