

MONDAY, 4 NOVEMBER 2019

**ERW JOINT COMMITTEE
Y COTHI, - CANOLFAN HALLIWELL CENTRE, UNIVERSITY OF WALES
TRINITY ST DAVID, CARMARTHEN. SA31 3EP. AT 2.00 PM,
ON FRIDAY, 8TH NOVEMBER, 2019**

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 15TH JULY, 2019** 3 - 10
- 4. GOVERNANCE ARRANGEMENTS** 11 - 40
- 5. 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**
- 6. EXCLUSION OF THE PUBLIC**

FOLLOWING CONSIDERATION OF ALL THE CIRCUMSTANCES OF THE CASE AND FOLLOWING THE APPLICATION OF THE PUBLIC INTEREST TEST THE ERW JOINT COMMITTEE MAY CONSIDER THAT THE FOLLOWING ITEMS IS NOT FOR PUBLICATION AS IT CONTAINS EXEMPT INFORMATION AS DEFINED IN PARAGRAPHS 13 AND 15 OF PART 4 OF SCHEDULE 12A TO THE LOCAL GOVERNMENT ACT, 1972 AS AMENDED BY THE LOCAL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
- 7. STAFFING / RECRUITMENT OF MANAGING DIRECTOR** 41 - 56



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Agenda Item 3

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



ERW Joint Committee
Monday, 15th July, 2019
Y Cothi, - Canolfan Halliwell Centre, University of Wales Trinity St David,
Carmarthen. SA31 3EP.
10.45 am - 12.00 pm

PRESENT: Councillor Ellen ap Gwynn [Chair], Ceredigion County Council

Councillor Rob Stewart	Swansea City Council
Councillor Rosemarie Harris	Powys County Council
Councillor Glynog Davies	Carmarthenshire County Council
Councillor Guy Woodham	Pembrokeshire County Council
Mr Gareth Morgans	Carmarthenshire County Council
Mr Phil Roberts	Swansea City Council
Ms Caroline Turner	Powys County Council
Mr Aled Evans	Neath Port Talbot Council
Councillor Jennifer Raynor	Swansea City Council
Mr Geraint Rees	ERW Senior Leadership Team
Mr Jonathan Haswell	Pembrokeshire County Council (ERW - S151 Officer)
Ms Elin Prysor	Ceredigion County Council (ERW - Monitoring Officer)
Mr Ian Eynon	Pembrokeshire County Council (Deputy S151 Officer)
Ms Kate Evan-Hughes	Pembrokeshire County Council (Lead Director)
Mr Matthew Holder	Pembrokeshire County Council (ERW - Audit)
Mr Ceri Davies	Pembrokeshire County Council (ERW - HR)
Ms Helen Lewis	Pembrokeshire County Council (ERW - HR)
Ms Jo Hendy	Pembrokeshire County Council (ERW – Head of Internal Audit)
Ms Helen Morgan-Rees	Swansea City Council
Ms Mary Davies	Ceredigion County Council
Mr Jeremy Saunders	Wales Audit Office
Mr Jon Mather	Wales Audit Office



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

Ms Ruth Conway	Welsh Government
Ms Katie Morgan	Senior Accountant, ERW
Mrs Jessica Laimann	Carmarthenshire County Council (Democratic Services)

1. APOLOGIES FOR ABSENCE

Apologies for absence were received from Councillor Emlyn Dole (Carmarthenshire County Council), Councillor Rob Jones (Neath Port Talbot Council), Councillor Myfanwy Alexander (Powys County Council), Wendy Walters (Carmarthenshire County Council), Eifion Evans (Ceredigion County Council), Steven Phillips (Neath Port Talbot Council), Ian Westley (Pembrokeshire County Council) and Chris Llewelyn (WLGA).

2. APPOINTMENT OF CHAIR AND VICE-CHAIR. CONFIRMATION OF PERMANENT LEAD CHIEF EXECUTIVE

Nominations were received for Councillor Ellen ap Gwynn as Chair and Councillor Emlyn Dole as Vice-Chair for the Joint Committee.

The Monitoring Officer advised that the Joint Committee would have to formally reinstate Mr Phil Roberts as Lead Chief Executive following his return and that the legal agreement did not specify a period in office for this role.

