

Document Pack



MONDAY, 10 FEBRUARY 2020

**ERW JOINT COMMITTEE
Y LLWYFAN, COLLEGE ROAD, CARMARTHEN AT 10.00 AM,
ON FRIDAY, 14TH FEBRUARY, 2020**

A G E N D A

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 9TH DECEMBER 2019** 3 - 8
4. **MATTERS ARISING FROM THE MINUTES**
5. **CORRESPONDENCE** 9 - 16
6. **APPOINTMENT OF LEAD DIRECTOR** 17 - 18
7. **ERW FOOTPRINT DISCUSSION** 19 - 44
8. **ERW GOVERNANCE STRUCTURE** 45 - 70
9. **INTERIM MD UPDATE** 71 - 90
10. **FINANCE UPDATE 2019-20** 91 - 94
(Report to follow, subject to consultation with the Monitoring Officer.)
11. **BUDGET 2020-21** 95 - 98
(Report to follow, subject to consultation with the Monitoring Officer.)
12. **ARRANGEMENTS FOR SCHOOLS RECEIVING ADDITIONAL SUPPORT** 99 - 106
13. **RISK REGISTER** 107 - 140



14. **PRE-DECISION PROTOCOL** 141 - 144
15. **FORWARD WORK PROGRAMME** 145 - 148

16. **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**

17. **EXCLUSION OF THE PUBLIC**

THE REPORTS RELATING TO THE FOLLOWING ITEM ARE NOT FOR PUBLICATION AS THEY CONTAIN EXEMPT INFORMATION AS DEFINED IN PARAGRAPH 12 OF PART 4 OF SCHEDULE 12A TO THE LOCAL GOVERNMENT ACT 1972 AS AMENDED BY THE LOCAL GOVERNMENT (ACCESS TO INFORMATION) (VARIATION) (WALES) ORDER 2007. IF, FOLLOWING THE APPLICATION OF THE PUBLIC INTEREST TEST, THE JOINT COMMITTEE RESOLVES PURSUANT TO THE ACT TO CONSIDER THESE ITEMS IN PRIVATE, THE PUBLIC WILL BE EXCLUDED FROM THE MEETING DURING SUCH CONSIDERATION.

18. **HR REPORT** 149 - 152



Agenda Item 3

(NOTE: THESE MINUTES ARE SUBJECT TO CONFIRMATION BY THE JOINT COMMITTEE AT ITS NEXT MEETING)



ERW Joint Committee
Monday, 9th December, 2019
Y Llwyfan, College Road, Carmarthen
10.00 am - 11.50 am

PRESENT: Councillor Emlyn Dole [Chair], Carmarthenshire County Council

Councillor Rob Stewart	Swansea City Council
Councillor Phyl Davies (substituting for Cllr Rosemarie Harris)	Powys County Council
Councillor Guy Woodham (substituting for Cllr David Simpson)	Pembrokeshire County Council
Mr Aled Evans	Neath Port Talbot Council
Mr Eifion Evans	Ceredigion County Council
Mr Gareth Morgans (substituting for Wendy Walters)	Carmarthenshire County Council
Mr Phil Roberts	Swansea City Council
Mr Ian Westley	Pembrokeshire County Council
Councillor Jen Raynor	Swansea City Council
Councillor Catrin Miles	Ceredigion County Council
Mr Jonathan Haswell	Pembrokeshire County Council (ERW – S151 Officer)
Mr Matthew Holder	Pembrokeshire County Council (Audit)
Mr Andi Morgan	ERW (Interim Managing Director)
Ms Elin Prysor	Ceredigion County Council (ERW - Monitoring Officer)
Ms Kate Evan-Hughes	Pembrokeshire County Council (Lead Director)
Mr Nick Williams	Swansea City Council
Mr Ceri Davies	Pembrokeshire County Council (ERW - HR)
Ms Helen Lewis	Pembrokeshire County Council (ERW - HR)
Mr Clive Phillips	ESTYN
Ms Natalie Chambers	ERW



Mr. Osian Evans	ERW
Mr Martin S. Davies	Carmarthenshire County Council (Democratic Services)

1. APOLOGIES FOR ABSENCE

Apologies for absence were received from Councillor Ellen ap Gwynne (Ceredigion County Council), Councillor Rosemarie Harris (Powys County Council), Councillor Rob Jones (Neath Port Talbot Council), Caroline Turner (Powys County Council), Wendy Walters (Carmarthenshire County Council), Jo Hendy (Pembrokeshire County Council) and Dr. Chris Llewelyn (W.L.G.A.).

2. DECLARATIONS OF PERSONAL INTERESTS

There were no declarations of personal interests made at the meeting.

3. MINUTES - 8TH NOVEMBER 2019

RESOLVED that the minutes of the meeting held on 8th November 2019 be signed as a correct record.

4. MATTERS ARISING FROM THE MINUTES

Item 4 - Governance Arrangements- It was noted that the Proposed Governance Arrangements (September 2019) document remained deferred.

5. CORRESPONDENCE

The Joint Committee had been circulated with a letter dated 22nd October, 2019, from Councillor Endaf Edwards, Chair of the ERW Scrutiny Councillor Group, specifically seeking responses to the following recommendations:

- That the possibility of including an expert from the business community on the ERW Advisory Board be investigated;
- That a scheme of delegation is written that supports the new governance structure;
- That ERW ensures Governors are made aware that they are able to attend the planned sessions on the Curriculum for Wales;
- ERW must work with local authorities to ensure that the workforce has the necessary skills, infrastructure, connectivity and support to enable digital learning across the region.

The Interim Managing Director advised that he would formulate a suitable letter of response to the points raised on behalf of the Joint Committee.

NOTED.

6. REVIEW AND REFORM UPDATE

The Joint Committee considered a progress report on the ERW review and reform activity and, in particular the enhancement of the central team following recent recruitments. It also detailed the Team's work during the Autumn Term 2019 including Business Plan delivery and future priorities.



In response to a question the Interim Managing Director agreed to circulate details of the membership of each of the 6 ERW Strategy Groups. The ERW Monitoring Officer advised that the status of the Strategy Groups had still to be clarified as a formal decision on ERW's future governance arrangements had been deferred by the Joint Committee at its last meeting.

RESOLVED to receive the report and, whilst noting the current status of the Proposed Governance Arrangements (September 2019) document, to endorse the establishment of the ERW Strategy Groups in principle pending approval of the proposed governance structure in accordance with the Governance Proposals document (which remains deferred).

7. ERW FINANCIAL UPDATE - QUARTER 3 2019-20

[The Joint Committee was advised that this item had been withdrawn.]

8. RISK REGISTER

The Joint Committee considered the Review and Reform Risk Register [Threats] 2019-20 and the Corporate Risk Register (Threats) 2019-20 which detailed the current systemic levels of risk currently within ERW. It was highlighted that currently ERW did not have a clearly designated Data Protection Officer as required by the General Data Protection Regulations.

RESOLVED

8.1 that the report be approved;

8.2 that responsibility for Data Protection be incorporated with the remit of the Interim Managing Director until such time as a Data Protection Officer is appointed.

9. KS4 PERFORMANCE AND POLICY CHANGE

The Joint Committee considered a report detailing Welsh Government's policy changes in relation to KS4 interim performance measures and an overview of schools' performance for 2019 with the ERW region.

The Interim Managing Director, in response to a query, agreed to circulate details of ERW's performance measured against other Welsh regions.

In terms of the 'Capped 9 Measure' concern was expressed with regard to the over-emphasis on formal exams to the detriment of skills development.

RESOLVED that the report be noted.

10. SECONDARY SUPPORT AND SCHOOLS RECEIVING ADDITIONAL SUPPORT

The Joint Committee considered a report detailing Secondary Support and schools receiving additional support through a variety of strategies, placing great emphasis on engagement and collaboration between ERW central officers and locally based Senior Challenge Advisers, Challenge Advisers and LA officers.

Reference was made to the issue of schools causing concern and it was commented that not all the causes would be within the remit of ERW.



It was noted that ERW had a clear role in ensuring that there was a demarcation between its work and the responsibilities of local authorities in order to avoid duplication.

RESOLVED that the report be noted.

11. INTERNAL AUDIT WORK PROGRAMME 2019-20

The Joint Committee considered a report detailing the Internal Audit work programme for 2019-20 which had been prepared in accordance with the requirements of the Public Sector Internal Audit Standards.

RESOLVED to approve the Internal Audit work programme for 2019-20.

12. FEEDBACK FROM REGIONAL EVALUATION AND IMPROVEMENT SESSION

The Joint Committee considered a report which provided an overview of the Welsh Government Evaluation and Improvement Session held on the 21st November 2019 and led by Kirsty Williams, Minister for Education. The Lead Chief Executive expressed the view that the responses received from Welsh Government to ERW's work had been positive.

RESOLVED that the report be noted.

13. ERW INTERNAL AUDIT INVESTIGATION INTO THE LEADERS OF LEARNING PROGRAMME

Further to minute 4 of the meeting held on the 3rd April 2019 the Joint Committee considered a report detailing the findings of the Internal Audit investigation into the funding streams and governance arrangements to support the expenditure associated with the Leaders of Learning Programme. One of the issues highlighted was the lack of monitoring of the Programme by the Joint Committee following its approval. It was also considered that the accounting structure needed to be simplified and that the lessons should be learnt, and reflected in next year's Business Plan. The recommendations put forward in the report had been accepted by the responsible officers and were being addressed.

RESOLVED that the report be noted and a progress report with regard to the implementation of the recommendations be submitted to the next meeting.

14. ANY OTHER ITEMS OF BUSINESS

The Chair noted that there were no other items of business that should be considered as a matter of urgency.

15. ERW FINANCIAL AND FUNDING MODEL FOR 2020-21

The ERW Monitoring Officer advised that although, as indicated in the report, she had originally confirmed that this item should be exempt from publication this was, in fact, only applicable to proposals a-e [page 196] and the remainder could be considered with the public present.

The Joint Committee considered a report on the outcome of the Education Directors discussions on the ERW Financial and Funding Model for 2020-21. Whilst the Education Directors from Powys, Ceredigion, Pembrokeshire, Carmarthenshire and Swansea had been in agreement with the proposals and increased contributions for 2020-21 detailed in the report the Education Director from NPT had been in agreement with the proposals but could not support the net increase in contribution of £26,177.00 for 2020-21.

Concerns were expressed over the fact that if NPT refused to endorse the increase in its contribution the other five authorities would have to meet the shortfall on top of the increased contributions required from each.

It was noted that the ERW Financial and Funding Model for 2020-21 should be based on five authorities, reflecting that NPT was due to withdraw from ERW in March 2020.

Sympathy with NPT's position was expressed and concerns raised at the last meeting over the need for clarity with regard to the future of ERW's 'footprint', e.g. the possibility of a 4/2 split, were reiterated. It was suggested that it would be useful to have a report setting out a roadmap /appraisal with options for any future ERW arrangement taking into account the effect of NPT's withdrawal from ERW and any proposals put forward by Welsh Government. Members were advised of the impact uncertainty with regard to the future of ERW was having on staff morale and the financial implications of any future restructuring.

RESOLVED

- 15.1 to approve the proposals made by the Education Directors in respect of the ERW Financial and Funding Model for 2020-21 based on five authorities (excluding NPT);**
- 15.2 to ascertain if Welsh Government would allow additional transitional flexibility within the RCSIG from WG in 2020-21, similar to 2019-20;**
- 15.3 that a report setting out a road map / options appraisal for any likely future ERW arrangement be considered at the next scheduled meeting;**
- 15.4 that the roles referenced b-e within the report [p.196] be removed.**

16. EXCLUSION OF THE PUBLIC

AGREED, pursuant to the Local Government Act 1972, as amended by the Local Government (Access to Information) (Variation) (Wales) Order 2007, that the public be excluded from the meeting during consideration of the following items as the report contained exempt information as defined in paragraphs 12,13 and 15 of Part 4 of Schedule 12A to the Act.

17. APPOINTMENT OF ERW MANAGING DIRECTOR

Following the application of the public interest test it was **UNANIMOUSLY RESOLVED**, pursuant to the Act referred to in Minute 16 above, to consider



(NOTE: THESE MINUTES ARE SUBJECT TO CONFIRMATION BY THE JOINT COMMITTEE AT ITS NEXT MEETING)

this matter in private, with the public excluded from the meeting as the report contained information relating to consultations or negotiations or contemplated consultations or negotiations, in connection with any labour relations matter arising between the authority and employees of the authority.

The Joint Committee considered a report seeking approval to commence the recruitment process for the Managing Director secondment opportunity.

RESOLVED to approve the appointment of a Managing Director via a one year secondment.

18. ERW INTERNAL AUDIT INVESTIGATION INTO THE LEADERS OF LEARNING PROGRAMME (NOTES OF MEETINGS)

Following the application of the public interest test it was **UNANIMOUSLY RESOLVED**, pursuant to the Act referred to in Minute 16 above, to consider this matter in private, with the public excluded from the meeting as the report contained information which could identify individuals.

With reference to minute 13 above the Joint Committee had been circulated with the notes of meetings conducted with relevant officers as part of the investigation into the Leaders of Learning Programme to strengthen governance, internal control and financial management arrangements within the Consortium.

NOTED.

CHAIR

DATE



ERW JOINT COMMITTEE 14 FEBRUARY 2020

CORRESPONDENCE

Purpose: The Joint Committee receive the following correspondence:

- Letter from Estyn with regard to changes in link work with regional consortia
- Letter from Welsh Government providing details of the additional Professional Learning INSET days to support the delivery of the new curriculum.

RECOMMENDATIONS / KEY DECISIONS REQUIRED: The Joint Committee receive the correspondence for information only.

REASONS: Information only

Report Author:

Andi Morgan

Designation:

Interim Managing Director

Tel No. 01267 676840

E. Mail: andi.morgan@erw.cymru



**EXECUTIVE SUMMARY
ERW JOINT COMMITTEE
14 FEBRUARY 2020**

CORRESPONDENCE

BRIEF SUMMARY OF PURPOSE OF REPORT

Correspondence received from Estyn and Welsh Government for information purposes only.

DETAILED REPORT ATTACHED?

YES

IMPLICATIONS

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

CONSULTATIONS

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

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

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

THESE ARE DETAILED BELOW

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



29 Ionawr 2020

Annwyl Gydweithwyr

Rwy'n ysgrifennu i'ch hysbysu am ychydig o newidiadau i'n gwaith cyswllt gyda'r consortia rhanbarthol. Efallai eich bod eisoes yn ymwybodol ein bod wedi penderfynu cynyddu'r adnodd o fis Ionawr trwy neilltuo dau arolygydd cyswllt ar gyfer pob rhanbarth. Bydd hyn yn rhoi capasiti ychwanegol inni fynychu digwyddiadau rhanbarthol, cwrdd â grwpiau o benaethiaid ac olrhain trywyddau penodol er mwyn cael gwell dealltwriaeth o'ch dulliau o wella ysgolion.

Ar hyn o bryd, mae ein cyfarfodydd â chi yn amrywio'n fawr o ran eu trefniadaeth, o fod yn drafodaeth un i un gyda'r rheolwr gyfarwyddwr i dderbyn cyflwyniadau manwl ar agweddau ar waith y rhanbarthau gan nifer o swyddogion. Er bod gan y gwahanol ddulliau eu cryfderau, rydym yn teimlo mai cael agenda cyffredin ar gyfer pob un o'r pedwar consortia ac yna ystyried ar y cyd pwy sydd yn y sefyllfa orau i fynd i'r afael â'r meysydd sy'n cael eu trafod yw'r dull gorau bydd yn helpu pob un ohonom i wneud y defnydd gorau o'n hamser. Gallwn hefyd ychwanegu eitemau ar yr agenda sy'n canolbwyntio ar agweddau sy'n berthnasol i consortiwm unigol yn ôl yr angen. Byddwn yn anfon ein hagendau atoch o leiaf pythefnos cyn y cyfarfodydd ac mae croeso i chi ychwanegu eitemau a'u dychwelyd atom wythnos cyn y cyfarfod.

Byddwn hefyd yn mynychu cyfarfodydd y cyd-bwyllgorau (neu gyfwerth) a chyfarfodydd y bwrdd gweithredol yn dymhorol, felly gofynnwn yn garedig i chi anfon y dyddiadau, yr agendâu a'r dogfennau cysylltiedig atom mewn da bryd. Byddai'n arbennig o ddefnyddiol pe gallech ddarparu dyddiadau'r cyfarfodydd hyn i ni am y flwyddyn fel y gallwn gloi'r rhain yn ein rhaglenni gwaith.

Byddwch yn ymwybodol ein bod yn trefnu o leiaf tair wythnos dysgu broffesiynol (WDB) i'n harolygwyr yn ystod y flwyddyn. Hoffem i bob rhanbarth yn ei dro gyflwyno diweddariad ar eu gwaith i AEM, ac yn y lle cyntaf, hoffwn wahodd GwE i fynychu sesiwn yn ein WDB nesaf yn yr wythnos sy'n dechrau 30 Mawrth yng Ngheiau Deganwy. Gobeithio y byddwch yn hapus i dderbyn y gwahoddiad hwn. Byddwn mewn cysylltiad gyda'r trefniadau manwl yn nes at y dyddiad.

