

WEDNESDAY, 3 FEBRUARY 2021

**ERW JOINT COMMITTEE
VIRTUAL MEETING AT 2.00 PM,
ON TUESDAY, 9TH FEBRUARY, 2021**

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 13 NOVEMBER 2020** 3 - 12
- 4. MATTERS ARISING FROM THE MINUTES (IF ANY)**
- 5. CORRESPONDENCE** 13 - 30
- 6. ERW UPDATE** 31 - 56
- 7. CONSORTIUM DEVELOPMENTS** 57 - 62
- 8. FINANCE UPDATE 2020-21** 63 - 86
- 9. ERW RISK REGISTER** 87 - 122
- 10. INTERNAL AUDIT WORK PLAN** 123 - 128
- 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**

This page is intentionally left blank

Agenda Item 3

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



ERW Joint Committee
Friday, 13th November, 2020
Virtual Meeting
2.05 - 4.05 pm

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
Councillor Ellen ap Gwynn	Ceredigion County Council
Ms Caroline Turner	Powys County Council
Mr Eifion Evans	Ceredigion County Council
Mrs Wendy Walters	Carmarthenshire County Council
Mr Phil Roberts	Swansea City Council
Councillor Jennifer Raynor	Swansea County Council
Councillor Robert Smith	Swansea County Council
Mr Jonathan Haswell	Pembrokeshire County Council (ERW – S151 Officer)
Ms Elin Prysor	Ceredigion County Council (ERW - Monitoring Officer)
Mr Gareth Morgans	Carmarthenshire County Council (Lead Director)
Mr Stephen Richards Downes	Pembrokeshire County Council
Mr Ceri Davies	Pembrokeshire County Council (ERW - HR)
Ms Helen Lewis	Pembrokeshire County Council (ERW - HR)
Ms Jo Hendy	Pembrokeshire County Council (ERW – Internal Audit)
Mr Greg Morgan	ERW Chief Officer
Mr Ian Altman	ERW Chief Officer

Ms Ruth Lee	ERW Business Support Manager
Ms Natalie Chambers	ERW Principal Accountant
Ms Ffion Lloyd	Ceredigion County Council
Mr Jeremy Saunders	Audit Wales
Ms Aneesa Ali	Audit Wales
Mr Mark Campion	ESTYN
Mr Alex Ingram	Welsh Government
Dr Chris Llewelyn	WLGA
Ms Llinos Jenkins	Carmarthenshire County Council
Mrs Michelle Evans Thomas	Carmarthenshire County Council (Democratic Services)
Mrs Jessica Laimann	Carmarthenshire County Council (Democratic Services)
Mrs Rhian Lloyd	Carmarthenshire County Council (Democratic Services)
Ms Siwan Rees	Carmarthenshire County Council (Translation)
Mr Jonney Corner	Carmarthenshire County Council (Technical Support)

1. APOLOGIES FOR ABSENCE

Apologies for absence were received from Councillors David Simpson (Pembrokeshire County Council) and Rosemarie Harris (Powys County Council), with Councillors Guy Woodham (Pembrokeshire County Council) and Phyl Davies (Powys County Council) attending as deputies.

The Chair welcomed to the meeting Greg Morgan and Ian Altman, who had been jointly appointed as Chief Officers for ERW.

2. DECLARATIONS OF PERSONAL INTERESTS

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

3. TO SIGN AS A CORRECT RECORD THE MINUTES OF THE MEETING OF THE JOINT COMMITTEE HELD ON THE 21ST JULY 2020

RESOLVED that the minutes of the meeting held on the 21st July 2020 be signed as a correct record.

4. MATTERS ARISING FROM THE MINUTES

The Chair provided the Joint Committee with an update on the decisions arising from the last meeting.

5. ERW ACTIVITY UPDATE

The Joint Committee received an ERW Activity Update report, which outlined ERW activity between September and November 2020 and provided an overview of the Business Plan 2020/21 and the Business Plan monitoring for the first two quarters of the financial year.

The Joint Committee was advised that the Activity Report and Business Plan were based around six different priority areas with associated strategy groups. The Activity Report also provided an update on stakeholder engagement, communication and blended learning resources. There were several vacancies in the ERW Central Team and recruitment work for two Business Support Officer posts had commenced.

With regard to the budget, the ERW Chief Officer advised that 90% of ERW funding went directly to schools and local authorities, 1% was Education Workforce Council (EWC) funding for the NQT programme and only 9% were retained within ERW.

In relation to Covid-19, the Joint Committee was advised that the Welsh Government had imposed a 3% saving on each consortium based on the RCSIG total grant. Funding to schools and staff salaries had been protected and ERW had absorbed the savings in full, resulting in a 20% cut to work-stream budgets.

In response to a query on recruitment, the Joint Committee was advised that, given the current circumstances, the Business Support Officer posts would be offered fixed-term contracts until the 31st March 2021.

RESOLVED that the ERW Business Plan 2020/21 and the associated monitoring process be approved.