The Chair thanked Mr Eifion Evans for his work during Mr Robert's absence.

UNANIMOUSLY RESOLVED that

- 2.1. Councillor Ellen ap Gwynn be appointed Chair of the Joint Committee for the forthcoming two years;**
- 2.2. Councillor Emlyn Dole be appointed Vice-Chair of the Joint Committee for the forthcoming two years;**
- 2.3. Mr Phil Roberts be confirmed as Lead Chief Executive.**

3. DECLARATIONS OF PERSONAL INTERESTS

There were no declarations of personal interests made at the meeting. The Joint Committee was advised that notification of personal interest forms had been circulated at the meeting for Members to complete and return.

4. TO SIGN AS A CORRECT RECORD THE MINUTES OF THE MEETING OF THE JOINT COMMITTEE HELD ON THE 30 MAY 2019

AGREED that the minutes of the meeting held on 30th May 2019 be signed as a correct record, subject to the following amendment:

1. Apologies for Absence – Apologies for absence were received from Councillor Rob Stewart.



Councillor Rob Stewart had been present at the meeting.

5. MATTERS ARISING FROM THE MINUTES (IF ANY)

Minute Item 5 – Update on ERW Recruitment

In response to a query, the Joint Committee was advised that a workshop in relation to recruitment and the Welsh language requirement had not been held yet. The Committee asked for the workshop to be organised shortly.

6. CORRESPONDENCE

ESTYN

The Joint Committee considered two letters received from ESTYN. The first letter, dated 12th June 2019, stated that following the update on ERW's position, representatives of ESTYN would like to visit ERW and meet several representatives from the Joint Committee, ERW, the Local Authorities, the Scrutiny Group and the Headteacher board. The Committee was advised that the meetings had taken place on 24th and 25th June 2019 and ESTYN had issued a second letter in response, which was dated 28th June 2019. The letter recognised achievements regarding the new staffing structure while acknowledging that further work was underway in relation to recruitment, governance and performance management arrangements.

The Chair thanked everybody involved in the work with ESTYN for their contribution. She also thanked Mr Geraint Rees for his leadership and work in relation to the ERW reform.

ERW Scrutiny Councillor Group

The Joint Committee considered a letter from the Chair of the ERW Scrutiny Councillor Group dated 24th June 2019. The Chair of the Joint Committee advised that a response letter would be sent after today's meeting.

RESOLVED that

- 6.1. **The letters from ESTYN and the ERW Scrutiny Councillor Group be noted;**
- 6.2. **Arrangements be made for a response letter to be sent to the ERW Scrutiny Councillor Group.**

7. FINANCE AND AUDIT PAPERS

7.1. ERW WALES AUDIT OFFICE AUDIT PLAN FOR 2018-19

The Joint Committee considered the ERW Wales Audit Office (WAO) Plan for 2018-19, which provided an update on the work undertaken by WAO in discharging its statutory duties.

RESOLVED that



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

- 7.1.1. The WAO Audit Plan for 2018-19 be approved;**
- 7.1.2. The Audit fee of £13,000 be approved;**
- 7.1.3. The timetable be agreed as detailed in the report;**
- 7.1.4. Respective responsibilities be agreed as detailed in the report.**

7.2. ERW CONSORTIUM INTERNAL AUDIT REPORT 2018-19

The Joint Committee considered a report detailing the findings from the internal audit review of the ERW Consortium 2018-19. The Joint Committee was advised that the report provided assurance in relation to the effectiveness of governance, internal control, risk management and financial management in place for the ERW Consortium. The report acknowledged improvements made and identified areas for further work. An action plan detailing how these areas would be addressed had been appended to the report.

RESOLVED that the Internal Audit Report 2018-19 be noted.

7.3. ERW CONSORTIUM HEAD OF INTERNAL AUDIT ANNUAL ASSURANCE OPINION 2018-19

The Joint Committee received a report on the Head of Internal Audit Annual Assurance Opinion 2018-19 regarding the effectiveness of ERW's governance, internal control, risk management and financial management arrangements.

The Joint Committee was advised that the report had been prepared in accordance with the Public Sector Internal Audit Standards.

RESOLVED that the report be noted.