Estyn, Llys Angor/Anchor Court, Heol Keen/Keen Road, Caerdydd/Cardiff, CF24 5JW
Ffôn/Telephone 02920 446446

ymholiadau@estyn.llyw.cymru • enquiries@estyn.gov.wales
www.estyn.llyw.cymru • www.estyn.gov.wales

Mae Estyn yn croesawu gohebiaeth yn Gymraeg a Saesneg. Bydd gohebiaeth a dderbynnir yn y naill iaith neu'r llall yn cael yr un flaenoriaeth. | Estyn welcomes correspondence in both English and Welsh. Correspondence received in either language will be given equal priority.

Yn y cyfamser, os oes gennych unrhyw ymholiadau am ein gwaith cyswllt rhanbarthol, cysylltwch â mi neu unrhyw un o'ch arolygwyr cyswllt.

Rhanbarth	Arolygwyr cyswllt
GwE	Tony Bate / Vaughan Williams
ERW	Mark Campion / Karen Newby Jones
CSC	Sarah Lewis / Huw Davies
EAS	Jane McCarthy / Lowri Jones

Cofion cynnes



Clive Phillips
Cyfarwyddwr Cynorthwyol

29 January 2020

Dear Colleagues

I am writing to inform you of a few changes in our approach to our link work with the regional consortia. You may already be aware that we have decided to increase the resource from January by assigning two link inspectors for each region. This will provide us with additional capacity to attend regional events, meet head teacher groups and to do more focused work in order to gain a better understanding of your approaches to improving schools.

At present, our meetings with yourselves differ greatly in their approach and can range from one to one discussions with the managing director to receiving detailed presentations on aspects of the regions' work by a number of officers. Whilst the different approaches have their strengths, we feel that having a common agenda for all four consortia which is adhered to as closely as possible, and then jointly considering who is best placed to address the areas being discussed is probably the best approach and will help us all make best use of our time. We can also add agenda items which focus on aspects relevant to each consortium when relevant. We will send you our agendas at least two weeks in advance of the meetings and you are welcome to add items to the agenda and return to us a week before the meeting.

We will also attend the joint committee meetings (or equivalent) and the executive board meetings every term, so we ask you kindly to send the dates, agendas and related documents to us in good time. It would be especially helpful if you could provide us with the dates of these meetings for the year so that we can lock these in our work programmes.

You will be aware that we arrange a minimum of three professional learning weeks (PLW) for our inspectors during the year. We would like each region in turn to present an update on their work to all HMI colleagues, and we would like to invite GwE to attend a session at our next PLW in the week beginning 30 March at Deganwy Quays. I hope you will be happy to accept this invitation. We'll be in touch about the timing and logistics.

Estyn, Llys Angor/Anchor Court, Heol Keen/Keen Road, Caerdydd/Cardiff, CF24 5JW
Ffôn/Telephone 02920 446446
ymholiadau@estyn.llyw.cymru • enquiries@estyn.gov.wales
www.estyn.llyw.cymru • www.estyn.gov.wales

Mae Estyn yn croesawu gohebiaeth yn Gymraeg a Saesneg. Bydd gohebiaeth a dderbynnir yn y naill iaith neu'r llall yn cael yr un flaenoriaeth. | Estyn welcomes correspondence in both English and Welsh. Correspondence received in either language will be given equal priority.

In the meantime, if you have any queries about our regional link work, please contact me or any of your link inspectors.

Region	Link inspectors
GwE	Tony Bate / Vaughan Williams
ERW	Mark Campion / Karen Newby Jones
CSC	Sarah Lewis / Huw Davies
EAS	Jane McCarthy / Lowri Jones

Kind regards



Clive Phillips
Assistant Director



To all Primary School Headteachers,
To all Secondary School Headteacher,
PRU and Special Schools,
Directors of Education,
School Governing Bodies,
Regional Consortia

Eich Cyf/Your Ref: INSET
Ein Cyf/Our Ref: INFO

Date: February 2020

Dear All,

Further to the Minister's end of term letter in July, and now that the change to regulations has come into force, I am writing to provide you with more details around the additional Professional Learning INSET days to support the delivery of the new curriculum; one additional day for the next three years from 2019/2020 .

These additional days will be for the specific purpose of Professional Learning to prepare for the realisation of the new curriculum and will take place **annually each summer term**, with the first to take place during the summer term 2020. By amending the (School Day and School Year) (Wales) Regulations for 2019-2022, the Welsh Government has enabled schools to close to pupils for the additional day.

We recommend that this additional INSET Day is taken as whole school day as opposed to 2 half days or twilight sessions to ensure that the whole school can benefit and make the most of the learning experience. We are currently working with the regional consortia and a group of schools to provide digital, bilingual resources to provide examples of how different schools have undertaken preparation for the new curriculum, from development of whole school vision, modelling learning leadership and different approaches to improving staff Professional Learning, to name but a few. These resources will be available for you to use on these days, no matter where your school is on the curriculum reform journey. We are also working closely with the National Academy for Educational Leadership to develop good practice advice and guidance for schools on the effective use of INSET. This project will

Rydym yn croesawu derbyn gohebiaeth yn Gymraeg. Byddwn yn ateb gohebiaeth a dderbynnir yn Gymraeg yn Gymraeg ac ni fydd gohebu yn Gymraeg yn arwain at oedi.

We welcome receiving correspondence in Welsh. Any correspondence received in Welsh will be answered in Welsh and corresponding in Welsh will not lead to a delay in responding.

produce new guidance “Leading Professional Learning” which alongside the digital resources will provide support for schools when planning their school sessions.

It will be your decision, which date within the summer term to choose, but the day must be focussed around developing the skills needed to deliver the new curriculum. I do however strongly suggest that the day is scheduled with adequate time before the end of the school year to enable your staff time to reflect on the day within the remaining school year.

We must not forget that while this additional time is valuable, it often comes at a cost to parents. It is therefore essential that this additional day, and the pre-existing INSET days, are used effectively. The Welsh Government requests that you give parents as much notice as possible, (as the majority of schools already do), and to consider the timing of the day with a view to make it easier for parents to cover childcare.

We also acknowledge the feedback from the consultation, that one additional day for three years may not be sufficient to address the Professional Learning needs inherent in the realisation of the new curriculum. We recognise that one day a year would be insufficient, we therefore strongly recommend that all schools also use, as a **minimum**, one of their existing five INSET days each year for the purpose of Professional Learning to support the delivery of the new curriculum. We are aware that many schools are already doing this, but it will be necessary for all schools to use the time carefully and effectively as a whole school to prepare for the new curriculum. We therefore also recommend that all practitioners, from Teaching Assistants to Headteachers, are actively engaged in the INSET day, learning together to enable the whole school to be prepared for the introduction of the new curriculum.

This additional National Professional Learning INSET day is an integral part of the wider National Approach to Professional Learning (NAPL). The additional day should therefore not be seen as a standalone proposal. Neither should this additional day be considered sufficient to address all the Professional Learning needs inherent in the realisation of the new curriculum. Rather, the proposal should be seen within the wider context of the NAPL as a whole, and should be seen in conjunction with the £24 million additional funding we have made available to create further time in schools for engagement with Professional Learning, enabling professionals to develop and up-skill themselves and work collaboratively within and across schools. This should all also be viewed alongside the Professional Learning offer that is being developed by the Regional Consortia to support the introduction of the new curriculum.

Yours sincerely



Steve Davies
Director of Education / Cyfarwyddwr Addysg



ERW JOINT COMMITTEE 14 FEBRUARY 2020

APPOINTMENT OF LEAD DIRECTOR

Purpose: Recommendation to Joint Committee for the appointment of Lead Director.

KEY DECISIONS REQUIRED:

Appoint Gareth Morgans to the position of Lead Director for ERW.

REASONS:

The previous Lead Director has left her post in Pembrokeshire County Council and a new lead director needs to be appointed

Report Author:	Designation:	Tel No.
Kate Evan-Hughes (on behalf of ERW Education Directors)	Former Lead Director	E. Mail:



EXECUTIVE SUMMARY

ERW JOINT COMMITTEE

14 FEBRUARY 2020

APPOINTMENT OF LEAD DIRECTOR

Following the resignation of the former Lead Director, Directors met on 24/01/2020. The Director from Swansea proposed Gareth Morgans (Carmarthenshire) be nominated to the Joint Committee and this was seconded by the Director from Ceredigion. There was unanimous support for the proposed appointment from all Directors.

DETAILED REPORT ATTACHED?	NO
----------------------------------	-----------

IMPLICATIONS

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





ERW JOINT COMMITTEE 14 FEBRUARY 2020

ERW FOR THE FUTURE

Purpose: To set out a roadmap/options appraisal for any likely future ERW arrangements.

RECOMMENDATIONS / KEY DECISIONS REQUIRED:

- Joint Committee to provide an “in-principle” decision as to the preferred future footprint/model, from the list of four Possible Options provided, subject to the provisions of the Legal Agreement.
- Joint Committee to agree on an appropriate transition period (if the preferred model is not the status quo) subject to the provisions of the Legal Agreement.
- Joint Committee to authorise officers to develop the preferred model and ascertain impact of any changes (including legal, HR and financial), subject to the provisions of the Legal Agreement.

REASONS: At the request of the Joint Committee (December 9th, 2019) Directors were tasked with setting out a roadmap/options appraisal for any likely future ERW arrangements.

<p>Report Author:</p> <p>Directors of Education/Chief Officers from each partner LA and Interim Managing Director.</p>	<p>Designation:</p>	<p>Tel No.</p> <p>E. Mail:</p>
---	----------------------------	--

**ERW JOINT COMMITTEE
EXECUTIVE SUMMARY
14 FEBRUARY 2020**

ERW FOR THE FUTURE

The ERW Regional Education Service

On the 9th of December 2019, the Joint Committee tasked officers with setting out a roadmap/ options appraisal for any likely future ERW arrangements.

The ERW Consortium is currently a Joint Education Service for six local authorities:

- Carmarthenshire
- Ceredigion
- Neath Port Talbot
- Pembrokeshire
- Powys and
- Swansea

The Consortium acts on behalf of the six local authorities to deliver a service that supports schools to raise standards. There is much speculation at present regarding the future configuration and purpose of ERW. This is a matter of serious concern to our schools and education services.

Challenges

Since its inception ERW has struggled, due to numerous reasons, to function as an effective consortium. It has experienced a number of challenges-

- There have been several changes of political and managerial leadership and it has struggled to maintain a consistent strategic grip.
- The sheer size and diversity of the geographical area of the ERW footprint has presented operational and organisational difficulties
- School improvement has in many ways become compartmentalised and divorced from the broader learning, ALN and skills agenda. It has focussed on specific performance measures based almost exclusively on the traditional lines of attainment and attendance within schools and divorced from economic ambition.
- Different Local Authorities have different challenges and priorities and ERW has failed to address all of these successfully.
- There is sometimes conflict between accountability and provision of services.
- Some partners do not identify the added value that ERW provides and are not committed to making it work.

DETAILED REPORT ATTACHED?

YES

IMPLICATIONS

Policy, Crime & Disorder and Equalities NONE	Legal YES	Finance YES	Risk Management Issues YES	Staffing Implications YES
<p>1. Legal</p> <p>If the current ERW footprint is changed there will be a requirement to amend the current (six-authority) Legal Agreement to take into account the withdrawal of the relevant Authorities.</p> <p>Changes to the Legal Agreement will require consultation with all Authorities. This will need to be agreed by respective partners and progressed through each partner's respective democratic processes.</p>				
<p>2. Finance</p> <p>The core staffing structure agreed by Joint Committee for 2020/21 is currently not fully funded and relies on increased contributions from each partner. Should partners withdraw from the consortium/not increase their contributions it will be difficult to deliver the agreed structure and ERW's Business Plan. Grant funding currently is delivered to partner LAs and schools via the consortium and should the footprint change we will need to work with Welsh Government on alternative arrangements.</p>				
<p>3. Risk Management</p> <p>ERW's Risk register reflects the current identified risks and associated remedial actions to reduce the risks.</p>				
<p>4. Staffing Implications</p> <p>There are key posts within the agreed structure which are vacant or removed due to Directors being charged with reducing core costs of the model. Removing staff to reduce has to be done in line with the employer's HR policies. Changes to the current structure could lead to significant redundancy costs.</p>				

CONSULTATIONS

If there are any changes to the current staffing structure/footprint we will need to consult and engage with ERW's core team in line with HT advice and guidance.

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
The National Model for Regional Working		https://gov.wales/national-model-regional-working
ERW Joint Agreement		In each LA



This page is intentionally left blank

The ERW Regional Education Service

Local authorities operate within a statutory framework that places upon them, amongst others, the following general powers:

- Local authorities must contribute towards the spiritual, moral, mental and physical development of the community by securing that efficient primary and secondary education is available to meet the needs of the people in its area
- Local authorities must secure that their education and training functions are exercised with a view to promoting high standards and promoting the fulfilment of learning potential.
- Local authorities must also secure that sufficient schools for providing primary and secondary education are available for its area.
- Local authorities play a key role in the financing of schools.
- Local authorities have statutory duties to identify, assess and make provision for children's special educational needs.

Any collaboration or cooperation must respect these statutory responsibilities and where collaboration is enacted, it must be subject to local accountability and scrutiny, and assessed to add value.

Education in Wales is in the throes of unprecedented reform; stakes are high in terms of realising the intended outcomes and securing the delivery of the reform agenda.

Running parallel to this, are the immediate budget pressures faced by local government and challenges to sustain services.

The options developed by Directors of Education/Chief Education Officers must be considered within this context. Also, the options should be assessed in their effectiveness in delivering a self-improving system where peer review and strategic partnerships drive improvement.

Background

The ERW Consortium is a Joint Education Service for six local authorities:

- Carmarthenshire
- Ceredigion
- Neath Port Talbot
- Pembrokeshire
- Powys
- Swansea

The Consortium acts on behalf of the six local authorities to deliver a service that supports schools to raise standards. There is much speculation at present regarding the future configuration and purpose of ERW. This is a matter of serious concern to our schools and education services.

In February 2011, as Education Minister, Leighton Andrews introduced a series of reforms in schools, in higher education, and student finance. He set out his schools' agenda in a speech, '*Teaching makes a difference*'. His 20-point plan became the focus of education reforms after the May 2011 Assembly elections. Andrews introduced banding of schools (since modified into a categorisation of schools), reforms of school governance, the

Literacy and Numeracy Framework accompanied by reading tests for years 2-9, and the review of Qualifications.

One of the priorities the Minister identified was about the structural management and leadership of education in Wales. He included the following direction to local authorities:

“We will expect local authorities to participate in consortia arrangements, including shared consortium services, or suffer financial penalties, including the withdrawal of Better Schools Funding. The consortia will identify system leaders, who will support and challenge the professional learning communities, which will have a focus on literacy and numeracy.”

As a consequence, local authorities had to formalise their various existing informal arrangements for working together into the four regional consortia that exist now. For South West and Mid Wales, the previous SWAMWAC model, originally designed to address the new arrangements for teachers’ workload, was the identified footprint for future collaboration between the councils. However, it has to be noted that regional consortia do not have a statutory basis.

It is difficult to find any logical or evidence-based argument set out at that time for this collaboration footprint to be the right footprint for the consortium-based approach going forward.

Challenges

Since its inception ERW has struggled, due to numerous reasons, to function as an effective consortium. It has experienced a number of challenges-

- There have been several changes of political and managerial leadership and it has struggled to maintain a consistent strategic grip.
- The sheer size and diversity of the geographical area of the ERW footprint has presented operational and organisational difficulties
- School improvement has in many ways become compartmentalised and divorced from the broader learning, ALN and skills agenda. It has focussed on specific performance measures based almost exclusively on the traditional lines of attainment and attendance within schools and divorced from economic ambition.
- Different Local Authorities have different challenges and priorities and ERW has failed to address all of these successfully.
- There is sometimes conflict between accountability and provision of services.
- Some partners do not identify the added value that ERW provides and are not committed to making it work.

DRIVERS FOR CHANGE

Following the previous Managing Director’s secondment to Welsh Government, Geraint Rees was brought in to lead a review of ERW and develop a revised structure.

Since the inception of ERW the service structure has evolved on a basis of need. During that time the changing operational environment, strategic priorities and operational needs

have changed considerably. These changes have placed an increasing strain on the structure to the point where the workforce structure was not fit for purpose.

In September 2018, a widespread engagement exercise was undertaken with the 6 Local Authorities' education department leads and subsequently with the wider headteacher community across the region.

Due to the feedback received from the engagement exercise it became evident that an evaluation of the organisational structure needed to take place. The evaluation has shown that the introduction of a clearly defined central staffing structure was required to enable ERW to work in partnership with the 6 Local Authorities and provide an effective and efficient model to provide leadership and co-ordination of a self-improving system.

The case for change

- Notice of withdrawal from ERW issued by Neath Port Talbot (27-03-19)
- Internal Audit reports
- Internal evaluation and intelligence
- Welsh Government expectations
- Future regional responsibilities
- Grant conditions
- Estyn reports
- Schools below regression line.
- Vulnerable pupils not supported consistently
- Value for Money
- Duplication
- Inter LA variation
- School Variation
- Accountability
- Feedback from schools
- Quality of support to schools
- Pace of progress only adequate
- Self-evaluation

GR worked with Directors on this review and a revised 'Mission Statement' and new business priorities were developed-

AIM- ERW is a regional partnership designed to promote excellence in all schools through a self-improving system. This will be achieved through collaborative planning for the new curriculum and the provision of professional learning and leadership opportunities that can develop all as individuals, learners, citizens and contributors.