6. ERW DEVELOPMENT

6.1. TEMPORARY VARIATION OF THE ERW LEGAL AGREEMENT

The Joint Committee considered a report on the temporary variation of the ERW Legal Agreement. It was advised that the report was brought before the Joint Committee following its decision in July to provide Neath Port Talbot (NPT) schools with access to agreed services. The proposed changes to the Legal Agreement would enable ERW to provide NPT schools with access to services as detailed in the report. The report provided a draft Variation to the Legal Agreement, which was subject to agreement from all constituent authorities. Following advice from the Monitoring Officer, the report also proposed that a

separate legal agreement be prepared between ERW and Neath Port Talbot Council.

RESOLVED to

- 6.1.1. Agree the proposed changes to the Legal Agreement to enable ERW to provide Neath Port Talbot schools with access to agreed services as detailed within the report, subject to the assurance of no costs falling on ERW (save for legal costs incurred in amending the Legal Agreement);**
- 6.1.2. Agree to the preparation of a separate legal agreement between ERW and NPT.**

6.2. ERW JOINT AGREEMENT- TO MAKE CHANGES TO THE JOINT LEGAL AGREEMENT IN ACCORDANCE WITH CLAUSE 25

The Joint Committee considered a report proposing changes to the ERW Joint Legal Agreement in accordance with Clause 25. The Joint Committee was advised that the report responded to a Joint Committee decision to replace the ERW Consortium with a new footprint. All constituent authorities except Pembrokeshire County Council and Powys County Council had issued their notice to withdraw from the Consortium by 31st March 2021. In order to enable Pembrokeshire and Powys to leave the Consortium by the same date, and to facilitate the dissolution of ERW by 31st March 2021, it was proposed that the Joint Committee, in consultation with the Executive Board, recommend to each constituent authority that changes were made to the Legal Agreement to:

- I. Facilitate dissolution/termination of the ERW Consortium;
- II. Address any subsequent liabilities/indemnities of all present (and former) constituent authorities;
- III. Facilitate a reduced notice of withdrawal period of 4 months

The Joint Committee was advised that amendments to the Joint Legal Agreement were subject to approval from each constituent authority and draft proposed amendments had been circulated to the respective Heads of Legal. It was further advised that, following receipt of written notices recommending variation of the Legal Agreement, legal opinion from the respective Heads of Legal of constituent authorities would need to be sought, Ceredigion County Council's legal costs in executing the above changes would be charged to ERW and legal advice would be required in establishing any new Consortium to which withdrawing authorities may wish to be affiliated.

Several questions and comments were raised, including the following:

- With regard to the reduced notice of withdrawal period, it was suggested that this should be three rather than four months to provide constituent authorities that wished to withdraw by 31st March 2021 with sufficient time to agree and submit a notice of withdrawal;

- In response to a query, the Joint Committee was advised that the proposed decision was an agreement in principle to provide Pembrokeshire and Powys County Councils with the option to leave ERW by the 31st March 2021 if they wished.

RESOLVED that

6.2.1. Following consultation with the Executive Board, a recommendation be made to each Authority, in accordance with Variation clause (Clause 25) of the ERW Joint Legal Agreement (2014) (“Legal Agreement”), that changes are made to the Legal Agreement, to:

- I. Facilitate dissolution/termination of the ERW Consortium;**
- II. Address any subsequent liabilities/indemnities of all present (and former) Authorities;**
- III. Facilitate a reduced notice of withdrawal period of three months;**

6.2.2. Notice in writing be given to each Authority of the recommendation agreed under 6.2.1.

6.3. CONSORTIUM DEVELOPMENT UPDATE

The Joint Committee received an update on the ERW Consortium Development and noted the recommended decisions as detailed in the report. It was advised that, following the decisions made under Agenda Items 3, 6.1 and 6.2, the report proposed further decisions regarding additional support.

Members were advised that, in order to secure additional HR capacity to support the change process, an additional full-time officer at a senior level was required. Notification had been received that an experienced officer from Pembrokeshire was available and that the associated costs could be managed from within the current budget due to vacancies. Agreement in regard to this proposal had been received from each constituent Authority on the 8th of October 2020 but confirmation from the Joint Committee would be required to finalise the agreement. The report further proposed that the Senior HR Officer set up a Working Party with HR representatives from each constituent authority to deliver the agreed changes, that he provide advice on the contents of the current employees’ contracts in respect to redundancy, and calculate the potential cost in order that the Joint Committee could make informed decisions.

The Joint Committee was further advised that, in light of the complexity of the HR and financial processes and the impact of COVID-19 on the capacity of key officers, it was proposed that the implementation date for a new partnership model be deferred from 1st April 2021 to 1st September 2021. This would require all partners who had issued notice of withdrawal to agree to defer this action until the end of August 2021.