7.4. ANNUAL GOVERNANCE STATEMENT 2018-19

The Joint Committee received a report on the findings of the annual review of governance arrangements for the ERW Consortium 2018-19. The Joint Committee was advised that the review had identified two Significant Governance Issues in relation to the review and update of ERW's Legal Agreement and the revised funding model, and six priorities for improvement.

In response to a query, the Joint Committee was advised that it was acceptable for Members to send deputies. It was suggested that a review of the Legal Agreement could explore whether Local Authority representatives other than Leaders, such as portfolio holders, should be considered as Joint Committee Members, however this would require guidance from the Welsh Government. The Committee was advised that the Welsh Government had considered Joint Committee membership in a preliminary piece of work, however, it would be better to wait until the Welsh Government White Paper on future regional working and the constitution of statutory Joint Committees was published in the autumn.

RESOLVED that the Annual Governance Statement for 2018-19 be approved.



7.5. ERW STATEMENT OF ACCOUNTS FOR 2018-19

The Joint Committee considered the ERW Statement of Accounts for 2018-19 appended with the WAO Audit of Financial Statements ISA 260. The Committee was advised that the Statement of Accounts had been published as draft on the 30th May 2019. The outstanding contribution of one Local Authority had now been received but the Statement of Accounts had not been adjusted to reflect this as the sum was not considered material. The ERW Head of Internal Audit Annual Assurance Opinion had identified no significant internal control issues which would impact upon the Statement of Accounts.

With regard to the WAO report, the Joint Committee was advised that all recommendations at the end of the report had been accepted. Outstanding documents for the completion of the audit work were listed in Paragraph 7 and Members were asked to return declarations of interest forms shortly.

RESOLVED that

7.5.1. The ERW Statement of Accounts for 2018-19 be approved;

7.5.2. The ERW Statement of Accounts for 2018-19 be signed by the Chair of the ERW Joint Committee and the ERW Section 151 Officer.

7.6. ERW FINANCIAL UPDATE 2019-20

The Joint Committee received an update on ERW's financial position for 2019-20 as at 31st May 2019. The report provided an update on the following areas:

- 2019-20 Central Team Budget
- Service Level Agreements (SLAs)
- 2019-20 Grant Allocations
- 2019-20 Grants
- RCSIG
- ERW Business Plan 2019-20 Priorities:
 - o Curriculum and Assessment
 - o Developing the Profession
 - o Leadership
 - o School Improvement
 - o Strong and Inclusive Schools
- Risks
- Reserves

The Committee was advised that there was a minor error in the report relating to the date the 2019-20 budget had been approved. The budget had been approved in principle at the Joint Committee meeting held on the 3rd April 2019. With regard to reserves, the Committee was advised that while reserves had been used in previous years there was no plan to do so in 2019-20. Work on the future funding model was ongoing.



Several queries and comments were raised in relation to the report, including the following:

- It was suggested that there was a need to revise SLAs due to inconsistencies.
- A query was raised in relation to the risks from possible reductions in the amount of future grant funding. The Committee was advised that work on the longer-term resilience of finance and staffing arrangements was ongoing and the subject would be addressed at a workshop later this week.

RESOLVED that

7.6.1. The amendments to the Central Team Budget as detailed in the report be approved;

7.6.2. The Joint Committee, Executive Board and Section 151 Officer continue to develop the future financial and funding model for 2020-21 and beyond.

7.7. ERW FINANCE FUNCTION

The Section 151 Officer extended best wishes to Mr Ian Eynon upon his retirement and to Ms Katie Morgan who would be leaving ERW for another job. The Joint Committee thanked both for their contributions.

The Joint Committee considered whether Pembrokeshire County Council should continue to provide the ERW finance function in future years. The Committee was advised that Pembrokeshire County Council was currently implementing a new financial ledger and would need to input the details of all schools in the ERW region into the new system. This would only be cost-effective if Pembrokeshire County Council would continue to provide ERW's finance function in the future.

RESOLVED that Pembrokeshire County Council continue to provide the ERW finance function.