Priorities-

- **Developing and delivering a transformational curriculum**
- **To develop a high-quality education profession**
- **To develop inspirational leaders and to facilitate them working collaboratively to raise standards.**
- **To develop strong and inclusive schools that are committed to excellence and wellbeing.**
- **To develop robust assessment, evaluation and accountability processes that support a self-improving system**

The new priorities agreed are crucial to the improvement journey that we are embarking upon. In addition, a revised staffing structure was presented to and ratified by the Joint Committee.

The staffing structure was designed to offer an effective and efficient school improvement service. Most of the positions would be employed on a permanent basis within ERW via Pembrokeshire County Council on either Soulbury or Teachers Terms and Conditions. New job descriptions were developed for the positions and evaluated according to Pembrokeshire's evaluation process. Remuneration for each position was evaluated by Finance Department to ensure cost effectiveness and affordability.

Staff have been permanently appointed to the majority of the agreed posts and secondments were offered to suitably experienced practitioners to posts which did not attract suitably experienced applicants. Since September 2019 the new revised model has been operational. (Appendix 1)

The structure created a permanent Regional Strategic Team under the leadership of a Managing Director.

The Regional Strategic Team consist of 7 individuals:

- Managing Director (*Secondment*)
- Assistant Managing Director (*Fixed-term contract*)
- Head of Primary Sector (*Vacant at 01-01-20*)
- Head of Secondary Sector (*Secondment- 0.5*)
- Head of Special Schools and Education in Alternative Setting (*Permanent- 0.6*)
- Head of Professional Learning and Leadership (*Vacant at 01-01-20*)
- Head of Curriculum Reform and Innovation (*Secondment 0.8*)

The following positions provide support to the Regional Strategic Team:

- Secondary Support Lead (*0.6 until March 2020*)
- Lead for Leadership (*Full time*)
- Lead for Research and HEI Partnerships (*Full time*)
- Lead for Secondary Curriculum and Examinations (*Full time*)
- Lead for Welsh in Education (*Full time*)
- Lead for Digital & Systems (*Full time*)
- Lead for Health and Wellbeing (*Full time*)

In addition, it was proposed to continue the work in the following positions to ensure complete coverage for curriculum reform and Professional Learning:

Secondary Subject Specialists to support middle leadership and provide support through curriculum and examination reform (11 posts in total working under the Lead for Secondary Curriculum and Examinations).

- English
- Welsh
- Mathematics
- Science
- Humanities
- Technology

- Modern Foreign Languages and **Pedagogy and AOLE specialists** to provide leadership across the region for the development of pedagogical approaches and appropriate integration across the 6 AOLEs, with a focus on primary education and transition (12 posts in total).
- Expressive Arts

Funding

The majority of ERW's funding is secured through Welsh Government grants. In addition, there is core funding provided by each partner local authority based on a total contribution of £250,000 split according to PLASC Pupil numbers.

Local Authority	Current contribution
Carmarthenshire	53,167
Ceredigion	18,691
Neath Port Talbot	40,713
Pembrokeshire	33,895
Powys	33,535
Swansea	69,998
TOTAL	250,000

As part of the review there was a requirement, as from the start of the 2020/21 financial year, to increase contributions from partner authorities to fund the new structure agreed at the Joint Committee.

For 2020/21 an additional £733,050 is required. It was proposed to transfer grant funding to the value of £410,263 to local authorities, to be passported back to ERW, leaving a deficit of £322,787 to be met by additional contributions from each local authority.

However, although the structure was agreed, Neath Post Talbot continue to state that they will not increase their financial contributions to ERW. It seems Swansea are also unwilling to pay any additional contribution and are advocating a 'commissioning model' i.e. only buying the services they require.

Directors were tasked with slimming down the core staffing model and develop proposals for a future ERW configuration. Workshops have been held to examine each option and to articulate the positives and negatives of each proposal.

Possible Options

1. The status quo
2. Transfer to a model based on the City Deal and Growing Mid Wales Partnerships
3. Dyfed Powys and West Glamorgan footprints
4. To operate school improvement as individual councils (those councils who wish to continue collaboration continue to do so)

1. Status Quo	
A continuation of the current footprint of 6 LAs and the revised structure.	
+	-
<ul style="list-style-type: none"> • ERW provides a critical mass and economies of scale • The revised structure already in place that includes high-quality and respected individuals in key posts. • There is now a better understanding of ERW's responsibilities and structure. • There is better face-to-face communication between ERW and school leaders • There is the ability to build on current effective practice e.g. Middle Leaders programme, school to school work • There is effective support for secondary schools following inspections (e.g. Powys/ Pembrokeshire) • There is evidence of effective support for schools causing concern • Our Challenge Advisers know each other well and work across region • Lack of capacity in some authorities to continue to meet responsibilities and therefore dependent on ERW 	<ul style="list-style-type: none"> • Still a lack of trust in the organisation being able to deliver • Still a lack visibility • Less connection to local issues • Lack of link to key officers in the local authority e.g. Education Welfare Service (EWS) • Too far removed from schools/LAs (geographically) • Risk to capacity as people do not want to work for ERW • Could be seen as a regional bureaucratic industry when school budgets so stretched • Support for secondary schools has been variable • Model not agile enough to meet needs/not responsive enough • Perception that ERW that does not provide value for money/impact of ERW • LA contributions do not meet the core costs. • Lack of flexibility for using grant funding terms and conditions. • Large land mass and geography of region poses significant logistical challenges • Diverse nature of the region, the socio-economic profiles of LAs and linguistic makeup make it difficult to provide a service that meets the needs of all school communities. • A lack of clarity on exact nature of ERW's role and relationship with LAs. • Disconnect between Welsh Government and Local Government.

2. Model based on the City Deal and Growing Mid Wales Partnerships	
This would be a partnership of 4 (Carmarthen, Neath Port Talbot, Pembrokeshire and Swansea) and 2 (Ceredigion and Powys)	
+	-
<ul style="list-style-type: none"> • The geography is more manageable • Geographical advantages and in line with emerging footprints • There is already a degree of political support for this pattern of working • It will enable us to better link the education agenda with skills, apprenticeships and employment pathways in the key sectors we want to support. • It allows us to disband current structures and re-create new ones and therefore address the brand, governance and structure issues • Smaller scale could ensure improved 	<ul style="list-style-type: none"> • Current structure not suitable/sustainable leading to redundancies etc. • Continue to be unsure of accountabilities • Consistency in CAs performance • Tension between region and local authority • Could still be faceless to schools • Still could be issues of perceived quality • Could be very challenging for 2 relatively small LAs to deliver a

<p>consistency</p> <ul style="list-style-type: none"> • Ability to build on current strengths • School leaders value local response from Challenge Advisors • Could realise clearer communication • Could realise clearer division of functions • Improved tackling of under-performance • Better perception of model with local face • Easier to build positive relations with schools and build reputation • More agile to deliver local/national priorities • Greater control of apportioning of resource • Small enough to function in a timely way to support schools • Not seen to be fattening a middle tier • Greater autonomy for schools on funding 	<p>comprehensive school improvement service (19 secondary schools across the 2 LAs)</p> <ul style="list-style-type: none"> • Not a sustainable region • Significant differences in socio-economic footprint within the different partnerships • Issues in delivering Welsh language support as there are different priorities and expectations in each LA.
---	---

3. Dyfed Powys / West Glamorgan footprints	
This would be a partnership of 4 (Carmarthen, Ceredigion Pembrokeshire and Powys) and 2 (Neath Port Talbot and Swansea).	
+	-
<ul style="list-style-type: none"> • The geography is more manageable • It allows us to disband current structures and re-create new ones and therefore address the brand, governance and structure issues • Improved consistency • Building on current strengths • Heads appreciate local response from Challenge Advisors (CAs) • Clearer internal communication • Clearer division of functions • Tackling under-performance • Better perception of model with local face • Easier to build positive relations with schools and reputation • Geographical advantages • More agile to deliver local/national priorities • Greater control apportioning of resource • Return to pre-LGR footprint of West Glamorgan and Dyfed Powys • Small enough to function in a timely way to support schools • Greater autonomy for schools on funding 	<ul style="list-style-type: none"> • Current structure not suitable/sustainable leading to redundancies etc. • Could continue to be unsure of accountabilities • Consistency in CAs performance • Tension between region and local authority • Could still be faceless to schools • Still could be issues of perceived quality • Losing advantage of working with diverse authorities. • Not aligned to the Swansea City Deal (CCC+ Pembs) • Risk if CCC does not sign up to the DP and impact on the 3 partners- viability? • Redundancy issues

4. Operate school improvement as individual councils	
Each local authority to operate separate improvement and support services with commitment to collaborate. (ERW could cease to exist or LAs could agree to commission a central team to provide specific support to deliver key aspects of the national reform agenda, e.g. curriculum development)	
+	-
<ul style="list-style-type: none"> • The geography is more manageable • School leaders appreciate local response from Challenge Advisors (CAs) • Clearer internal communication • Clear division of functions • Clarity of role and responsibility • Current governance and scrutiny arrangements are in place and robust • School improvement service sits with the body which has the statutory responsibility. • Ability to commission from a wider range of providers and in line with LA priorities. • LAs can collaborate according to strategic priorities. • Each LA can commission what it needs and therefore more funding could reach front line services. • Services provided more bespoke to individual LA's needs • ERW could provide critical mass, economies of scale and broker support required. • The revised structure is already in place and high-quality and respected individuals in key posts. • There would be a better understanding of ERW's responsibilities and structure. • There is the ability to build on current effective practice e.g. Middle Leaders programme, school to school work • Lack of capacity in some authorities to continue to meet responsibilities and therefore dependent on ERW • Market forces would drive ERW to improve its performance and quality of support offer. 	<ul style="list-style-type: none"> • Current structure not suitable/ sustainable leading to redundancies etc. • Consistency in CAs performance • Does not meet Welsh Government expectations • Does not align with the Wellbeing of Future Generation Act. • Danger of isolation for LAs/ schools/ leaders • Possible capacity issues from providers • Lack of capacity in some authorities to continue to meet core statutory responsibilities to intervene in school/deliver school reorganisation • HR challenges- redundancy/challenges • Not a consortium- need to start again • Two local authorities in Estyn's serious concern category; senior leadership experience and capacity in both authorities is challenged. • ERW unable to sustain a core structure without core funding • Current structure not suitable/ sustainable leading to redundancies etc. • Risk to capacity as people do not want to work for ERW • Success to date has been variable • Model not agile enough to meet needs/not responsive enough • LAs could commission from outside ERW. •

The Executive Board are requested to provide officers with a steer in regard to future partnership arrangements.

Appendix 1- ERW Staffing Structure

Appendix 2- ERW- KEY PRINCIPLES

Appendix 3- ERW- KEY DELIVERABLES

Appendix 4- ERW- CORE VALUES

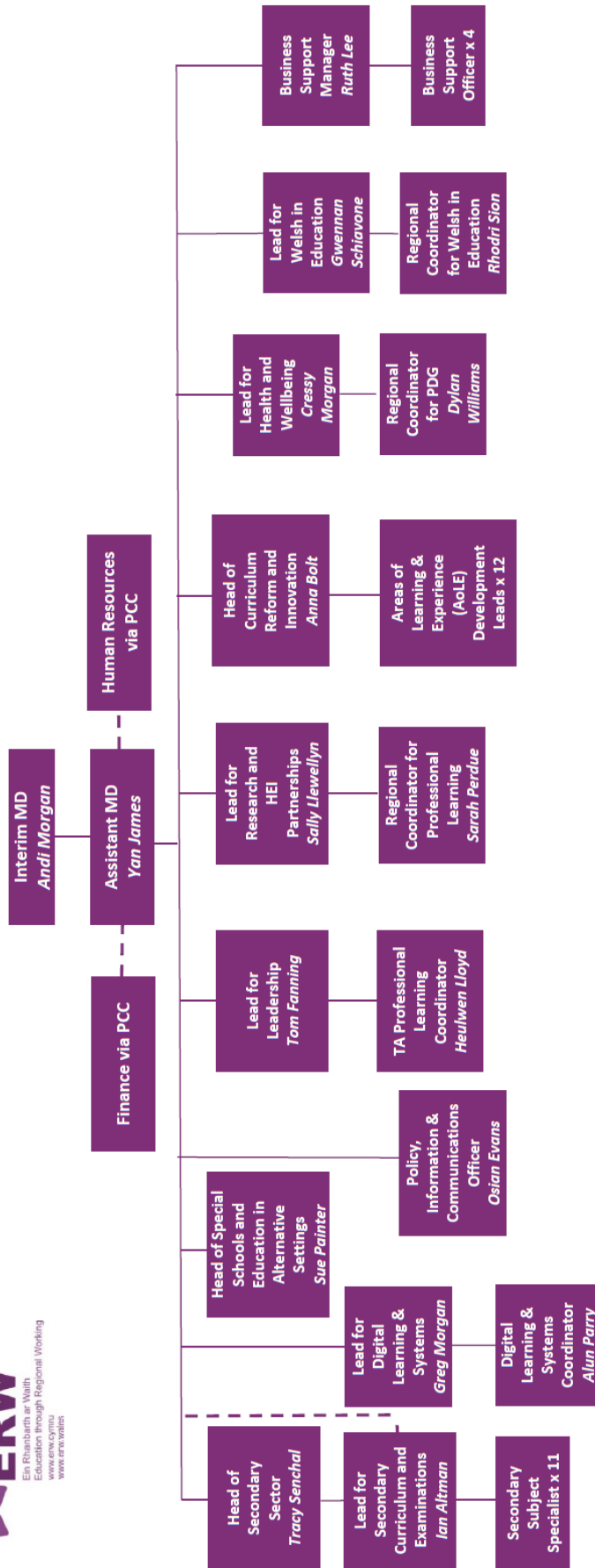
Appendix 5- ERW- What do we do?

Appendix 6- ERW Business Plan

Appendix 7- Proposal for the future of ERW on behalf of Ceredigion, Pembrokeshire and Powys LAs

Appendix 1- ERW Staffing Structure

ERW Team Structure



- Regional working will be underpinned by the principles of transparency, shared leadership, clear communication, robust quality assurance, accountability and integrity.
- The regional support service will be resourced and staffed in accordance with its remit and status. It will have a Head of Service and a dedicated team of experts who will add value to the regional approach to the national reform agenda.
- The regional school support service will commit to providing all aspects of support bilingually in line with expectations of the Welsh Standards.
- Current regional governance structures will continue.
- Regional working will be underpinned by the principle of working towards developing a self-improving system where peer review and strategic partnerships drive improvement.
- Regional working should strengthen the role of School Clusters (depending on theme/focus).
- Regional working will be guided by the aim of ensuring that all schools are at least good and that all pupils benefit from a high-quality education.
- Regional working will commit to support local authority capacity and ability to provide education services of the highest standard across all areas of its responsibility.
- That we strengthen relationships between the local authorities, the consortium and Welsh Government.

REGIONAL

The agreed regional support service priorities are-

- Developing and delivering a curriculum for Wales
 - Developing a high quality education profession that has a positive impact on learners' progress and standards
 - Ensure Inspirational leadership has a positive impact on provision and standards
 - Develop strong and inclusive schools committed to excellence, equity and well-being
 - Develop robust assessment, evaluation and accountability arrangements supporting a self-improving system
- The regional school support service will lead on pedagogy, leadership development and moderation and standardisation.
 - The regional support service will engage on behalf of LAs with ITT institutions to ensure that local needs are shared.
 - Regional governance systems will relate to the performance and management of the regional support service.
 - The regional improvement service will contribute to governor training when appropriate and within remit.
 - The Business Plan will be informed by local priorities and steered through the Strategy Groups.
 - The regional improvement service will provide a directory of specialisms.
 - We will have an agreed model of resource deployment to secure improvement and to avoid duplication.
 - We commit to re-launching and re-invigorating our regional commitment to a self-improving system.

LOCAL AUTHORITY

- Accountability and statutory responsibility lies with local authorities (LA), therefore school improvement resource and workforce will remain in each LA to be determined by local priorities and be subject to local scrutiny.
- Challenge Advisers will be responsible for support visits, annual reports on performance and progress and brokerage of support for schools.
- The LA CAs and school improvement resource will be available to work across the region in accordance with current legal agreement.
- Local scrutiny arrangements will apply to the performance of schools and the standards attained by pupils.
- ALN is a local authority responsibility.
- LAs will be accountable for schools causing concern by their individual systems, however all local authorities will commit to providing support and challenge to each other in addressing issues of underperformance.
- The delegation of the Welsh element of the Regional School Consortium Improvement Grant (RCSIG) to each LA needs to be considered in order to support individual LA Welsh in Education Plans (WESP). Opportunities to secure economies of scale will be actively pursued.

Self-Improving School System

- School leaders and teachers have the skills, capacity and commitment to continually learn and improve their practice by collaborating.
- Schools are aware of their own strengths and areas for improvement, and with this knowledge seek support for their own improvement and offer support for others to improve.
- Schools become participants so that strengths are spread across the system and areas for improvement are tackled through peer engagement and support.
- Schools will thrive in a supportive and collaborative environment to raise standards and ensure that every young person can access excellent education.
- Schools have a strong vision for why, how and what children and young people learn.

Appendix 3- ERW- KEY DELIVERABLES

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 consortium 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.

Appendix 4- ERW- CORE VALUES

Effectiveness

- We lead by example and inspire confidence in others
- We promote and drive continuous improvement by asking how we could do this better
- We focus on longer-term outcomes rather than short-term goals.
- Barriers and challenges are resolved promptly and success is celebrated.