RESOLVED that



- 6.3.1. The secondment of Ceri Davies to ERW to provide additional capacity to deal with the ERW closure and set up of new partnership arrangements, as agreed via e-mail response to Chair's request sent on 8th October 2020, be confirmed;**
- 6.3.2. The Leaders of the constituent authorities hold a workshop to further discuss the dissolution of ERW.**

7. FINANCIAL UPDATE 2020-21

The Joint Committee received an update on the financial position of ERW for 2020-21 up to 30th September 2020. It was noted that the report provided specific detailed information in relation to:

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

The Joint Committee was advised that expenditure was slightly higher than approved, however this had no impact on the level of reserves or Local Authority contributions. Similar to the previous financial update, risks areas had been identified around the change of the ERW structure, diminishing reserves and the continued reliance on grant funding.

In response to a query, Members were advised that the liability calculation following an ERW dissolution on 31st March 2021 would depend on any redundancies going forward and a comprehensive calculation could be developed once the structure of the new partnership model had been determined.

RESOLVED that

- 7.1. The updated ERW financial position at the end of 30 September 2020 be noted;**
- 7.2. The amendments to the Central Team budget for 2020-21 due to the increase in SLA costs and the costs of the secondment of the Head of Human Resources/HR Lead to ERW be approved;**
- 7.3. The allocation of the PDG Grant for 2020-21 be approved;**
- 7.4. The allocation of the RCSIG EIG Grant for 2020-21 be approved.**

8. ERW GRANT FUNDING AND ALLOCATIONS REPORT 2020-21

The Joint Committee considered a report on ERW Grant Funding and Allocations for 2020-21. The Joint Committee was advised that the report provided detailed

information on the grants received and proposed allocations for the following grants:

- Regional Consortia School Improvement Grant (RCSIG);
- EIG Element of the RCSIG;
- Recruit, Recover, Raise Standards: Accelerating Learning Programme (RRRS-ALP) Element of RCSIG;
- Welsh Charter Element of RCSIG;
- Professional Learning Grant Element of RCSIG;
- Pupil Development Grant;

RESOLVED that

- 8.1. The Regional School Improvement Grant (RCSIG) awarded for 2020-21 be accepted;**
- 8.2. The EIG Allocations for 2020-21 be approved;**
- 8.3. The RRRS-ALP Allocations for 2020-21 be approved;**
- 8.4. The Welsh Charter Distribution Allocations for 2020-21 be approved;**
- 8.5. The Professional Learning Grant Allocations for 2020-21 be approved;**
- 8.6. The Pupil Development Grant awarded for 2020-21 be accepted.**

9. AUDIT WALES ERW AUDIT PLAN

The Joint Committee received an update on the work to be undertaken by Audit Wales in discharging its statutory duties, including potential risk, the proposed audit response and details on the audit fee, team and timetable.

RESOLVED that

- 9.1. The WAO audit plan be approved;**
- 9.2. The audit fee of £13,000 be agreed;**
- 9.3. The timetable be agreed;**
- 9.4. The respective responsibilities be agreed.**

10. ANNUAL HEAD OF INTERNAL AUDIT OPINION

The Joint Committee received a report on the Head of Internal Audit annual opinion on the effectiveness of ERW's governance, internal control, risk management and financial management arrangements.

RESOLVED that the Head of Internal Audit Annual Assurance Opinion 2019-20 be noted.

11. ERW STATEMENT OF ACCOUNTS 2019-20 AND AUDIT WALES ISA260 REPORT

The Joint Committee received a report on the ERW Statement of Accounts for 2019-20. The overall financial position of ERW was recognised in several core financial statements within the Statement of Accounts, including the

Comprehensive Income & Expenditure Statement (CIES), the Movement in Reserves Statement, the Balance Sheet and the Cash Flow Statement.

The Joint Committee was advised that the deadline required by the Accounts and Audit (Wales) (Amendment) Regulations 2018 for audit and approval of the ERW Statement of Accounts was the 15 September 2020. Due to the Covid-19 outbreak, this deadline could not be met but in accordance with Regulation 10 (4) a statement had been published on the ERW website setting out the reasons for non-compliance and the actions to be taken to ensure compliance as soon as possible.

The Joint Committee noted an uncorrected misstatement of £124k in the net pension fund liability as at 31st March 2019 and 31st March 2020. It was advised that the understatement had not been corrected because it was identified near to the end of the audit after all other amendments had substantially been completed and the value of the understatement was below the materiality threshold of £1.3m.

The Joint Committee was advised that the Internal Audit Opinion had not identified any significant internal control issues and Audit Wales would issue an unqualified opinion subject to the Statement of Accounts being signed by the S151 Officer and the Chair of the Joint Committee.

RESOLVED that

- 11.1. The ERW Statement of Accounts for 2019-20 be approved;**
- 11.2. The ERW Statement of Accounts for 2019-20 be signed by the Director of Resources (ERW S151 Officer) and the Chair of the ERW Joint Committee.**

12. ANNUAL GOVERNANCE STATEMENT

The Joint Committee received a report detailing the findings from the annual review of governance arrangements for the ERW Consortium for 2019-20. The Joint Committee was advised that the report and action plan had been produced in July against the best available evidence and planned actions might need to be reviewed in light of emerging discussions around the cessation and future model of ERW.