8. INTERIM APPOINTMENT OF MANAGING DIRECTOR

The Joint Committee considered a report on the appointment of an Interim Managing Director for ERW. The Chair advised that Mr Geraint Rees would be leaving ERW and thanked him for his contribution. The Lead Director advised that Mr Morgan had previously worked as Challenge Advisor and Head of Education across Carmarthenshire and Pembrokeshire and the Headteacher Board was supportive of his appointment. The secondment salary would be within the agreed salary range for the substantive post holder in the revised structure.

RESOLVED that Mr Andi Morgan be ratified as Interim Managing Director of ERW until 31st December 2019.

9. STAFFING AND STRUCTURAL FUNDING UPDATE

The Joint Committee received a report on the progress made with regard to staffing and funding arrangements for the ERW structure. Mr Geraint Rees



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advised that twelve people had been appointed to work on the new curriculum across the whole region. Appointments had been made in relation to the subjects English, Maths, Science and Humanities while Technology, Modern Languages and Expressive Art were still outstanding. Mr Rees advised that the new appointments would provide a solid base for moving ERW forward.

Several comments were made welcoming progress on the new structure. It was suggested that the Joint Committee be provided with pen portraits including background and pictures of the newly appointed staff.

RESOLVED that the report be received.

10. RISK REGISTERS

The Joint Committee considered a report on the systemic risks facing the ERW Consortium and its constituent Local Authorities. The Committee was advised that the model for assessing risks had been changed in collaboration with officers from Pembrokeshire County Council. The Committee was further advised that previous risks in relation to lack of permanent staff and the accommodation for the central team had been addressed and Central Risk 2 (Failure to comply with ESTYN Action Plan) could be reduced following correspondence from ESTYN discussed under Item 6 (Correspondence).

In response to a query on risks related to funding, Mr Rees advised that the source of Local Authority funding was responsibility of each Local Authority and each partner had to ensure the fulfilment of their respective grant conditions. It was suggested that, in light of the delays of the Comprehensive Spending Review, constituent Local Authorities in the Consortium should take steps to highlight the difficulties associated with one-year grants.

RESOLVED that the report be received.

11. 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

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

CHAIR

DATE



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**ERW JOINT COMMITTEE
8 NOVEMBER 2019**

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>
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**EXECUTIVE SUMMARY
ERW JOINT COMMITTEE
8 NOVEMBER 2019**

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
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1. Legal

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

CONSULTATIONS

N/A

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

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

THESE ARE DETAILED BELOW

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



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Proposed Governance Arrangements ERW

September 2019

Our governance model is as follows:

- The **Joint Committee** meets termly to agree the strategy and business plan, agrees and monitors budget and performance.
- The **Advisory Board** reviews and challenges progress once a term.
- The **Management Board** (Directors of Education and ERW Managing Director) meet monthly and have a strategic decision making role – decisions will be reported to the Joint Committee.
- The **Strategic Groups** meet monthly to monitor the implementation of the business plans and oversee funding delegated to the strategic groups
- The **Headteacher group** meets half termly to inform regional strategy and advocate on behalf of schools
- The **Trade Union Reference Group** meets half termly to discuss and inform regional policies relating to HR issues, and where relevant make recommendations to policy development
- The **Scrutiny Councillor Group** meets bi annually to monitor performance, contribute to policy development and review and investigate matters which affect the Councils they represent. Another function of the Scrutiny group is holding the Joint Committee to account by examining and questioning their decisions.
- The **SLT** develops draft strategies and approaches to meet WG priorities and grant requirements. The

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

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

Decision Making Relationships

Recommendation / Consultative

ERW Joint Committee

Leaders or Portfolio Leads,

In attendance - Chief Executives, Lead Director, Managing Director, Section 151

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ERW Advisory Board

termly meeting

ERW Management Board

Directors of Education / Managing

Director - monthly meetings

ERW Scrutiny Councillor Group

Chair and Vice Chair of each constituent
Local Authority

ERW Strategy Groups

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

ERW Headteacher Reference Group

ERW Senior Leadership Team

ERW Managing Director / ERW Heads of Service

ERW Trade Union Reference Group

ERW Operations Group

Principal ChAds / ERW Senior Leadership Team

Advisory Board

ERW Joint Committee

ERW Advisory Board

1 x representative of the 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
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- 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 core business
- 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)
30 th 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

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Agenda Item 7

By virtue of paragraph(s) 13, 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.

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