Commitment

- We take pride in the job that we do and we are ambitious for all of our schools and their pupils
- We are passionate about learning and ensuring that pupils reach their potential
- We make a difference for thousands of pupils every year

Integrity

- We are trustworthy and reliable
- We are able to adapt to changing priorities and seek to create a positive and healthy working environment.
- We stand by difficult decisions and openly acknowledge errors
- We challenge and confront poor performance

Innovation

- We inspire others and continuously seek innovative solutions.
- We effectively plan and anticipate change.
- We act on opportunities.
- We recognise problems and implement solutions.

Collaboration

- We engage and support each other by working together and developing a shared focus.
- We build effective relationships with all stakeholders and partners.
- We recognise people's contributions and achievements
- We talk about 'we' and not 'I'.

Appendix 5- ERW- What do we do?

What do we do for schools and their pupils?

- Develop capacity of all schools to become self-improving, resilient organisations who continually improve outcomes and wellbeing for pupils
- Provide high quality differentiated support to schools in line with the national categorisation system
- Enable useful opportunities for school to school working to develop the self-improving system

What do we do for teachers?

- Provide high quality curriculum support to support the development of high-quality pedagogy
- Provide useful resources to reduce teacher workload, improve wellbeing and support the developments of high impact strategies to improve pupil outcomes
- Provide high quality bespoke support to develop the high quality of teaching and learning in all schools
- To provide useful opportunities for professional networks to encourage the sharing of good practice and to develop the self-improving school system.

What do we do for school leaders?

- Support education professionals to fulfil current and future roles in a wide range of educational settings.
- Provide, broker and quality assure a range of approved programmes for our education system. For example, middle leaders, aspiring heads, NPQH and support for newly appointed headteachers.
- We will develop current and future leadership talent for the ERW region

What do we do for our employees?

- We lead with clarity and focus
- We provide professional learning opportunities that build confidence and competence
- We provide a good balance between autonomy and clarity
- We provide opportunities for our team to develop professionally and reinvest in a self-improving system

Appendix 6- ERW's Business Plan and Provision

ERW has five improvement priorities that match the enabling objectives of The National Mission:

- **Developing and delivering a transformational curriculum**
- **To develop a high-quality education profession**
- **To develop inspirational leaders and to facilitate them working collaboratively to raise standards.**
- **To develop strong and inclusive schools that are committed to excellence and wellbeing.**
- **To develop robust assessment, evaluation and accountability processes that support a self-improving system**

Business Plan Priorities

1. Developing and delivering a curriculum for Wales

The region will work with the education system to support the development of the new curriculum and associated assessment arrangements that will help raise standards for all pupils in the region. The region will ensure that high quality professional learning will enable schools to plan for the new curriculum and all associated assessment arrangements.

2. Developing a high-quality education profession that has a positive impact on learners' progress and standards

The region will support our teachers to be lifelong professional learners that reflect on and enhance their own practice to motivate and inspire the children and young people in their care. The region will support schools to develop pedagogy and practice in order to effectively prepare for 'A curriculum for Wales, a curriculum for life.' The region will support, challenge & intervene in schools by implementing a rigorous and consistent approach to ensure that all schools have a clear understanding of what constitutes consistently high-quality teaching and learning for all learners. The region will ensure that assessment information is used diagnostically to influence teaching, learning and learner progress and secure robust reliability procedures for end of key stage assessment

3. Ensure Inspirational leadership has a positive impact on provision and standards

The region will prioritise developing system leadership as a prime driver of education development across our schools. Promoting and supporting effective, collaborative leadership will therefore be central to our delivery. The region will develop effective school leadership and increase capacity across the region by developing universal and targeted support, challenge and intervention for current

and aspiring school leaders at all levels. The region will develop and implement a comprehensive programme of professional learning in order to promote high expectations and develop knowledge, skills, personal qualities, values and professional characteristics that will enable leaders to offer consistently high-quality education in all schools

4. Develop strong and inclusive schools committed to excellence, equity and well-being

All learners must be supported to be emotionally and physically ready to learn in a safe and supportive environment. Each learner must be respected and challenged to achieve the best that they are capable of, including our most able learners, while being supported to overcome barriers that inhibit their learning. The region is committed to delivering a fair and fully inclusive education system ensuring where schools across the region are equipped to support all learners in a manner which minimises obstacles and maximises the opportunities for reaching their full potential. The region will continue to develop the workforce so that schools can receive the necessary levels of support and challenge around inclusive practice.

5. Develop robust assessment, evaluation and accountability arrangements supporting a self-improving system

Through the use of evidence-based approaches and co-construction, we will deliver a coherent assessment and evaluation framework that will ensure effective accountabilities so that schools, LAs and the region play a full part in delivering the best for our learners and their teachers. We will encourage and acknowledge schools that are collaborative and supportive of each other and will ensure that smaller and rural schools are better supported to play their full part in a collaborative self-improving school system.

Appendix 7- Proposal for the future of ERW on behalf of Ceredigion, Pembrokeshire and Powys LAs

Background

The ERW region's directors, chief executives, portfolio holders and council leaders have collectively invested significant energy over many years to secure effective regional working, since the inception of SWAMWAC. There have been times of clarity and times of challenge, but throughout there has been an unwavering commitment to securing the creation of a regional school improvement service to improve outcomes and experiences for all learners within the region.

The last few years have been particularly challenging, despite periods of optimism, as partners have struggled to honour a collaborative approach across all six authorities. Despite reaching agreement, the risk of fragmentation has always been high. At times, it has been argued that conforming to regional processes has limited local authorities' opportunities to innovate. Over time, different views and priorities within individual local authorities have impacted on the pace, effectiveness and influence of the regional school improvement service.

However, the undersigned authorities (*) express their full commitment to the principle of regional working. With our spread of rural and small-town schools, working across our two languages in areas of sparse population and often of rural deprivation, we have more in common than that which separates us. We are also more than aware of the risks that our schools can become isolated, with lack of exposure to practice and innovation from other areas of Wales and beyond.

The preferred option for each of our authorities would always have been to secure a successful 6-LA region. However, having made significant and sincere commitments to develop and sustain that model, our shared experiences now point toward a need to move on, at pace. There is now a strong feeling across our authorities that a new footprint is needed for our school improvement collaboration, and we propose that footprint to be organised as a Dyfed- Powys entity.

For this reason, we wish to move ahead in a spirit of open, committed collegiality to affirm a sustainable, collaborative and excellent regional service, where staff can engage professionally in an environment of safety and security, delivering crucial support for our schools and our learners. If that regional service requires a variation from its current geographical footprint, we as local authorities are prepared to engage collectively to build and embed a service based on a revised footprint. We can no longer be held back by the challenges that have inhibited our honourable ambitions over recent years.

Core Values

Each one of our authorities has high expectations of its regional school improvement service and will expect the following core values to be exemplified:

- excellent leadership, communication and relationships between the local authorities and the regional school improvement service, based on transparency, integrity and mutual trust
- exceptional quality, innovation and rigour in the delivery of agreed support services that provide good value for money
- a bilingual service that is led by the needs of schools and local authority priorities as they respond to our changing educational landscape
- a continued focus on getting resources to our classrooms by working collaboratively to avoid unnecessary duplication of services

Service Delivery

As a group of authorities, we need a regional school improvement service to deliver and add value to the local authority offer in a range of key domains. In particular, we wish to commit to a service that offers functions a)-d) noted below:

a) Leadership programmes at all levels throughout the schools' workforce

A service that provides a single regional administration and delivery of a growing range of programmes, that can act as a conduit for national collaboration through the National Academy for Educational Leadership and our universities to develop the full range of future leadership programmes.

- Middle leader development - development planning, monitoring and evaluation
- The National Professional Qualification for Headship
- New and acting headteacher programme
- Aspiring senior leaders
- Experienced headteachers
- Higher Level Teaching Assistant development, and support for pathways for teaching assistants.

b) Initial Teacher Education and career-long learning

The new national arrangements for Initial Teacher Education and the very recent developments (and anticipated growth) in part-time and work-based routes into teaching provide an opportunity to utilize a single regional approach to the promotion and partnership building needed for these programmes with schools and Higher Education Institutions. This can also apply to the standardization of induction and early professional learning of new teachers.

These priority areas will need to be supported by a comprehensive regional and local workforce development programme, with the Schools as Learning Organisations model at its core.

For secondary subjects (in particular core subjects) ERW's Secondary leaders of learning team has been an effective feature of the support and work provided by the region. They provide access to cutting edge practice and research and have been fully involved in supporting departments in secondary schools where there is underperformance. Each of

their appointments in summer 2019 were supported unanimously by directors and headteachers at appointments panels.

c) Support for the Curriculum for Wales

With the final version of the new curriculum published this week, the schools' sector can now move with some assurance from speculative future planning to more specific implementation planning. The regional service's new curriculum team from September 2019 exists to share information and embed key principles around the four core purposes and pedagogy. It is their work to support curriculum development and design, underpinned by a range of programmes to improve pedagogy and pupils' skills. Their work, through roadshows, engagement with Lead Practice Schools, networking opportunities and school to school support is crucial, and it is expected that the pace of engagement will now accelerate.

Whilst recognizing the local dimensions of the new curriculum, there is plenty of scope for local, regional, national and international learning to be brought to bear. The benefits of an agile team at a regional level to support innovative and creative curriculum design and content are clear.

d) Support for Schools Causing Concern (SCC) /schools at risk of causing concern

Across the region there are excellent examples of schools benefiting from leadership and curriculum support from highly accomplished leaders from neighbouring authorities – facilitated through the regional service. This has added value and complemented local authority led provision, for example, inclusion, ALN, Finance, HR. In some authorities there is compelling evidence that this practice has been beneficial and has brought about improved outcomes for pupils. The ability of the regional SCC team to work with the team of key secondary curriculum specialists and local authority challenge advisers has embedded new practices across some of our most challenging schools. It is the view of the authorities that wish to proceed with re-affirming our regional approach that this service should be maintained as a core service within the region. It should be needs-led and should be available at no additional cost to schools or their Local Authorities.

In addition to the core functions **a)-d)** noted above, there are other benefits (some planned, some derived) that have already accrued from joint regional working, and it would be beneficial for these to continue. Some of these include:

The regional leadership provided for moderation and standardisation of curriculum outcomes, the joint professional learning opportunities that exist for challenge advisers, contributions made to governor training and local authority scrutiny processes on matters relating to the agreed regional functions, the sharing of best practice and specialisms across the region, the development of the self-improving system through strengthened cluster and collaborative working, shared projects with universities and Welsh Government which add to regional knowledge for sharing across all schools (e.g. the Lyn Sharratt Project). These should continue to be developed under the existing governance

arrangements with delivery agreed in a shared regional business plan that can secure the timely drawing down of grants for the benefit of our schools.

Moving on and future arrangements

Our authorities are clearly in different places in terms of our school improvement journeys. However, we are all committed to either maintaining or securing high standards for all of our learners by working collaboratively across boundaries during this period of unprecedented change.

If there is to be a regional service, all future stakeholders in that regional school improvement service will need to be committed, engaged and positive regarding the value that such a collaboration can bring to all partner authorities. It is imperative that all partners share a vision and common goals for the region, and commit to behaviours that help achieve the best for our learners. Furthermore, there must be a clear duty on a regional service to enable all constituent local authorities to fully comply with their legislative obligations, such as Welsh Language Standards and the ambitions of Cymraeg 2050, through their WESPs.

Whilst the six authority model has the benefits of economies of scale and a wider talent pool, recent years have been challenging and we have not succeeded in building a regional service that can maximize the benefits to our learners, be a stable partnership for our school leaders, nor have we created an inspiring service in which to work.

If we are to secure the best support for school leaders and their staff, with resulting benefits for learners, it is now opportune to work to a footprint that can combine authorities that wish to commit to the same ambitions. If that is more possible by working in a partnership where authorities have similar socio-economic profiles as well as quite similar socio-linguistic and geographical patterns, we believe that we should set out to achieve that ambition.

We need to move on from debating processes, structures, budgets and accountabilities to work towards a common approach to educational infrastructure that can deliver excellence in teaching and learning. This would enable the region to maximise its resources to improve outcomes and experiences for learners.

Consequently, the undersigned authorities are expressing our joint commitment to securing a highly effective and collegiate new approach to regional working, underpinned by the functions and values outlined above.

Provisional Signatures for a reformed regional school improvement service to be instituted as soon as is reasonably practicable.

Cyngor Sir Ceredigion – Ceredigion County Council
Cyngor Sir Gaerfyrddin – Carmarthenshire County Council?
Cyngor Sir Penfro – Pembrokeshire County Council
Cyngor Sir Powys – Powys County Council



ERW JOINT COMMITTEE 14th FEBRUARY 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.

<p>Report Author: Kate Evan-Hughes</p>	<p>Designation: Lead Director</p>	<p>Tel No. E. Mail: kate.evan-hughes@pembrokeshire.gov.uk</p>
--	---	---



**EXECUTIVE SUMMARY
ERW JOINT COMMITTEE
14th FEBRUARY 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 NONE	Legal YES	Finance NONE	Risk Management Issues NONE	Staffing Implications NONE
<p>1. Legal</p> <p>If adopted changes to the Legal Agreement will be required in line with the new governance arrangements</p>				

CONSULTATIONS

N/A

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



This page is intentionally left blank

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 attendance - 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 Senior Leadership Team

ERW Managing Director / ERW Heads of Service

ERW Headteacher Reference Group

ERW Operations Group

Principal ChAds / ERW Senior Leadership Team

ERW Trade Union Reference Group

Advisory Board

ERW Joint Committee

ERW Advisory Board

1 x representative of the Joint Committee

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

Joint Committee

Management Board

Professional Learning and Research Strategy Group

Finance and HR Strategy Group

Leadership Strategy Group

Curriculum Strategy Group

Digital Strategy Group

Health and Wellbeing Strategy Group

Audit and Quality Assurance Strategy Group

Welsh in Education Strategy Group



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 (<i>one from each LA</i>)	6 x Chief Executives (<i>one from each LA</i>) 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.

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.

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.

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(<i>as an when required</i>)	1
Monitoring Officer / HR Lead (<i>as and when required</i>)	2
Others (<i>as and when required</i>)	

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

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

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.

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.

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
- 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.

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.

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.

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.

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.

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.

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

ERW Meeting Schedule

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

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

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

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

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

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

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

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

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



ERW JOINT COMMITTEE 14 FEBRUARY 2020

ERW INTERIM MD UPDATE

Purpose:

To provide Joint Committee members with an update and overview of progress gained across our review, reform and provision activity.

RECOMMENDATIONS / KEY DECISIONS REQUIRED:

None – report for information only.

REASONS:

N/A

Report Author:	Designation:	Tel No. 01267 676840
Andi Morgan	ERW Interim MD	E. Mail: andi.morgan@erw.cymru



**EXECUTIVE SUMMARY
ERW JOINT COMMITTEE
14 FEBRUARY 2020**

ERW INTERIM MD UPDATE

BRIEF SUMMARY OF PURPOSE OF REPORT:

The report provides Joint Committee members with a progress update on the ERW review, reform and provision activity. It highlights activities undertaken since the previous Joint-Committee meeting held on 9.12.19.

Content focuses on:

- Section 1: ERW Team Structure
- Section 2: ERW Team activity
- Section 3: ERW Business Planning and service delivery
- Section 4: Appendices

DETAILED REPORT ATTACHED?

YES



IMPLICATIONS

Policy, Crime & Disorder and Equalities	Legal	Finance	Risk Management Issues	Staffing Implications
NONE	NONE	YES	YES	YES
<p>1. Finance: All aspects of the review and reform programme have been subject to financial planning processes. Future provision will need to meet the capacity of the revised ERW budget.</p>				
<p>2. Risk Management: The report addresses elements connected to our risk management content with regard to staff capacity.</p>				
<p>3. Staffing Implications: The report addresses current staffing levels and overall team capacity.</p>				

CONSULTATIONS

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

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



This page is intentionally left blank



Ein Rhanbarth ar Waith
Education through Regional Working

Diweddariad Rheolwr Gyfarwyddwr Dros dro

ERW

Interim Managing Director Update

14.2.20

**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.



Contents:

- **Purpose of the report**
- **Section 1: ERW Team Structure**
- **Section 2: ERW Team activity**
- **Section 3: ERW Business Planning and service delivery**
- **Section 4: Appendices**

Purpose of the Report:

To provide Joint Committee members with an overview of ongoing developments within our review, reform and provision programme to date.

Section 1: ERW Team Structure:

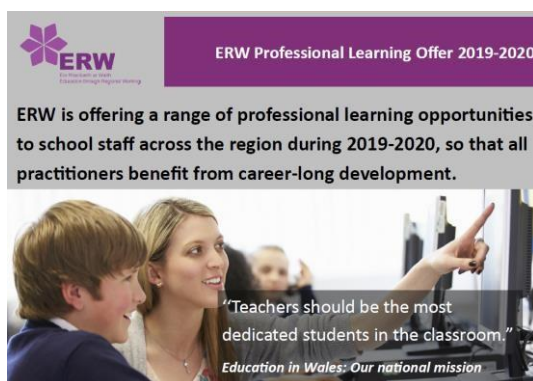
Following the recommendations of our Joint-Committee meeting held on 9.12.19, we have realigned the ERW Team structure accordingly. The following secondments have been drawn to a close as of 31.12.19:

- Karen Lawrence, Head of Primary Sector (0.6)
- Jonathan Roberts, Head of Professional Learning (0.6)
- Rhian Carruthers, Curriculum Reform and Innovation (0.2)

We extend our warmest thanks and gratitude to these colleagues for their support, contributions and kind company. We very much hope to continue to gain, in different ways, from their expertise and enthusiasm across our ERW community.