RESOLVED that the Annual Governance Statement 2019-20 be approved.

13. ERW RISK REGISTER

The Joint Committee received an update on the ERW Risk Register. Members were advised that the Risk Register had been updated to reflect the withdrawal of Neath Port Talbot Council and the impact of the Covid-19 pandemic. The risk relating to ERW Governance would need to be reviewed once a new partnership structure had been agreed. An additional risk was added in relation to qualifications 2020/21.

RESOLVED that

- 13.1. The changes in the Regional Risk Profile be noted;**
- 13.2. The ERW Risk Register be approved.**

- 14. 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**

There were no items of urgent business.

CHAIR

DATE

This page is intentionally left blank

ERW JOINT COMMITTEE 9 FEBRUARY 2021

CORRESPONDENCE

PURPOSE: The Joint Committee receive the following correspondence:

- Letter from Estyn, dated January 2021, with regard to the work of ERW between March and October 2020
- Letter from Chair of ERW Scrutiny Councillor Group to Chair of Joint Committee reflecting on views following last meeting of ERW Scrutiny Councillor Group on 26th November 2020
- Draft response from Chair of Joint Committee in reply to Chair of ERW Scrutiny Group letter above.

RECOMMENDATIONS / KEY DECISIONS REQUIRED:

That Joint Committee receive the above correspondence for information with further discussion required on the Chair's draft response to the Chair of ERW Scrutiny Group.

REASONS:

Information only.

Report Author:
Greg Morgan/Ian Altman

Designation:
ERW Chief Officers

Tel No.
E. Mail: greg.morgan@erw.cymru
ian.altman@erw.cymru

**EXECUTIVE SUMMARY
ERW JOINT COMMITTEE
9 FEBRUARY 2021**

CORRESPONDENCE

BRIEF SUMMARY OF PURPOSE OF REPORT

- Letter from Estyn

Letter reviewing the work of regional consortia and local authorities in supporting their learning communities from March to October 2020.

- Letter from Chair of ERW Scrutiny Councillor Group to Chair of Joint Committee

Letter reflecting on the views following the last meeting of ERW Scrutiny Councillor Group held on 26th November 2020

- Draft response from Chair of Joint Committee in reply to Chair of ERW Scrutiny Group with further discussion required by Joint Committee.

DETAILED REPORT ATTACHED?

YES

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

This page is intentionally left blank

Dear Greg and Ian

During the early autumn term, the Welsh Government asked us to undertake a review of local authorities and regional consortia's work in supporting their learning communities in schools and pupil referral units (PRUs) during the period from March to October 2020.

This letter outlines the outcome of this work in ERW. The content of the letter is based on virtual meetings with officers, as well as information from a sample of schools and PRUs in the local authorities across the ERW region. We have also considered the supporting documentation provided by ERW officers and the feedback from surveys of school/PRU leaders, governors, teachers and support staff, parents and pupils. We have referred to the outcomes of the surveys where relevant, although the surveys were mainly be used to inform the national report which was published on our website on 15 January. Here is a [link](#) to that report.

We would like to thank your staff for giving of their time to discuss their work with us and for providing additional information on request.

Yours sincerely

A handwritten signature in blue ink that reads "Meilyr Rowlands".

Meilyr Rowlands
Her Majesty's Chief Inspector

The regional consortium's work to support its schools and PRUs

March - August 2020

Leadership and collaboration

At the start of the pandemic, ERW was a partnership of six local authorities, but Neath Port Talbot withdrew on 31 March 2020 having served a 12-month notice period. Neath Port Talbot continued to receive a small number of services from ERW where these related to national programmes, such as the NPQH, but otherwise ERW stopped providing school improvement services to schools in Neath Port Talbot after March. This letter focuses primarily on school improvement services provided by ERW's central team during the pandemic to Carmarthenshire, Ceredigion, Pembrokeshire, Powys and Swansea.

Three of the remaining five local authorities served notice to leave ERW on 31 March 2021. This has inevitably caused uncertainty for staff this year and restricted ERW's ability to replace staff that have left. The managing director of ERW at the start of the pandemic retired in May 2020. His deputy took over as the managing director, and he then retired in August 2020.

We are mindful that ERW has a significantly different operating model compared to the other regional consortia. In particular, the challenge adviser¹ role is carried out by staff employed and deployed by individual local authorities, and local authorities also choose to provide additional school improvement services.

During the pandemic, the strength of this operating model has been the close working relationships that challenge advisers in each local authority have with other education services locally, which has enabled a joined up approach to supporting schools. However, because school improvement services are being provided from two different sources in the region – the local authorities and ERW – there is a risk of different advice being given and a risk of duplication in work.

Throughout the period, those leading ERW have sought to support the wellbeing of ERW staff, and ensure that ERW's resources have been used to support schools in the region with issues relating to the pandemic as well as with their ongoing school improvement priorities. ERW's leaders have held regular sessions online with staff to keep everyone up-to-date with the impact of the pandemic on ERW and to explore together how to best support schools. ERW's leaders also made sure that staff had access to personal support through Pembrokeshire's human resources (HR) service, as they have lead responsibility for HR for ERW.