(Appendix 1 provides you with an overview our revised staff structure)

Section 2: ERW Team activity:



i) ERW Curriculum Engagement Events (Spring Term 2020):

Following the success of our Autumn Term series of 'Curriculum Engagement Events' we have commenced the roll out of a second series across the region. The Spring Term events are focusing further on 'curriculum design' as requested by schools during the Autumn Term feedback. Once again, we are taking advantage of a range of locations across each local authority to ensure an appropriate geographical spread in support of our schools and practitioners (Appendix 1 provides further details).

Current feedback is very positive with Head teachers, CAs and LA officers welcoming the further opportunities to share information and views during the sessions (summary below).

In addition, this work has been further augmented through the ERW Curriculum Team supporting school cluster activities and training day events in a bespoke manner. We will continue to support and provide in this manner which is proving greatly beneficial for all.

Feedback overview (seven questions):

- | | | |
|----|---|---------------|
| 1. | The event met its stated aims & objectives – | 94% positive |
| 2. | Presentations were clear, and effective – | 100% positive |
| 3. | Content was well-organised and easy to follow – | 100% positive |
| 4. | Length and pace was suitable – | 97% positive |
| 5. | Participation and interaction were encouraged – | 99% positive |
| 6. | Materials and resources shared were helpful – | 90% positive |
| 7. | Material available bilingually – | 84% positive |

ii) National Categorisation:

We have completed our support and work for this year's National Categorisation programme. The national moderation meeting held on 13.1.20 was kindly chaired by Meinir Ebsworth, Chief Education Officer, Ceredigion. Once again, it proved successful in achieving its goal of an agreed suite of moderated decisions which were published nationally on 31.1.20. We are grateful to Meinir, our Challenge Advisers and Yan James, Regional Lead Moderator for their commitment and support for this activity.

iii) Developing Professional Learning and Research:

Building Research Capacity: Forty five schools from across the region have enjoyed their first day of training with their respective HEIs (Aberystwyth, UWTSD and Swansea). They have begun to explore what is meant by practice enquiry, designing a precise research question, exploring ethical considerations and using a range of research methods to support them with their individual and collaborative action enquiry projects in their schools.

Bro Dinefwr Secondary	Ysgol Gyfun Gymunedol Penweddig	Bishop Gore Comprehensive School
Model Primary School	Ysgol Llanarth Primary	Bishop Vaughan Secondary
Ysgol Gynradd Brynaman	Ysgol Uwchradd Aberaeron	Clydach Primary
Ysgol y Felin Primary	Cilgerran Primary School	Knelston Primary
Ysgol yr Hendy Primary	Arddleen CP School	Penllergaer Primary
Abbey Primary	Bro Hyddhgen 3-16	Pentre Graig primary
Blaenhondden	Carno Primary	Sketty Primary
Cwmnedd Primary	Glantwymyn Primary	St David's Primary
Maesmarchog Primary	Llanbrynmair Primary	St Iltyds Primary
YGG Rhosafan	Llanidloes CP School	Casllwchwr Primary
Coastlands Primary	Penygloddfa CP School	Brynmill Primary
Gelliswick Primary	Welshpool High School	Ysgol Ciliau Parc Primary
Narberth Primary School	Brynteg Primary School	Ysgol Dihewyd Primary
St Frances RC Primary (Milford)	Burry Port Community School	

Stepaside Primary	Parctwyn Primary School	
Ysgol Aberaeron Primary	Penrhos Primary School	

Lead More Able and Talented (MAT) Schools: Eight schools drawn from across the region have been collaborating to share best practice regarding MAT pedagogies along with carrying out action enquiry into specific MAT areas linked to well-being, resilience and independence. They have been working with a research expert to ensure the best methods are being used to capture the data. During this term they will begin to work with cluster schools to share their learning to date and support others with approaches to MAT. The work of the Lead MAT Schools is being covered in an article of the next issue of the NACE magazine, 'IMPACT'. These schools are also contributing to a cross-regional MAT Professional Learning Programme which is being developed for all MAT co-ordinators across Wales.

Coedcae	Ysgol Y Preseli
Bishopston	Llanidloes
Coed Hirwaun	Birchgrove
St. Francis	Aberteifi

National Professional Enquiry Project (NPEP): Twenty schools from across the region are continuing to work with UWTSD on the Nation Professional Enquiry Project. They have completed an interim report on their findings which has been quality assured by colleagues at UWTSD for publication on HWB on the 24th February. These schools are leading the way in action enquiry with their reports and case studies which are readily available to other schools. During the Spring term, Lead Enquiry Schools will begin to focus on cluster working, supporting enquiry across the region through close collaboration with a wider range of schools.

Bryngwyn Comprehensive School	Pembroke Dock Community School	Ysgol Gymraeg Castell Nedd
Cefn Hengoed Community School	Penmaes	Ysgol Gynradd Aberteifi
Christchurch Primary School	Pontarddulais Primary School	Ysgol Uwchradd Aberteifi
Coedcae School	Priory Church in Wales School	Ysgol y Preseli

Crickhowell School	Ysgol Bro Pedr	Ysgol y Strade
Cwmtawe Community School	Ysgol Gyfun Gwyr	Llangattock Church in Wales School
Dwr y Felin Comprehensive School	Ysgoel Gymraeg Aberystwyth	

iv) Communication and Engagement:

We have continued to undertake a range of communication and engagement activities with numerous partners since we last reported to you in December. These have included:

- **ERW Scrutiny Councillor Group Meeting:** Our Scrutiny Councillor Group met in Llandrindod Wells on 27.1.20. Invited speakers for this session were Ian Altman, Lead for KS4 Curriculum and Examinations and Sally Llewellyn, Lead for Research and HEI Partnerships. Both colleagues provided informative and thought provoking presentations within their key areas. We hope that this format is useful and supportive of the Group's work. The next session will be hosted by Carmarthenshire on 4.5.20 with invitations currently being organised for our Curriculum Team and Qualifications Wales.
- **HLTA National Development Day** (Liberty Stadium, Swansea 12.2.20): The event is provided for all Higher Teaching Assistants who have achieved HLTA Status from Welsh Government are invited to attend the national HLTA development day. This is a national event run in four locations across Wales.
- **Support for Additional Learning Needs Transformation:** Sue Painter, our Head of Special Schools and Alternative Settings has liaised closely with Senior Challenge Advisers and local authority colleagues to provide a range of provision as follows:
 - Special school curriculum workshop sharing work on four purposes and developing resource to share in each LA with attached provisions
 - Training for two ALNCOs from each local authority to deliver national Middle Leader Training (further seventy two ALNCO candidates are currently being nominated from local authorities to commence this programme shortly)
 - Forty six Challenge Advisers have been trained in relation to supporting schools with the 'ALN Toolkit'
- **Children, Young People and Education Committee (CYPE) session:** We attended the CYPE session held at the Senedd on 16.1.20. The four Consortia were split into two groups, with GwE and ERW sharing the same interview slot. Questions from the panel of Assembly Members covered areas such as National

Categorisation, accountability mechanisms, Schools Causing Concern, work of the Middle Tier etc. The session provided all Consortia with the opportunity to demonstrate and celebrate partnership working with schools, local authorities, Welsh Government and a wide range of additional partners in support of children and young people.

- **Digital Learning Events:** We continue to support schools via a range of Digital Learning events. Much of this work is most effectively coordinated and planned through the specific Strategy Group (Literacy, Numeracy and Digital Skills). Please see Appendix 2 for full details.

- **Equity and Well-being Events:** We continue to support schools via a range of Equity and Well-being events*. This work included a recent 'Develop an Inclusive Vision' conference held at Parc Y Scarlets on 20.2.20. The programme included a variety of informative and stimulating presentations from key note speakers including:
 - Mair Hughes, Headteacher, Ysgol Penglais, Aberystwyth
 - Simon Davies, Headteacher, Ysgol Bryntawe, Swansea
 - Catrin Thomas, Headteacher, Aberaeron Primary School
 - Daniel Sobel, Inclusive Education Adviser
 - Professor Neil Frude, Consultant Clinical Psychologist
 - Liza Lomax, Psychotherapist
 - Andy Williams, Education Consultant

*Please see Appendix 3 for full details.

- **Empowering Learners through the Arts:** held in partnership with the Education Endowment Foundation and the Arts Council of Wales at the Media Resource Centre, Llandrindod Wells on 15.1.20, this workshop explored how creativity and the arts can be used to empower disadvantaged learners and improve educational attainment. Presentations and discussions explored a range of pedagogical approaches that can be used to explore the definitions and value of creativity and improve teaching and learning as well considering how the Pupil Development Grant can be used to fund creative learning and development of whole school approaches.

- **Holocaust Memorial Day Event:** Thanks to our colleagues at Welsh Government, we were privileged to have the opportunity to work with Dr. Martin Stern during events held at the Liberty Stadium, Swansea and Memorial Hall, Aberaeron on 29.1.20. Dr. Stern shared his experiences of living as a young child through the holocaust period at two separate camps - Westerbork and Theresienstadt. Pupils (Years 5 to 11) from schools across the region were highly respectful and appreciative of Dr. Stern's recollections. We are preparing the release of a film recording for further use across our schools and learning communities.

Section 3: ERW Business Planning and service delivery:

Throughout the Autumn Term we focused our time on analyses of the current Business Plan's content and ensured delivery of some key elements. From the outset of the Spring Term, central team members have been involved in the early stages of review and revision, drafting ideas for further consideration. This is intended in readiness for sharing and discussion with each ERW Strategy Group, our Directors' Group and Senior Challenge Adviser network during this term. Early indications lean towards redefining

The ongoing implementation of our '**ERW Strategy Groups***' is proving positive and effective. Meetings are resulting in defined support for specific elements of our Business Plan delivery. The six groups will continue to undertake the central role in implementing our strategic direction and determining the nature and allocation of support and resources. The following weeks will witness a greater emphasis on Business Plan review in readiness for the new financial year's grant funding.

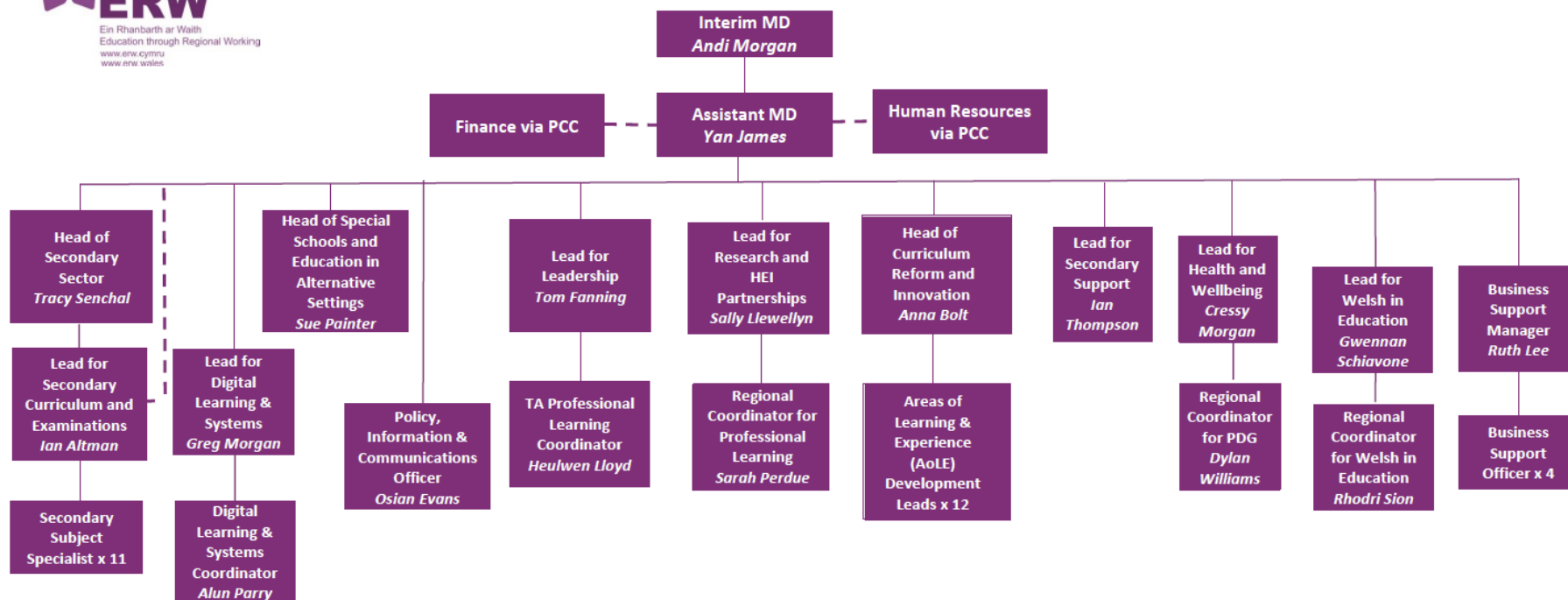
*ERW Strategy Group composition for each group is provided for you in Appendix 4.

Section 4: Appendices:


Appendix 1: ERW Central Team Structure and staffing complement



ERW Team Structure



Appendix 2: Digital Learning Events Calendar:









DIGITAL LEARNING


2019-2020

Visit www.ew.cymru for more information and to book your place

ERW DIGIMEETS	CRACKING THE CODE	ONLINE SAFETY EVENTS	REGIONAL DIGITAL LEARNING EVENT
Twilight sessions	All day event	All day event	All day event
<p>NOVEMBER Wed 27th Ysgol Dafydd Llwyd Powys</p> <p>FEBRUARY Tues 4th YGG Bro Myrddin Carmarthenshire</p> <p>Wed 5th St Thomas Primary Swansea</p> <p>Mon 10th Caer Elen School, Pembrokeshire</p> <p>Tue 11th Aberaeron Secondary Schools, Ceredigion</p> <p>MARCH Thurs 5th Baglan Primary Neath Port Talbot</p>	<p>FEBRUARY Tues 25th Canolfan Griffith Jones St Clears</p> <p>Wed 26th Ysgol Dafydd Llwyd Newtown</p> <p>Thur 27th YGG Lôn Las Swansea</p>	<p>JANUARY Tues 21st Felinfach Teaching Centre, Ceredigion</p> <p>Wed 22nd Neuadd y Gwendraeth Carmarthenshire</p> <p>Thur 23rd Baglan Education and Training Centre Neath Port Talbot</p> <p>Tues 28th Civic Centre, Swansea</p> <p>Thur 30th Brecon High School, Powys</p> <p>FEBRUARY Tues 4th The Archives Pembrokeshire</p> <p style="text-align: center; margin-top: 20px;">Remember Safer Internet Day on 11th February</p>	<p>MARCH Thur 19th The Liberty Stadium Swansea</p>

Appendix 3: Equity and Well-being Events Calendar:









EQUITY AND WELL-BEING

2019-2020

Visit www.erw.cymru for more information and to book your place

Getting it Right for Every Child – Supporting Adopted Learners	Trauma and Attachment – Curriculum for Wales	PDG Effective Practice Network	Empowering and Engaging Disadvantaged Learners through Creativity and the Arts
Whole day training	Whole day training	09:30 - 12:30	Whole day conference
<p>JANUARY</p> <p>Wed 22nd Ysgol Bro Dur NPT</p> <p>Thur 30th Gwendraeth Hall Carmarthenshire</p> <p>FEBRUARY</p> <p>Tue 4th MRC Powys</p> <p>Thur 6th TBC Pembrokeshire</p> <p>MARCH</p> <p>Wed 11th Canolfan Rheidiol Ceredigion</p> <p>Tue 17th Council Chamber Swansea</p>	<p>JANUARY</p> <p>Tue 28th Aberteifi Ceredigion</p> <p>FEBRUARY</p> <p>Mon 10th Gorseinon Centre Swansea</p> <p>Thu 13th Pavilion Showground Pembrokeshire</p> <p>Mon 24th Gwendraeth Hall Carmarthenshire</p> <p>Thu 27th Dŵr y Felin NPT</p> <p>MARCH</p> <p>Fri 6th Newtown Powys</p>	<p>DECEMBER</p> <p>Thu 5th Henry Tudor School Pembrokeshire</p> <p>FEBRUARY</p> <p>TBC TBC TBC Ceredigion</p> <p>MARCH</p> <p>Thu 19th TBC Powys</p>	<p>JANUARY</p> <p>Wed 15th MRC Llandrindod Wells</p> <div style="background-color: #d9ead3; padding: 10px; text-align: center; margin: 10px 0;"> <p>Developing a shared vision centred on the learning of all learners</p> </div> <p style="text-align: center;">Whole day conference</p> <p>JANUARY</p> <p>Mon 20th Parc y Scarlets Llanelli</p>

Getting it right for Every Child – Supporting Adopted Learners (PDG/LAC): 1 event per LA delivered in partnership with Adoption Cymru and local authority Looked After Children Coordinators.

Trauma and Attachment – Curriculum for Wales (PDG/LAC): 1 event per LA delivered by Liza Lomax and co-constructed with Cressy Morgan. A range of interactive workshop where delegates are taken through the key stages of primary attachment with care giver. At the end of each stage delegates turn to the key characteristics of the 'Four Purposes' and consider how/why a child with poor primary attachments may be likely to struggle with this.