ERW provided regular updates about the support they could offer to schools and PRUs in the region through email, social media and direct contact from their own staff and through local authority advisory staff.

¹ We use this term because it is used in the National Model for Regional Working to define a particular function. Staff carrying out this role may have different titles locally.

The lead local authority director of education has provided valuable support and operational guidance to ERW's leaders during the pandemic on behalf of the five local authorities. The managing director provided useful reports on ERW's support for schools to the Executive Board and Joint Committee, though there has been limited critical analysis in either board of how well ERW has supported schools through this period.

Promoting learning

During the late spring and early summer terms, officers in ERW allocated a significant proportion of their time to working with national projects. This included jointly authoring a range of helpful support materials to complement the national Continuity of Learning Plan.

Members of the ERW team made considerable contributions to guidance on hardware and the use of digital tools including to support school business. Officers compiled a range of beneficial publications for the region in conjunction with local authorities. The publications explained clearly different teaching and learning models that might be adopted for distance or blended learning across all key stages and phases along with complementary guides for parents. To accompany these guides, officers from the region also produced a series of webinars on a range of relevant topics including the use of Hwb tools, supporting transition and connecting with Foundation Phase learners. These webinars included cameos from schools within the region and attracted a large number of viewers from within ERW and across Wales.

Early on in this phase, officers set up a website that offered information and links regarding distance and blended learning. This drew together a vast amount of guidance and suggested reading from a diverse range of international research as well as relevant local documents. These ranged from world-renowned education commentators such as Michael Fullan and John Hattie to local authority exemplar policies and examples from schools within the region. Nearly all schools and PRUs were very appreciative of these pointers, although a few school leaders told us that they felt overwhelmed by the volume of information being shared by the consortium, the local authority and nationally, and relied on peer school leaders or local challenge advisers to help them filter out approaches that may be most suitable for their schools.

The cross-region group that addressed the challenges associated with Welsh language skills for all learners was chaired by officers in ERW. Within the region, resources and support for teachers were pulled together into one central online space making it easy for practitioners to access. School leaders and local authority officers commended the valuable support and resources that were shared, including a 'time capsule' project that encompassed Welsh language materials, digital learning and a focus on wellbeing.

Cameo: Supporting Ysgol Gyfun Ddwyieithog Y Preseli to promote the use of Welsh at home

A minority of pupils come from non-Welsh speaking homes and the school acknowledged the importance of promoting and maintaining the language in the home. The school has had a particular focus on oracy in the school's development plan. ERW officers supported teachers to experiment with 'Flipgrid', a digital tool in which learners can video their responses. The school has used this successfully as one way of reinforcing the language.

The secondary school support specialist subject team focused on improving classroom teaching, distance learning and middle leadership. Staff in the team supported schools, PRUs and networks of schools with advice on planning and professional learning. Most secondary schools in the region commented positively on this useful aspect of ERW's support. In particular, they commended the work of the English, Welsh and science teams, who held regular network meetings that covered the needs of schools across the region as well as sharing helpful resources. Headteachers commented that network meetings also benefited the wellbeing of staff, particularly those in small departments.

ERW has a dedicated team to support schools and PRUs to prepare for Curriculum for Wales. During this period, staff in the team contributed to national work, but also continued to support schools in the region. The team shared an online professional learning resource entitled 'Principles for Excellence'. This resource is intended to deepen teachers' understanding of the 12 pedagogical principles included in the Curriculum for Wales guidance. Along with many of the other ERW resources, 'Principles for Excellence' has been shared regionally and nationally and has links to Welsh Government projects such as 'Talk Pedagogy' and the national approach to professional learning. In addition, the team continued to support the 'Transforming Your Curriculum' programme which is available directly to schools through 'Dolen', ERW's digital platform.

During this period, the professional learning needs of schools and PRUs regarding learning were very much focused on how to develop teachers' expertise in distance learning in order to engage with pupils and have the support of parents. ERW shared guidance to support schools to run their own effective professional learning online. Much of the work planned with schools, including the National Professional Enquiry Project, Building Research Capacity Projects, Lead MAT Schools Enquiry Project and Post-16 Enquiry Project, were largely delayed until the autumn, although ERW colleagues were available to support colleagues to plan ahead for the following term. National leadership programmes were delivered remotely alongside regional colleagues wherever possible.

Supporting vulnerable learners

ERW contributed significantly to the development of national guidance for schools and PRUs on supporting learners' wellbeing as part of Welsh Government's

Continuity of Learning programme. On the back of this national guidance, ERW developed helpful resources and offered valuable professional learning in two particular themes: staying connected and being active.

For the 'staying connected' theme, ERW provided webinars on how to use platforms on Hwb to encourage collaboration. Special schools and specialist settings were offered training in the use of Flipgrid. Over 60 practitioners took part and subsequently used the tool to engage with their learners and keep learners connected with each other. On request, a session was also provided for speech and language staff in one local authority, and they then used Flipgrid as the platform for their work with individual learners. A [website](#) was developed to support the ongoing use of Flipgrid in the region as a tool to keep staff and learners connected, including case studies from schools.

For the 'being active' theme, ERW developed a [website](#) that signposted schools and PRUs to existing resources and activities that would be particularly suited to encouraging physical activity during lockdown. These resources matched to key areas of physical development and were designed to help learners develop the confidence, competence and motivation to be physically active.

To help schools prepare to reopen in June, ERW developed a series of supporting activities based on a trauma-informed approach, given that the lockdown period will have had the characteristics of a traumatic event for some learners. Professional learning was offered to schools on relationship-based play within the restrictions due to COVID-19. ERW commissioned two video resources with Professor Neil Frude, focused on staff wellbeing and managing anxiety in children and young people. These videos have had over 150 views.

The regional consortium's work to support its schools and PRUs from September 2020

Leadership and collaboration

Due to the potential dissolution of ERW in March 2021, no managing director was appointed for September 2020. Instead, two senior members of staff have undertaken roles as chief officers since September. These changes of leadership have occurred during what was already a very difficult time due to the pandemic. Since the two chief officers took up post in September, they have continued to work closely with local authorities and schools across the region.

ERW's chief officers have provided continuity in ERW's approach to supporting schools. The chief officers have provided a useful report on ERW's support for schools in the first few weeks of the autumn term to the Executive Board and Joint Committee, which also covered plans for the rest of term and beyond.

ERW has continued to provide regular updates about the support they could offer to schools and PRUs through their usual communication channels, and helpfully refined these in response to constructive feedback.

Staff in ERW are working in very challenging circumstances, attempting to adapt to support schools through the pandemic while not knowing whether ERW – and their own jobs – will exist beyond March 2021. The chief officers, backed by the lead local authority director, have been understanding and supportive, and provided suitable direction for ERW's work in the short term.

The lack of a plan for school improvement services in south west Wales from April 2021 is a significant concern. Local authorities have understandably prioritised their response to the pandemic. However, elected members and senior officers across all local authorities in the region have been too slow to ensure that there is a clear vision and plan for how high quality school improvement services that meet their needs will be provided to schools and PRUs from April 2021.

Our survey of school leaders in the region in October found that they were less positive about the support they received for learning from ERW compared to the views of leaders about their consortium in two other regions, and similar to the views in the other region. We have had concerns about the governance of ERW for some time before the pandemic and noted these in previous letters to the Joint Committee. It is unclear whether the negative feedback from school leaders reflects specific concerns about ERW's response to the pandemic or their own general concerns about ERW.

Promoting Learning

Officers in ERW continued to support schools with digital learning in the autumn term. They ran a series of webinars for primary, secondary and special schools and PRUs that give an overview of the tools available through Hwb to support blended and distance learning, complementing their earlier work. The sessions included specific themes for school leaders, such as what to consider when experiencing individual year group isolation. These webinars also included recordings and live discussions with school leaders from around the region, which school leaders found reassuring when considering how best to implement their own plans. In addition, the team shared online safety and self-review tools, as well as curriculum support for specific areas, for example, to develop teachers' practice with coding. A Google Classroom, set up specifically for teaching assistants to develop their online skills, has attracted over 200 participants.

Staff who support Welsh language development have maintained regular contact with schools. In order to sustain learner engagement, a range of useful new resources have been created. These include 'Welsh heroes' Top Trumps, a Siarter Iaith Calendar, Seren and Spark video clips for GCSE Welsh and GCSE Second Language Welsh along with a book of PISA style reading exercises for first and second language learners. There has been further development of the Ap Iaith and a 'Videoscribe' resource on the history of the Welsh Language. These helpful resources have been promoted across ERW's own digital platforms. In addition,

there are two specific networks on Hwb (ERW – Welsh and ERW – Second Language Welsh) where secondary teachers can find a wide range of resources. More recently, two national platforms have been created – Y Pair (Welsh Secondary Resources), and Y Gist (Welsh Secondary Second Language Resources). ERW specialists have contributed to the development of both platforms.

The secondary specialist subject team have continued to refine their offer. A key source of support for schools and PRUs are the subject online network meetings, which have been well attended. All agenda items are linked to common school priorities and developed in conjunction with subject middle leaders. Example of areas of focus include leadership after lockdown, effective teaching and learning in the ‘new normal’, and qualifications 2021. The teams have also offered guidance to schools on how they might best use the ‘Recruit, recover, raise standards: the accelerating learning programme’ (RRRS) grant for specific subjects, in conjunction with local authority challenge advisers.

Subject teams have produced a range of resources to exemplify what effective distance, blended and classroom learning looks like in each curriculum area. There is a strong emphasis on the depth and breadth of subject content and skills progression at key stage 3 and 4 as well as post-16 learners. In addition to this advice and guidance, the secondary team have made ‘response packs’ available for individual subject areas that have been well received. These digital packs provide around a week’s worth of material for key stage 3 and 4 pupils who have to self-isolate and cannot attend school. The packs are editable, and classroom teachers can amend and alter them to meet their needs.