PDG effective network practice (PDG): Opportunities for Pembrokeshire, Ceredigion and Powys PDG leads to attend networking mornings. Very well received when done previously in Carmarthenshire, Swansea and NPT (Summer Term, 2020 programme will be held in Carmarthenshire, Swansea and NPT).

Promoting Mental Health in schools (Prof Neil Frude): Four workshops to be held across the region (Welshpool, Powys, Lon Las, Swansea, Burry Port, Carmarthenshire and Hook, Pembrokeshire) where Neil will focus on some of the key findings of positive psychology. This will contribute to planning and delivery for Health and Well-being AoLE.

Appendix 4: ERW Strategy Groups:

Professional Learning and Research
ERW: Sally Llewellyn
Director: Lynette Lovell (Powys)
LA Officer 1: Mike Daley (NPT) CHAIR
LA Officer 2: Elin Forsyth (Carmarthenshire)
Headteacher 1: Nia Thomas (Bro Sion Cwilt, Ceredigion)
Headteacher 2: Bev Phillips (Sketty Primary, Swansea)
Headteacher 3: Ray McGovern (Greenhill, Pembrokeshire)

Leadership
ERW: Tom Fanning
Director: Nick Williams (Swansea)
LA Officer 1: Chris Millis (NPT)
LA Officer 2: Hayley Smith (Powys) CHAIR
Headteacher 1: Clive Williams (Ysgol Gymraeg , Ceredigion)
Headteacher 2: Fiona Kite (Harri Tudur , Pembrokeshire)
Headteacher 3: Rhian Evans (Carway Federation , Carmarthenshire)

Curriculum

ERW Anna Bolt + Ian Altman

Director: Meinir Ebbsworth (Ceredigion)

LA Officer 1: Aeron Rees (Carmarthenshire) CHAIR

LA Officer 2: Sian Rowles (Pembrokeshire)

Headteacher 1: Sarah Harwood (**Cwm Nedd**, NPT)

Headteacher 2: Daniel Owen (**Llanidloes High**, Powys)

Headteacher 3: Donna Caswell (**Llanrhidian**, Swansea)

Digital

ERW: Greg Morgan

Director: Steven Richard Downes (Pembrokeshire)

LA Officer 1: Kay Morris (Ceredigion)

LA Officer 2: Huw Rees (Powys)

Headteacher 1: Tim Richards (**Melin**, NPT)

Headteacher 2: Dylan Evans (**Y Dderwen**, Carmarthenshire) CHAIR

Headteacher 3: Helen Burgum (**Bishopgore**, Swansea)

Health and Wellbeing CHAIR TBD
ERW: Cressy Morgan + Dylan Williams
Director: Gareth Morgans (Carmarthenshire)
LA Officer 1: Amanda Taylor (Swansea)
LA Officer 2: James White (Pembrokeshire)
Headteacher 1: Hayley Burrows (Tywyn , NPT)
Headteacher 2: Menna Sweeney (Plascrug , Ceredigion)
Headteacher 3: Sarah Groves (Clyro , Powys)

Welsh
ERW: Gwennan Schiavone (Gwenan Hughes + Catrin Phillips interim)
Director: Aled Evans (NPT)
LA Officer 1: Mary Davies (Ceredigion)
LA Officer 2: Helen Morgan Rees (Swansea)
Headteacher 1: Geoff Evans (Strade , Carmarthenshire) CHAIR
Headteacher 2: Sian Davies (Dafydd Llwyd , Powys)
Headteacher 3: Mike Davies (Preseli , Pembrokeshire)



Ein Rhanbarth ar Waith
Education through Regional Working
www.erw.cymru
www.erw.wales

ERW JOINT COMMITTEE 14 FEBRUARY 2020

FINANCIAL UPDATE 2019-20

Purpose:

To provide the ERW Joint Committee with an update on the financial position of ERW for 2019-20.

RECOMMENDATIONS / KEY DECISIONS REQUIRED:

- The Joint Committee note the updated ERW financial position as at the end of Quarter 3 2019-20.
- The Joint Committee note the financial implications of the agenda item on Redundancy.
- The Joint Committee approve the virement of funding to the six strategic (321) groups.

REASONS: Compliance with Financial Regulations

<p>Report Author: Jon Haswell</p>	<p>Designation: ERW Section 151 Officer</p>	<p>Tel No. 01437 775836 E. Mail: haswellj@pembrokeshire.gov.uk</p>
--	--	---



**EXECUTIVE SUMMARY
ERW JOINT COMMITTEE
14 FEBRUARY 2020**

FINANCIAL UPDATE 2019-20

BRIEF SUMMARY OF PURPOSE OF REPORT

As there is no accompanying report, a powerpoint will be presented to the Joint Committee at the meeting.

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

- Central Team Budget
- Service Level Agreements
- Grant Allocations
- Grants - Regional Consortia School Improvement Grant (RCSIG)
- Business Plan Priorities
- Risks
- Reserves
- Recommendations

DETAILED REPORT ATTACHED?

No



IMPLICATIONS

Policy, Crime & Disorder and Equalities	Legal	Finance	Risk Management Issues	Staffing Implications
NONE	NONE	YES	YES	YES
1. Finance The Financial Update will assist the Joint Committee in making decisions relating to 2019-20.				
2. Risk Management The key financial risk is the level of reserves.				
3. Staffing Implications The increased financial implications of redundancy.				

CONSULTATIONS

N/A

Section 100D Local Government Act, 1972 – Access to Information
List of Background Papers used in the preparation of this report:
THERE ARE NONE



This page is intentionally left blank



Ein Rhanbarth ar Waith
Education through Regional Working
www.erw.cymru
www.erw.wales

ERW JOINT COMMITTEE 14 FEBRUARY 2020

OUTLINE DRAFT BUDGET 2020-21

Purpose:

To provide the ERW Joint Committee with an update on the outline draft budget for 2020-21.

RECOMMENDATIONS / KEY DECISIONS REQUIRED:

- The Joint Committee agree in principle the outline draft budget for 2020-21
- The Joint Committee note the ongoing discussions with the ERW Managing Director, the six Education Directors and Welsh Government.

REASONS: Compliance with Financial Regulations

Report Author:
Jon Haswell

Designation:
ERW Section 151 Officer

Tel No. 01437 775836

E. Mail:

haswellj@pembrokeshire.gov.uk



**EXECUTIVE SUMMARY
ERW JOINT COMMITTEE
14 FEBRUARY 2020**

OUTLINE DRAFT BUDGET 2020-21

BRIEF SUMMARY OF PURPOSE OF REPORT

As there is no accompanying report, a powerpoint will be presented to the Joint Committee at the meeting.

To provide the ERW Joint Committee with an update on the following:

- Outline draft budget based on five Councils in ERW
- Outline draft budget based on six Councils in ERW
- Indicative funding from Welsh Government - Regional Consortia School Improvement Grant (RCSIG)

DETAILED REPORT ATTACHED?

No



IMPLICATIONS

Policy, Crime & Disorder and Equalities	Legal	Finance	Risk Management Issues	Staffing Implications
NONE	NONE	YES	YES	NONE
<p>1. Finance The outline draft budget will assist the Joint Committee in making decisions relating to 2020-21.</p>				
<p>2. Risk Management The key financial risks for ERW in 2020-21 are:</p> <ul style="list-style-type: none"> • The financial viability of ERW as a going concern • Whether ERW contains six local authorities or five local authorities • The uncertainty of funding from Welsh Government (Depending on above) • The level of reserves. 				

CONSULTATIONS

N/A

Section 100D Local Government Act, 1972 – Access to Information
List of Background Papers used in the preparation of this report:
THERE ARE NONE



This page is intentionally left blank



Ein Rhanbarth ar Waith
Education through Regional Working
www.erw.cymru
www.erw.wales

ERW JOINT COMMITTEE 14 FEBRUARY 2020

SCHOOLS RECEIVING ADDITIONAL SUPPORT - FEBRUARY 2020

Purpose:

To provide Joint Committee members with an update on schools receiving additional support.

RECOMMENDATIONS / KEY DECISIONS REQUIRED:

None – the report is for information and discussion.

REASONS:

N/A

<p>Report Author:</p> <p>Andi Morgan</p>	<p>Designation:</p> <p>Interim ERW MD</p>	<p>Tel No.</p> <p>01267 676840</p> <p>E. Mail:</p> <p>andi.morgan@erw.cymru</p>
---	--	---



**EXECUTIVE SUMMARY
ERW JOINT COMMITTEE
14 FEBRUARY 2020**

SCHOOLS RECEIVING ADDITIONAL SUPPORT - FEBRUARY 2020

BRIEF SUMMARY OF PURPOSE OF REPORT:

ERW provides enhanced support for schools experiencing specific areas of challenge and in need of additional support. This work is implemented through a variety of strategies, placing great emphasis on engagement and collaboration between ERW central officers and locally based Senior Challenge Advisers, Challenge Advisers and LA officers. The attached report update provides a summary of strategies and current activity.

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

IMPLICATIONS

Policy, Crime & Disorder and Equalities NONE	Legal NONE	Finance YES	Risk Management Issues YES	Staffing Implications YES
<p>1. Finance: Provision is implemented in line with current ERW Business Plan and staffing structure strategy.</p>				
<p>2. Risk Management: Provision is subject to current Risk Register content as appropriate to the delivery of this service.</p>				
<p>3. Staffing Implications: Provision is implemented in live with current ERW staffing structure strategy.</p>				



CONSULTATIONS

Details of any consultations undertaken are to be included here:

N/A

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

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



This page is intentionally left blank



Ein Rhanbarth ar Waith
Education through Regional Working

Gweithdrefnau ar gyfer ysgolion sydd yn derbyn cefnogaeth ychwanegol

Arrangements for schools receiving additional support 14.2.20

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.



Contents:

- **Purpose of the report**
- **Section 1: ERW Support strategies**
- **Section 2: Overview of current support activity**

Purpose of the report: The report provides Joint Committee members with an overview of ERW support strategies and our current work in support of schools identified in need of additional support.

Section 1: ERW Support strategies:

i) School Performance Team Meetings:

'School Performance Team Meetings' are undertaken on a half-termly basis. The meetings provide the opportunity for each Senior Challenge Adviser to meet and discuss local current needs with ERW central officers (Interim MD, Assistant MD, Head of Secondary and Lead for Key Stage 4 Curriculum and Examinations). The meetings also facilitate an evaluation of previous elements of support provision. A strong emphasis is placed on ensuring the appropriateness, nature and impact of ERW's provision.

ii) Secondary Support Group (SSG):

Our ERW Secondary Support Group continues to provide bespoke support for identified schools across the region. The Group's activity is always brokered in a detailed manner via discussions between the school, ERW officers, senior LA officers, Senior Challenge Adviser and any additional, appropriate officers. Current work is focused on some fifteen schools across the region.

iii) Key Stage 4 Subject Specialists:

Support for schools from our team of Key Stage 4 Subject Specialists continues to provide for schools across our region. Their work is not restricted to schools specifically noted as 'causing concern.' Well timed provision from this team can often result in the necessary level of expertise required to progress an individual element of provision swiftly. In addition, their integral involvement in our Secondary Subject Networks provides effective guidance and reinforcement of some central priorities for all our schools, namely 'high expectations for all learners' and 'whole school responsibility for raising standards and ensuring progress for each learner.'

iv) National Evaluation and Improvement Resource (WG / Consortia Schools Causing Concern and Self-evaluation Pilot):

We continue to collaborate with Welsh Government on the two key aspects of this national pilot study. This work is coordinated on behalf of ERW by Tracy Senchal, our Head of Secondary Sector.

‘Aspect 1’ which focuses on supporting schools to develop effective self-evaluation involves six schools (nominated by our Senior Challenge Advisers) from across the region.

1. Crickhowell High School, Powys
2. Bishopston Comprehensive, Swansea
3. Bryngwyn & Glanymor Federation, Carmarthenshire
4. Coedffranc Primary, Neath Port Talbot
5. Plascrug Primary, Ceredigion
6. Lamphey Primary, Pembrokeshire

The work is evolving very well with much interest and enthusiasm from all partners. To date, all school leaders have met with Tracy and are developing their self-evaluation practice. The sharing of effective practice and richness of peer-to-peer discussion and evaluation is proving very successful.

‘Aspect 2’ involves one Powys secondary school and one Pembrokeshire secondary school. This Spring Term will witness the imminent commencement of a multi-agency approach to school improvement via an individual School Improvement Board. The Board contains a wide range of officers from different agencies e.g. local authority, school, Estyn, ERW to ensure a consistent and aligned approach in support of each school.

Section 2: Overview of current support activity:

Secondary Support Group (SSG):

During the Spring Term, 2020 our activity has continued to focus on schools within Powys, Pembrokeshire and Ceredigion. The Secondary Support Group is continuing its work with 15 schools in support of agreed elements of bespoke provision such as:

- building leadership capacity e.g. support for newly appointed Head teachers, senior leadership teams etc)

- enhancing teaching and learning
- developing schools as learning organisation

This work is driven forward through a close partnership between SSG team members and our locally based Challenge Advisers and individual school leaders. Current discussions note an encouraging profile for the next academic year with fewer schools requiring support. Based on the rate of progress and improvement*, an early prediction would suggest decreasing the number of schools from fifteen to eight.

*current National Categorisation Support is as follows:

- 1 school – Green
- 3 schools – Yellow
- 7 schools – Amber
- 4 schools - Red

Key Stage 4 Subject Specialist Team:

The KS4 Subject Specialist Team is currently supporting some 29 schools across our region, focusing their work in the main on the key areas of:

- Cymraeg
- English
- Maths
- Science

We have 7 schools involved in Powys, 3 in Ceredigion, 5 in Pembrokeshire, 5 in Carmarthenshire, 6 in Swansea and 3 in Neath Port Talbot.

It is important to emphasise that the aim of both of these teams is to provide provision at pace from an early stage, thus avoiding any significant 'causes for concern.' The close partnership working between Senior Challenge Advisers, senior LA officers and ERW staff ensures an ongoing and supportive dialogue which is targeted directly towards early support and intervention. We have clear and encouraging evidence of this approach succeeding and supporting our school communities well.

ERW JOINT COMMITTEE 14 FEBRUARY 2020

RISK REGISTER

Purpose:

To inform the Joint Committee of the updated regional Risk profile

RECOMMENDATIONS / KEY DECISIONS REQUIRED:

That the Joint Committee note the overall increase in risk profile, and accept the report

REASONS:

Governance Arrangements, Risk Management

Report Author: Osian Evans	Designation: Policy, Information and Communications Officer	Tel No. 01267 24 5640 E. Mail: osian.tirnanog@btinternet.com
--	--	--



**EXECUTIVE SUMMARY
ERW JOINT COMMITTEE
14 FEBRUARY 2020**

RISK REGISTER

BRIEF SUMMARY OF PURPOSE OF REPORT

The report outlines the overall risk profile of the regions. The heat map indicates the following risks as High Scoring:

Very High Probability + Very High Impact

NPT Withdrawal

Very High Probability + High Impact

Cuts to School Budgets

High Probability + Very High Impact

Data Protection
Failure to comply with Estyn Action Plan
ERW Governance
Transparency of Governance

DETAILED REPORT ATTACHED?

YES



IMPLICATIONS

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

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



This page is intentionally left blank



ERW

Ein Rhanbarth ar Waith
Education through Regional Working
www.erw.cymru
www.erw.wales

Corporate Risk Register (Threats)

2019-2020

For Joint Committee February 2020

Introduction

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

ERW's Vision: "Improving Learning Together"

ERW's Objectives:

- Improve the quality of leadership and its impact on outcomes
- Improve the quality of teaching and learning experiences and its impact on outcomes
- Reduce the impact of poverty on attainment, support vulnerable learners and ensure all learners reach their potential
- Deliver high quality and bespoke support, challenge, and intervention to schools
- Communicate effectively with all stakeholders

Corporate business risks (threats) are scored against the risk (threats) evaluation matrix shown on page 4, using the probability and impact criteria shown on pages 5 and 6.

The Corporate Risk Register is a live document which is subject to regular review by the ERW Managing Director. New business risks identified or escalated via Local Authority risk registers are captured as proposed business risks and considered for inclusion on the Corporate Risk Register by the Lead Chief Executive. The updated Corporate Risk Register is then formally reviewed by the ERW Executive Board. The Corporate Risk Register is reviewed regularly by the ERW Joint Committee.

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

Although control measures are applied, they may not be sufficient to reduce the residual score if external factors (outside of officer control) still have a high influence on the probability of the risk occurring or the impact should it occur, e.g. Review and Reform Programme. The heat map on page 7 shows the highest residual risks on the Corporate Risk Register.

Each risk has its own table showing the inherent and residual risk score along with the tolerance for the risk. Tolerance levels and responsible officers should ultimately be decided by the Joint Committee, who will be advised by the ERW Central Team.

To assist with the monitoring of changes to the Corporate Risk Register between reviews, the risk score table for each risk includes a movement column which shows if the residual risk has increased↑, decreased↓, or stayed the same↔.Where there

is no arrow icon, this process will commence from the report presented to the next Joint Committee.

The Corporate Risk Register for 2018-19 contains 17 business risks (threats), each of which is indexed at page 8 and 9, and shown in detail on pages 10 to 21.

Risks are categorised under one of the four following groupings, with each grouping requiring an agreed tolerance level.