Cameo: Supporting the teaching of science at Dylan Thomas Community School

The school reflected that on returning to school it was very difficult to plan how to carry out practical activity safely. The headteacher told us that the ERW subject teams shared clear and helpful guidance which reassured teachers in these subjects. For example, the ERW science team gave examples of online sites that included video demonstrations of experiments, and a wealth of useful and engaging resources that teachers could use for distance learning.

The Curriculum for Wales team has developed a set of programmes to explore the conceptual model of the curriculum which can be used virtually, or when the situation will allow it, in person. These are accessible via a dedicated area of the website and enable schools to access support for developing pedagogy, assessment and progression. There are also engagement workshops for each of the six Areas of Learning and Experience. The resources are designed to be used in conjunction with the professional learning approaches developed locally and nationally.

To support schools to develop their approaches to a Curriculum for Wales, ERW, in collaboration with higher education institution (HEI) partners, has put in place several professional learning networks (PLNs), each with a specific focus on pedagogy and

the six AOLEs. The team also supports schools and PRUs with include the National Professional Enquiry Project, Schools as Learning Organisations, National Pedagogy Project and Professional Learning Journey. To complement the national agenda, Lead Enquiry Schools will support new Partner Enquiry Schools to explore themes such as Pedagogy and Learning, Re-Imagining Schooling, Inclusion and Assessment. The online launch event for these networks had around a hundred attendees. Staff from schools who are participating in these networks have taken part in a half-day introduction to coaching and mentoring session alongside challenge advisers from local authorities in the region. Despite this work being in its infancy, officers have helpfully built in evaluation activity, adopting the Kirkpatrick model to assess the effectiveness of these networks over time.

Leadership programmes have largely been on pause so far this term but recruitment has continued and many new cohorts have started recently or will begin after Christmas. Officers have adapted materials so that they are suitable for use in blended and online delivery, for example in the Middle Leaders Development Programme that began in November. This particular programme also includes 72 supplementary places for Additional Learning Needs Co-ordinators, funded by the ALN transformation grant. The full range of programmes are all scheduled to resume during the autumn, along with support for NQTs, which this year will include teachers recruited as a consequence of the RRRS grant.

Supporting vulnerable learners

For the start of term, ERW commissioned Professor Robin Banerjee to deliver professional learning to develop staff understanding of self-efficacy and connection as key to supporting wellbeing. Dr Carol Harper was commissioned to provide a session on 'Trauma-informed Schools: Back to School Training'. Around 100 schools engaged in each event. Professor Banerjee's session was recorded, and this recording has since had over 150 views.

Headteachers in Powys, for example, have told us how that the training and support materials for all staff on dealing with trauma-related issues have been very valuable this term as pupils returned to school. In particular, headteachers commented on how such training could be easily accessed by all staff and how it enriched their discussions on how to support anxious or vulnerable pupils.

Further beneficial professional learning during the autumn term to promote wellbeing and support vulnerable learners has focused on supporting adopted learners, looked after learners, learners with adverse childhood experiences and learners from socio-economically disadvantaged backgrounds. Many of the sessions have been recorded and are being made available to schools and PRUs through ERW's website.

ERW has usefully set out how its professional learning offer can support schools in making good use of their 'Recruit, Recover and Raise Standards' grant from Welsh Government.

ERW has commissioned Challenging Education to lead professional learning through the year to promote equity in education called 'Thinking Differently for Disadvantaged Learners'. This involves half-termly live professional learning events that are recorded to make them accessible to all. In addition, ERW is supporting 14 secondary schools across the region, working with consultants from Challenging Education, to participate in a 'Raising Achievement of Disadvantaged Youngsters' programme that is designed to radically change their approach.

ERW has commissioned Hafal to provide training on resilience for 3 members of staff from each secondary school to support learners in Years 10-13 to prepare for examinations or assessments. In the Spring term, ERW has planned accredited training on 'emotion coaching' that will enable participants to train their colleagues.

This page is intentionally left blank



To:
Cllr. Emlyn Dole
Chair of the ERW Joint Committee

Please ask for: **Scrutiny**
Scrutiny Office Line: **01792 637256**
e-mail: scrutiny@swansea.gov.uk
Date: **17 December 2020**

Dear Councillor Dole

ERW Scrutiny Councillor Group – 26 November 2020

The Scrutiny Councillor Group would like to thank Gareth Morgans, Ian Altman and Greg Morgan for attending our meeting, for presenting the information we requested and answering our questions. I am writing to you to reflect on the views from that meeting.

We were pleased to hear about the positive support ERW has provided the region over recent months, particularly in terms of online as well as blended learning and the sharing of good practice. It was pleasing to note that take-up of online training resources had been well-received by school leaders and teachers and we felt that this form of support should be taken forward and developed further in any new regional model.