1. Financial Risks - Tolerance Level 6
2. Infrastructure Risks – Tolerance Level 8
3. People and Knowledge Risks – Tolerance Level 9
4. Governance and Compliance – Tolerance Level 4

Every risk is explained in three steps:

1. Event
2. Consequence
3. Impact

Risk Evaluation Matrix

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

Impact assessment criteria

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

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

< = Less than

> =More than

Probability assessment criteria

(Select one of the ratings from the definitions below)

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

< = Less than

> =More than

Corporate Business Risks

The heat map below summarises the highest residual risks contained on the Corporate Risk Register.

Very High Probability	<p style="text-align: center;">12</p> <ul style="list-style-type: none"> • Cuts to School Budgets 	<p style="text-align: center;">16</p> <ul style="list-style-type: none"> • NPT Withdrawal
High Probability	<div style="background-color: #cccccc; width: 100%; height: 100%;"></div>	<p style="text-align: center;">12</p> <ul style="list-style-type: none"> • Data Protection • Failure to comply with Estyn Action Plan • ERW Governance • Transparency of Governance
	<p style="text-align: center;">High Impact</p>	<p style="text-align: center;">Very High Impact</p>

Index and Summary of Residual Business Risk Scores

Central

No.	Risk	Probability	Impact	Residual Risk	Movement	Page
1.1	Powys Estyn Monitoring results in continued follow up	2	4	8	↑	11
1.2	Ceredigion Estyn Monitoring result in follow up	1	4	4	↔	12
1.3	Pembrokeshire Estyn Monitoring result in follow up	2	4	8		13
1.4	Carmarthenshire Estyn Monitoring result in follow up	2	4	8	↔	14
1.5	Swansea Estyn Monitoring result in follow up	1	4	4	↔	15
1.6	Neath Port Talbot Estyn Monitoring result in follow up	1	4	4	↔	16
2	Failure to comply with Estyn Action Plan	3	4	12	↑	17
3	Failure to deliver Business Plan	2	3	6	↑	18
4	ERW Governance	3	4	12	↑	19
5	Data Protection	3	4	12	↑	21
6	ERW found not to provide Value for Money	2	4	8	↔	22
7	LA Failure to comply with Grant Regulations	2	4	8	↔	23

Financial

No.	Risk	Probability	Impact	Residual Risk	Movement	Page
1	Timeliness of Welsh Government Funding	3	3	9	↑	24
2	Cuts to School Budgets	4	3	12	↔	25
3	Delivery of National Mission	2	3	6	↓	26
4	WG Grant Compliance	2	4	8	↔	27

Review and Reform

No.	Risk	Probability	Impact	Residual Risk	Movement	Page
1.	NPT Withdrawal	4	4	16	↑	28
2.	Lack of Clarity on functions	2	3	6	↔	29
3.	Lack of Communication	2	3	6	↔	30
4.	Transparency of Governance	3	4	12	↑	31

Contextualisation

ERW (Education through Regional Working) is one of 4 regional education consortia in Wales. It is an alliance of six local authorities - Carmarthenshire, Ceredigion, Pembrokeshire and Powys, the County Borough of Neath Port Talbot and the City and County of Swansea. The purpose of ERW is to deliver a single, consistent and integrated professional school improvement service for children and young people across the South-West and Mid-Wales region.

ERW works closely with Welsh Government and with the other three regional consortia to deliver national priorities and policies in Wales, such as literacy, numeracy and digital competence, and improving learner outcomes. The regional education consortia were formally established following the publication of the National Model for School Improvement by Welsh Government in 2014. The National Model is based on a vision of regional school improvement consortia working with and on behalf of local authorities to lead, orchestrate and co-ordinate the improvement in the performance of schools and education of young people. This would be achieved by allowing local authorities to work collaboratively to share good practice, knowledge and skills, build capacity and increase opportunities for constructive challenge and targeted support.

ERW works to communicate, broker and support the development of high performing school networks in order to identify the challenges and establish improvement pathways that lead to success. It seeks to ensure that every school is a good school offering high standards of teaching and good leadership resulting in all learners achieving their maximum potential. This can only be achieved by building school capacity through support, challenge and intervention so that they become self-improving, resilient organisations which continually improve outcomes for learners.

Our Objectives:

- 1. Developing a high-quality education profession**
- 2. Inspirational Leaders working collaboratively to raise standards**
- 3. Strong and inclusive schools committed to excellence, equity and well-being**
- 4. Robust assessment, evaluation and accountability arrangements supporting a self-improving system**

Central Risks

1.1 Estyn Monitoring activity results in continued follow up for Powys later than November 2021.(Governance and Compliance)

Description of Risk

Estyn follow up visits result in Powys continuing to be placed in category or requiring further attention.

Background

Powys was subject to an Estyn improvement conference in 2016 and 2017 primarily because the Authority had too many secondary schools in Estyn follow up

Powys received notice that they were to be inspected in July 2019. They were judged to be causing significant concern and requiring follow-up activity. The local authority has updated its improvement plans to show how it is going to address the recommendations. Estyn have reviewed the authority's progress through a post-inspection improvement conference and progress conferences on Nov 28th. Estyn were reassured that all 4 progress criteria were being met sufficiently.

As Powys has developed their response and action plan following the inspection the scoring of this risk can manifest.

Objectives at Risk: All

Risk Control Measures

Collaboration with numerous regional programmes surrounding Leadership – Secondary Support Team being a good example

Local Mitigation – PIAP agreed, WG Improvement and Assurance Board, Scrutiny arrangements. Monthly meeting with all Political party leaders in the authority. Transformation Board established. Transformation Delivery Board established. Regular updates for Cabinet to ensure sufficient progress.

Risk Scores:

Risk Stage	Probability	Impact	Risk Score	Movement
	(a)	(b)	(a) X (b)	↑↓↔
Inherent	4	4	16	↑
Residual	2	4	8	↔
Tolerance			4	

Risk Owner

Lynette Lovell (Powys)

1.2 Estyn Monitoring activity results in follow up for Ceredigion (Governance and Compliance)

Description of Risk

Estyn visits result in Ceredigion being placed in follow up / special measures or requiring further attention.

Background

Objectives at Risk : All

Risk Control Measures

Consolidation of existing strengths in processes and procedures deemed to be successful in the previous Estyn inspection. Many are still relevant in the new Estyn Local Authority Education Service Inspection Framework.

Continue work to improve quality, resilience and impact of senior and middle leadership in schools, particularly where recruitment has been difficult in order to improve intra and inter school variation.

Continue to provide high quality curriculum and leadership support for schools, in particular in core subject areas in specific secondary schools.

Risk Scores

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

Risk Owner

Meinir Ebbsworth (Ceredigion)

1.3 Estyn Monitoring activity results in follow up for Pembrokeshire (Governance and Compliance)

Description of Risk

Estyn visits result in Pembrokeshire being placed in follow up / special measures or requiring further attention.

Background

Pembrokeshire has had two improvement conferences undertaken by Estyn. Pembrokeshire has received notice that they will be inspected by Estyn on the 2nd of December.

Pembrokeshire's inspection report is due to be published on the 12th of February. Following publication, ERW officials will liaise with Pembrokeshire to update risk scores accordingly.

Objectives at Risk : All

Risk Control Measures

Consolidation of existing strengths in processes and procedures deemed to be appropriate at improvement conferences.

Continue work to improve quality and resilience in senior and middle leadership in secondary schools, particularly where recruitment has been difficult, in order to improve outcomes.

Continue to provide high quality curriculum and leadership support for schools

Risk Scores

Risk Stage	Probability	Impact	Risk Score	Movement
	(a)	(b)	(a) X (b)	↑↓↔
Inherent	3	4	12	↔
Residual	2	4	8	↔
Tolerance			4	

Risk Owner

Steven Richards Downes (Pembrokeshire)

1.4 Estyn Monitoring activity results in follow up for Carmarthenshire (Governance and Compliance)

Description of Risk

Estyn visits result in Carmarthenshire being placed in follow up / special measures or requiring further attention.

Background

Objectives at Risk : All

Risk Control Measures

- A regular review of core services, to determine whether outcomes are being achieved and where potential issues may be arising.
- Effective business function evaluation and monitoring in place as part of regular Directorate Team meetings with overview of risk register, financial planning, outcomes measurement etc.
- Effective and constructive partnership working with schools, corporate Council Services, the regional Consortium and other partners who contribute to delivering school improvement and education services.
- Robust and honest self-evaluation, incorporating the views of a range of stakeholders and partners, leading to clear Business Plans identifying successes and challenges/areas to develop.
- Service and Business Plan development put in place in order to ensure most effective use of resources across services and with partners in order to achieve excellent outcomes for our children and young people.
- Ensure that there is clarity in terms of vision and staff role and remit in their work towards achieving this vision.
- Effective Performance reporting in place throughout the directorate.
- Effective appointments and support and training provided to provide a high quality, skilled team of Senior Managers and officers.

Risk Scores

Risk Stage	Probability	Impact	Risk Score	Movement
	(a)	(b)	(a) X (b)	↑↓↔
Inherent	3	4	12	↔
Residual	2	4	8	↔
Tolerance			4	

Risk Owner

Gareth Morgans (Carmarthenshire)

1.5 Estyn Monitoring activity results in follow up for Swansea (Governance and Compliance)

Description of Risk

Estyn visits result in Swansea being placed in follow up / special measures or requiring further attention.

Background

Objectives at Risk : All

Risk Control Measures

- The local authority benefits from strong leadership at all levels, strong partnership with schools and other key agencies and has a good track record of delivering strong outcomes for children and young people.
- Self-evaluation processes are robust and clear priorities are identified in operational plans. Areas of underperformance are identified as early as possible and support and challenge put in place to secure improvements.
- Existing monitoring processes will be further developed to ensure that key strategic priorities, eg foundation phase, wellbeing post 16 provision, school leadership, are addressed.
- Through our ERW partnership, the local authority will continue to secure good standards and overall progress of learners, including specifically raising standards in primary schools and provision for pupils in key stage 4.

Risk Scores

Risk Stage	Probability	Impact	Risk Score	Movement
	(a)	(b)	(a) X (b)	↑↓↔
Inherent	2	4	8	↔
Residual	1	4	4	↔
Tolerance			4	

Risk Owner

Nick Williams (Swansea)

1.6 Estyn Monitoring activity results in follow up for Neath Port Talbot (Governance and Compliance)

Description of Risk

Estyn visits result in Neath Port Talbot being placed in follow up / special measures or requiring further attention.

Background

- NPT was inspected by Estyn in December 2017 and judged to be good in all inspection areas. NPT will now focus on delivering progress against the four recommendations made.

Objectives at Risk : All

Risk Control Measures

- The local authority benefits from strong leadership at all levels, strong partnership with schools and other key agencies and has a long, secure track record of delivering strong outcomes for children and young people.
- Business planning processes have been modified to account for the four recommendations and progress will be scrutinised by elected members on a regular basis.
- Self-evaluation processes have been revised to secure improvement and to better inform planning processes. These will continue to be developed in order to identify aspects of underperformance as early as possible.
- Existing monitoring processes will be further developed to ensure that key strategic priorities, eg children's school readiness, post 16 transition, school leadership, are addressed.
- Action has been taken to address the safeguarding issue identified during the inspection and Estyn is satisfied with the progress made in relation to this area.
- Through our ERW partnership, the local authority will continue to secure good standards and overall progress of learners, including specifically raising standards in primary schools and provision for pupils in key stage 4.

Risk Scores

Risk Stage	Probability	Impact	Risk Score	Movement
	(a)	(b)	(a) X (b)	↑↓↔
Inherent	2	4	8	↔
Residual	1	4	4	↔
Tolerance			4	

Risk Owner

Aled Evans (Neath Port Talbot)

2. Failure to comply with Estyn Action Plan (Governance and Compliance)

Description of Risk

Inspection/ Visit of Region finds less than adequate progress on any recommendation thus resulting in further follow up activity for ERW.

Background

ERW received a judgement of limited progress (Nov 2017) against Recommendation 1 (improvement in Schools Causing Concern, most notably secondaries), from its June 2016 inspection.

Following positive feedback from the Estyn team in 2019 over 2 visits, and the re-structure of the ERW Central Team to include a regional resource for secondary leadership, there was sufficient cause to de-escalate the probability of this risk.

However, as of the 2020-21 Academic Year the future of a regionally deployed support resource for Secondary school leadership is uncertain. Should this capacity be removed from the system, this risk will require re-evaluation.

Schools Causing Concern have dropped from 21 in September 2017, to a current number of 18 (As per School Performance Team logs January 2020). Secondary SCC have reduced from 11 to 7 – however, of the remaining 7, 5 schools have been logged as Schools Causing Concern since September 2017.

Objectives at Risk : All

Risk Control Measures

- Schools Performance Team now meets regularly with each Principal Challenge Adviser individually to discuss early warning signs for schools, increasing chances of prevention and administering additional support where needed
- Renewed capacity within the ERW Secondary Subject Specialist Team

Risk Scores

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

Risk Owner

ERW Managing Director, Lead Director and Lead Chief Executive

3. Failure to deliver Business Plan (Governance and Compliance)

Description of Risk

Delivery of Business Plan fails to meet the satisfaction of Welsh Government/WAO/Estyn.

Background

Monitoring systems and exception reporting now in place for the 2019-20 Business Plan. Strategic groups in place to begin formation of 2020-21 Business Plan, and to oversee the remainder of the 19-20 business year.

Indicative funding has been received for 2020-21, and budget setting exercises are underway so that the Business Plan can be costed from outset. However, the uncertainty over whether ERW will be a Consortium of 5 or 6 Local Authorities make planning inherently difficult.

Objectives at Risk : All

Risk Control Measures

- Ongoing dialogue with Welsh Government and other monitoring bodies
- BP aligned to National Mission document
- Established Strategy Groups who will co-construct a large amount of 2020-21 Business Plan

Risk Scores

Risk Stage	Probability	Impact	Risk Score	Movement
	(a)	(b)	(a) X (b)	↑↓↔
Inherent	3	3	9	↑
Residual	2	3	6	↑
Tolerance			4	

Risk Owner

Managing Director, Lead Director

4. ERW Governance (Governance and Compliance)

Description of Risk

Organisational Design, Governance or Legal footing of ERW found to be ineffective at securing consistent improvement across all LAs by Estyn / WAO / WG / Self-Evaluation, or to not be fit for organisational purpose. This then resulting in action by the inspectorate, or clawback of funds from WG.

Background

Estyn follow up report note that the governance structure has hindered progress. December 2017

Paper submitted to Autumn 2019 Joint Committee surrounding revised Governance of ERW to support the new structure. Paper deferred, and requires clarification of financial delegation arrangements at all levels of the structure.

Notable factor: The Executive Board has not met in the 19-20 Academic Year, at the point of this report being written. This presents significant risks, especially as the board has several key stakeholders in attendance – WG, Estyn, and Headteacher Board representatives.

Several Internal Audit Recommendations around changes to ERW's Governance, and updating of the Legal Agreement, remain outstanding.

Objectives at Risk: All

Risk Control Measures

- Andi Morgan appointed as Interim MD September 2019
- Revised Governance document currently in circulation,

Risk Scores

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

Risk Owners: Lead Chief Exec, Section 151 Officer, Monitoring Officer, Lead Director, Managing Director

5. Data Protection (Governance and Compliance)

Description of Risk

ERW fails to comply with the Data Protection Act 2018, resulting in action from the ICO.

Background

Currently ERW does not have a clearly designated Data Protection Officer which is a requirement of General Data Protection Regulations as of May 2018.

Objectives at Risk: All

Risk Control Measures

ERW has taken pro-active steps to prepare staff for GDPR, including awareness seminars at ERW Central Team Training. However, the absence of a dedicated DPO remains a concern.

Some of this risk is mitigated by the Local Authorities employing their own DPOs for schools respectively.

Executive Board 21.9.18 agreed an interim measure of the Managing Director being named DPO, with a view of appointing a Business and Finance Manager for ERW and naming them DPO once appointed and sufficiently trained.

Joint Committee named Andi Morgan, interim MD, as the DPO on an interim basis in December 2019. In order to secure a longer-term solution, the ERW Policy Officer has met with the Head of Internal Audit, and is currently mapping all data collated by ERW's Central Team in order to better ascertain the scale of work involved for a permanent DPO, having received clarification on the criteria required of the post.

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

Risk Owner

Managing Director, Lead Chief Executive, Lead Director

6. ERW is judged to not provide Value for Money (Governance and Compliance)

Description of Risk

Background

In ERW's 2017 Estyn Report, it is stated:

“Senior leaders understand that the current organisational design constrains ERW's ability to deliver value for money”

The new ERW model is now in place, however efficiencies and full increase of funding to frontline services do not take effect until the 2020-2021 business year. Should this structure change further, the scoring of this risk will need to be revisited.

Objectives at Risk: All

Risk Control Measures

- Comprehensive VFM Framework in place.
- In house monitoring of effectiveness; support in any identified areas of concern.
- VFM monitoring and recommendations from Internal Audit undertaken.
- Annual Governance Statement
- Proposed financial efficiencies in the new ERW Model.

Risk Scores

Risk Stage	Probability	Impact	Risk Score	Movement
	(a)	(b)	(a) X (b)	↑↓↔
Inherent	3	4	12	↔
Residual	2	4	8	↔
Tolerance			6	

Risk Owner

Managing Director

7. Local Authority failure to comply with Grant Regulations (Governance and Compliance)

Description of Risk

Individual LAs fail to comply with Grant Regulations and limited assurance given from other LA's to PCC, resulting in clawback of funding,

Objectives at Risk: All

Risk Control Measures

- Correspondence from Section 151 Officer and Internal Audit to all LA's.
- Assurance for PCC from each LA.
- Improved communication and understanding of roles, responsibilities and risks.
- Training and termly finance officers meeting.
- LA Local Delivery Plans sent to ERW Finance Team as costed documents

Risk Scores

Risk Stage	Probability	Impact	Risk Score	Movement
	(a)	(b)	(a) X (b)	↑↓↔
Inherent	3	4	12	↔
Residual	2	4	8	↔
Tolerance			6	

Risk Owner

LA Section 151 Officers, Head of Internal Audit,

Financial Risks

1. Timeliness of WG Funding (Financial Risk)

Description of Risk

WG Funding may not be timely, resulting in underspend, lateness of planning, or an inability to spend at the end of the financial year.

Background

Financial forward planning with contingency arrangements so that essential implementation is not hindered.

Due to a significant dependence on grants and the use of ERW's reserves, timely receipt of funding is a key cash flow issue. This issue has largely been resolved through a quarterly payment profile of the RCSIG grant

The key issue for ERW regarding this risk, is the need to receive indicative grant funding before the beginning of the financial year, so that Business Planning can take funding streams into account at the beginning of the process. 2020-21 Indicative Funding received January 2020, however the issue of NPT Withdrawal will have an impact.

In-year variation funding from WG does occasionally materialise, sometimes as late as February (as happened in 18-19). This late arrival of funding is a contributing factor to this risk.

Objectives at Risk: All

Risk Control Measures

- A new quarterly payment profile has been established with Welsh Government
- Financial forward planning with contingency arrangements so that essential implementation is not hindered.
- Constant communication with WG to improve expectation, and to improve timeliness of in-year funding.

Risk Scores

Risk Stage	Probability	Impact	Risk Score	Movement
	(a)	(b)	(a) X (b)	↑↓↔
Inherent	3	3	9	↔
Residual	3	3	9	↑
Tolerance			6	

Risk Owner

Section 151 Officer, Lead Banker Authority

2. Real Term Cuts to school/education budgets (Financial Risk)

Description of Risk

Further cuts to school services and reductions of quantum in Welsh Government funding, which in turn have an effect on service capacity, and therefore outcomes in schools.

Background

Financial pressures in each LA leading to cuts affecting school services. This would then have a further impact on capacity and willingness of schools to engage in the self-improving system

Local Government 20-21 budgets and the Teachers Pay Award also present significant risks. Other risks that were noted by the ERW Headteacher Representative Board were the rise in teacher pensions, as well as the permanence of the new Professional Learning Funding. Local Government 2020-2021 settlement reported to be higher than initial expectations.

Another issue raised by Headteacher representatives is the use of 2016 PLASC figures for allocation of the PDG grant. Recent reports from WG indicate that 2019 PLASC data may be used moving forward.

Objectives at Risk: All

Risk Control Measures

Further work with HT board to ensure clarity around expectations of HT to collaborate and the remuneration.

Maximising of delegated funding to schools wherever possible.

The new WG funding stream for schools, dedicated to Professional Learning is aimed at reducing the impact of this risk.

Risk Scores

Risk Stage	Probability	Impact	Risk Score	Movement
	(a)	(b)	(a) X (b)	↑↓↔
Inherent	4	4	16	↔
Residual	4	3	12	↔
Tolerance			6	

Risk Owner

Managing Director, Lead Director, All 6 LA Directors, Section 151 Officer, Lead Chief Executive.

3. ERW unable to deliver National Mission (Financial Risk)

Description of Risk

ERW fails to deliver their elements of Welsh Government's National Mission. Subsequently, WG could tie funding conditions to this delivery, risking grant clawback.

Background

With the ERW Review and Reform programme having delivered a new regional structure with increased capacity, this risk can be scored lower as ERW can now better work towards the aim of the National Mission. Once the impact of this model can be measured, a case can be made for the removal of this risk.

Objectives at Risk: All

Risk Control Measures

- ERW Review and Reform Programme has delivered new structure, positively received by Estyn. (Meilyr Rowlands letter 28.06.2019)
- Aligning of ERW Business Plan to National Mission document

Risk Scores

Risk Stage	Probability	Impact	Risk Score	Movement
	(a)	(b)	(a) X (b)	↑↓↔
Inherent	3	3	9	↔
Residual	2	3	6	↔
Tolerance			6	

Risk Owner

Managing Director, 6 LA Directors, Joint Committee

4. Failure to comply with Grant Conditions from WG (Financial Risk)

Description of Risk

ERW fails to comply with Welsh Government Grant Conditions, resulting in the withholding or clawback of funding, adversely affecting the region's School Improvement service.

Background

The only area of concern remaining for this risk is that RCSIG grant funding conditions currently requires that all constituent Local Authorities pay their contribution to ERW – should Neath Port Talbot complete their withdrawal from the region, it is unclear what effect this will have on ERW's ability to meet the grant conditions, or how those grant conditions may change.

Objectives at Risk: All

Risk Control Measures

- Central Team and Senior Challenge Advisers commissioned to provide additional Business Plan Details for 2018-19
- Ongoing dialogue with Welsh Government
- Business Plan for 2019-2020 co-constructed alongside LA and Headteacher partners in early 2019, approved by May

Risk Scores

Risk Stage	Probability	Impact	Risk Score	Movement
	(a)	(b)	(a) X (b)	↑↓↔
Inherent	2	4	8	↔
Residual	2	4	8	↔
Tolerance			6	

Risk Owner

Lead Director, Managing Director, Lead Chief Executive, Section 151 Officer

Review and Reform Risks

1. Neath Port Talbot withdraws from ERW

Description of Risk

Neath Port Talbot withdraws from the ERW Consortium on the 31st of March 2020, as set out in its cabinet report on 27th March 2019.

Background

During the 2018-19 Academic Year, NPT Council confirmed a decision to issue notice of their intent to withdraw from the ERW Consortium, effective March 2020. This decision has yet to be reversed/withdrawn.

Impact of Risk:

Should the risk be realised, then we can expect significant impact, not only on ERW service delivery but on local arrangements within NPT. ERW would potentially need to consult the Monitoring Officer about how to proceed, with regard to the ERW Legal Agreement.

Other significant impact of note:

- NPT teaching workforce access to consortia-led national programmes such as the NPQH
- Large scale changes to Grant Funding from WG
- NPT access to WG Grants that typically come through Regional Consortia
- Decreased confidence or potential monitoring of ERW / NPT by Estyn due to large-scale changes
- Adverse effect on public and professional perceptions of the new ERW structure

Risk Control Measures

Significant dialogue undertaken between Lead Chief Executive, and NPT Chief Executive. NPT Director of Education has been consistently involved in the design and co-construction of the new ERW Structure, as well as planning meetings regarding 2020-2021 funding arrangements. ERW's new operational governance has been structured to include all 6 LAs as significant stakeholders in the decision making process, at school, Challenge Adviser and Director of Education level. NPT has also paid their core contribution to ERW that was previously outstanding.

However, it must be noted that despite the above, NPT Council have yet to reverse their notice to leave.

Risk Scores:

Risk Stage	Probability	Impact	Risk Score	Movement
	(a)	(b)	(a) X (b)	↑↓↔
Inherent	4	4	16	↔
Residual	4	4	16	↑
Tolerance				

Risk Owner

Lead Chief Executive, Interim Managing Director, NPT Chief Executive, NPT Director of Education

2. Continued lack of clarity on ERW's functions

Description of Risk

That the new ERW structure does not bring sufficient clarity on the function of ERW and its central team.

Background

Despite thorough stakeholder engagement when constructing the new ERW structure, there remains work to be done with regard to communicating and clarifying the function of the new ERW to all stakeholders. Should this work not be completed, or fail to gain traction, there could be significant impact on the perception of ERW within the education sector.

Impact of Risk:

- Unwillingness of schools to engage with ERW as a result of legacy perceptions
- Lack of clarity on the difference between the role of the LA, and the role of the region, among the teaching community
- Lack of confidence in the new structure, loss of trust with the profession

Risk Control Measures

- The ERW SLT have attended Headteacher meetings across all 6 LAs to present on what the new ERW can offer
- A comprehensive Communications Strategy is being drafted, which will include a communications plan for all key stakeholder groups,
- Communications systems have been overhauled in the Autumn term to better streamline outgoing information
- Consistent dialogue is being undertaken with LA partners to ensure consistency of communication through both regional and local channels

Risk Scores:

Risk Stage	Probability	Impact	Risk Score	Movement
	(a)	(b)	(a) X (b)	↑↓↔
Inherent	2	3	6	↔
Residual	2	3	6	↔
Tolerance				

Risk Owner

Interim Managing Director, ERW SLT,

3. Lack of communication and clarity of roles between LA and ERW staff

Description of Risk

Insufficient communication and clarity between LA and ERW staff leads to conflicting messages reaching schools

Background

LA's will need to employ curriculum support or other roles as according to their need and priority areas – i.e with less than 2 fte for secondary English support across the region an LA may wish to 'top up' locally. Furthermore, the linguistic need of each LA is different and current ERW structure does not guarantee that the linguistic needs of all Local Authorities can be met.

With clarity, LA and ERW staff could complement each other and add value, but it is imperative that communication channels are robust, and that clear protocols are in place.

Impact of Risk:

- Reinforcement of the narrative that there are “too many layers”
- Raising questions surrounding value for money
- Lack of clarity for schools on what advice to follow
- Local Authorities being perceived as “not buying in” to the new ERW function

Risk Control Measures

- Consistent two-way communication between local resources supporting the new curriculum, and the regional body
- Join-up of work and personnel wherever possible
- Use of local arrangements to cascade the regional message
- Membership of Regional Strategy Groups to contain all 6 constituent LAs
- Brokerage pathway protocol to be agreed at Director Level

Risk Scores:

Risk Stage	Probability	Impact	Risk Score	Movement
	(a)	(b)	(a) X (b)	↑↓↔
Inherent	3	3	9	↔
Residual	2	3	6	↔
Tolerance				

Risk Owner

Lead Chief Executive, Interim Managing Director, Directors of Education, Lead Director

4. Failure to improve transparency through governance arrangements

Description of Risk

That the changes to ERW's operational governance arrangements do not increase transparency / confidence of the profession.

Background

ERW has adopted some new strategic meetings that include a variety of key stakeholders in the decision making process. The main aim of this change is that there is increased transparency around decision making and allocation of funding. Should these new strategic meetings fail to improve transparency, there will be significant adverse effects

Governance Revision document deferred in November 2019 Joint Committee meeting. Strategy Groups signed off in December 2019 Joint Committee, remainder of Governance paper remains deferred.

Executive Board has not met during the 19-20 Academic Year at time of writing – stakeholders including WG, Estyn and Headteacher Board representatives.

Financial Delegation Arrangements for Strategy Groups remain unclear, and could easily have an effect on progress of the 19-20 Business Plan in its final quarter.

Impact of Risk:

- Loss of confidence from regulatory bodies
- Loss of trust with the teaching profession, and constituent LAs
- Increased tensions within the context of funding for education
- Challenges regarding value for money

Risk Control Measures

- Consistent Terms of Reference for all Strategy Groups
- Clear lines of reporting for all groups
- Director Group oversight of decisions made, and approval of any decisions that require it
- Potential publishing of delegated decisions on ERW website.
- Directors receive monthly updates of ERW funding to schools

Risk Scores:

Risk Stage	Probability	Impact	Risk Score	Movement
	(a)	(b)	(a) X (b)	↑↓↔
Inherent	4	4	16	↑
Residual	3	4	12	↑
Tolerance				

Risk Owner

Lead Chief Executive, Interim Managing Director, Directors of Education, Lead Director

ERW JOINT COMMITTEE 14 FEBRUARY 2020

PROTOCOL FOR PRE-DECISION/CONSULTATION SCRUTINY ERW JOINT COMMITTEE DECISIONS

Purpose: The protocol seeks to enable scrutiny councillors to better engage with the agendas of the Joint Committee

RECOMMENDATIONS / KEY DECISIONS REQUIRED:

Joint-committee members to consider the content and purpose of the protocol and formulate a written response to the ERW Scrutiny Councillor Group

REASONS: Support for Governance arrangements

<p>Report Author:</p> <p>Michelle Roberts</p>	<p>Designation:</p> <p>Scrutiny Officer</p>	<p>Tel No. 01792 637256</p> <p>E. Mail: michelle.roberts@swansea.gov.uk</p>
--	--	---

**EXECUTIVE SUMMARY
ERW JOINT COMMITTEE
14 FEBRUARY 2020**

**PROTOCOL FOR PRE-DECISION/CONSULTATION SCRUTINY
ERW JOINT COMMITTEE DECISIONS**

**Protocol for Pre-decision/consultation Scrutiny
ERW Joint Committee decisions**

1. Pre-decision scrutiny provides the ERW Scrutiny Group the opportunity for consultation with the Joint Committee on fully developed proposals where a clear recommendation exists before that decision is taken by the ERW Joint Committee.
2. The purpose is to enable the ERW Councillor Group to gain information and develop an understanding of the matter, and, act as a 'critical friend' by asking questions and commenting on the proposals. This gives scrutiny a valuable opportunity to inform and influence decision-making through debate and challenge.
3. The ERW Scrutiny Councillor Group will identify items for pre-decision scrutiny from the ERW Joint Committee Forward Work Plan or from information given by the ERW Managing Director or ERW Joint Committee on key up and coming decisions.
4. In terms of key questions, the ERW Councillor Group may consider:
 - The rationale for the report/decision
 - Robustness of the proposed decision and process
 - Potential impact and implications (including policy/performance/budget issues) and risks
 - How different options have been considered
 - The extent of consultation undertaken
5. The Councillor Group will share its views with the Joint Committee on the decision, which may include giving support, providing other suggestions on the way forward, or flagging up any concerns.
6. The ERW Councillor Group (through the Chair) will present its views, conclusions and recommendations about the report/decision to the Joint Committee by email to the Chair of the Joint Committee when time is limited (this will be followed up in a letter from the Chair of the ERW Scrutiny Councillor Group).

The views of the ERW Councillor Group is formally considered by the Joint Committee before it makes the decision on the proposals. Feedback should be given to the ERW Councillor Group including explanation for any rejection of views expressed.

The creation of a Joint Scrutiny Committee is also to be considered.

DETAILED REPORT ATTACHED?

NO



IMPLICATIONS

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

Legal Local Government Measure 2011 Local Government Act 1972
--

CONSULTATIONS

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

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



This page is intentionally left blank



Ein Rhanbarth ar Waith
Education through Regional Working
www.erw.cymru
www.erw.wales

ERW JOINT COMMITTEE 14 FEBRUARY 2020

FORWARD WORK PROGRAMME

Purpose:

To present a Forward Work Programme to the Joint Committee

RECOMMENDATIONS / KEY DECISIONS REQUIRED:

That the Joint Committee agree the Forward Work Programme, and add any content they wish to incorporate as items in future meetings.

REASONS:

Internal Audit recommendations, good governance procedures

Report Author:	Designation:	Tel No. 01267 24 5640
Osian Evans	Policy, Information and Communications Officer	E. Mail: Osian.evans@erw.cymru



EXECUTIVE SUMMARY ERW JOINT COMMITTEE 14 FEBRUARY 2020

FORWARD WORK PROGRAMME

BRIEF SUMMARY OF PURPOSE OF REPORT

The Forward Work Programme provides an opportunity for the Joint Committee to pro-actively plan agendas for future meetings, ensuring that the membership are receiving the reports that they wish to receive.

The FWP will always be planning on a 3 meeting cycle, so that a “yearly” view of meeting items can be planned.

DETAILED REPORT ATTACHED?

YES

IMPLICATIONS

Policy, Crime & Disorder and Equalities	Legal	Finance	Risk Management Issues	Staffing Implications
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	N/A	N/A



Joint Committee Summer Term 2020		
Agenda Item	Presenting Officer / Member	Key Points / Essential Content
Correspondence	Chair of JC	Correspondence with Scrutiny Councillor Group / Estyn
Risk Registers	ERW Policy Officer	
Finance and Audit	S151 / Head of Internal Audit	WAO Audit Plan Internal Audit Report Annual Assurance Statement Annual Governance Statement Statement of Accounts + WAO Opinion + ISA 260 Financial Update Report 2019-20 Budget Monitoring Report
Business Plan	ERW MD	2020 -2021 BP Signoff Final Update on 2019-20 BP
TBD		
TBD		
TBD		

Joint Committee Autumn Term 2020		
Agenda Item	Presented By	Key Points / Essential Content
Correspondence	Chair of JC	
Risk Registers	ERW Policy Officer	
Business Plan / MD Update	ERW MD	Business Plan Update School Performance Update
Finance and Audit	S151 / Head of Internal Audit	Budget Update Report
TBD		
TBD		
TBD		

Joint Committee SpringTerm 2021		
Agenda Item	Presented By	Key Points / Essential Content
Correspondence	Chair of JC	
Risk Registers	ERW Policy Officer	
Business Plan / MD Update	ERW MD	Business Plan Update
Finance and Audit	S151 / Head of Internal Audit	Budget Update Report
TBD		
TBD		
TBD		

Agenda Item 18

By virtue of paragraph(s) 12, 13, 14, 15 of Part 4 of Schedule 12A of the Local Government Act 1972 as amended by the Local Government (Access to Information) (Variation) (Wales) Order 2007.

Document is Restricted

This page is intentionally left blank