We discussed the potential future model/s of ERW, including the concept of commissioning activities. We feel that those Local Authorities that will make up the core of any future joint agreement should not necessarily be left out of pocket in terms of setting up of central and ongoing core costs when potentially providing commissioning services to other Local Authorities. It was felt that any local authority commissioning services from a future regional consortia should pay a fair amount for the services, which should contribute towards meeting the core costs of any new regional body.

We would like to see some clarity concerning what substantial changes to any future Joint Committee or framework, one based on the City Deal footprint for example, would have on the core ERW team and core ERW budgets. We would also like to understand whether it will deliver the sort of saving that some Local Authorities like Neath Port Talbot and Ceredigion have asked for. We recognise that 90% of the current ERW funding does go directly to schools but would like to know how any future consortium would increase that. Failure to increase the percentage and level of direct funding to schools would surely fail to satisfy 'value for money' claims which have been put

forward previously. We would be interested in understanding how moving from a 6 member consortium, to possibly a smaller consortium can deliver that.

We would like to see the evidence base for any new proposals so we can understand the key motivation, with a clear focus on school improvement. We were told that a lessons learnt piece of work is currently underway, which will outline the challenges that have faced the ERW consortium. We would welcome sight of this once it is available.

Given that this agenda is fast moving and uncertain, the Group agreed that we may call an additional meeting over the coming months, in order to contribute to the discussions around the development of any new model. Early receipt of the lessons learnt review will therefore be pivotal, and appreciated.

We look forward to your reply giving your thoughts on the contents of our letter.

Yours sincerely,

Cllr Darren Price
Chair of the ERW Scrutiny Councillor Group & Carmarthenshire Education and Children Scrutiny Committee
daprice@carmarthenshire.gov.uk

DRAFT FOR DISCUSSION

Dear Cllr Price/ERW Scrutiny Committee,

Thank you for your letter dated 17th December 2020.

I'm pleased that Gareth Morgans, Lead Director and Greg Morgan and Ian Altman, ERW's Chief Officers were able to attend your November meeting and respond to your questions.

It is clear that ERW has continued to make progress and ESTYN's recent report, **Local authority and regional consortia support for schools and PRUs in response to COVID-19** highlights the effective practice e.g.

Cameo: Supporting science teaching

ERW subject teams shared clear and helpful guidance which reassured and supported science teachers in the region. For example, the ERW science team gave examples of online sites that included video demonstrations of experiments, and useful and engaging resources that teachers could use for distance learning.

Officers in ERW provided a series of webinars for primary, secondary and special schools and PRUs that give an overview of the tools available through Hwb to support blended and distance learning, complementing their earlier work...

...ERW commissioned Professor Robin Banerjee to deliver professional learning to develop staff understanding of self-efficacy and connection as key to supporting wellbeing.

It would be appropriate for the Scrutiny Committee to consider this report and the Estyn Letter which outlines ERW's specific response.

In respect to ERW's future, discussions are on-going, and we will take on board your comments in regard to commissioned services being viable and cost effective for the Consortium.

The proposal on the table is that a future partnership will be based on the City Deal footprint with Powys and Ceredigion developing their own models to deliver Welsh Government's expectations. We are well aware of the need to protect and ensure that the current staff complement are looked after and safeguarded and that any new model which involves delivering for others is at no detriment to the current partners- ultimately this approach could be an income generation one.

Currently Directors are finalising the required core functions of a new partnership which will dictate the type of staffing structure require to deliver those functions. It is clear that servicing 4 Local Authorities will have an impact on the size of the core team.

We will aim to get as much funding directly to schools, if appropriate, in order that they can develop solutions locally or procure support from other schools or ERW. Unfortunately not

all schools are mature enough yet to solve their own issues and will need a central resource to support their improvement journey.

However, it is clear that we will need to retain sufficient funding centrally to support the core team and deliver the core functions as agreed.

The Lessons Learnt activity was proposed by Internal Audit as part of the ERW CONSORTIUM ANNUAL GOVERNANCE STATEMENT 2019-20-

Lessons Learned Review- *Consideration should be given to undertaking a Lessons Learned review to establish the failings of ERW to ensure sustainability of the future consortia.*

This has not progressed as a discrete piece of work however discussions between Leaders, Chief Executives and Directors of education have articulated the challenges with the current model and which will be addressed as we develop our new approach.

I would be happy for officers to attend a future meeting to share progress and test some of the ideas.

Yours sincerely,

Cllr Emlyn Dole
ERW Joint Committee Chair



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

ERW JOINT COMMITTEE 9 FEBRUARY 2021

ERW UPDATE

PURPOSE:

To provide an update on the work of ERW in spring term 2021

RECOMMENDATIONS / KEY DECISIONS REQUIRED:

N/A – For information only

REASONS: N/A

Report Author: Ian Altman Greg Morgan	Designation: Chief Officers	Tel No. E. Mail: ian.altman@erw.cymru greg.morgan@erw.cymru
--	---	--

EXECUTIVE SUMMARY

ERW JOINT COMMITTEE

9 FEBRUARY 2021

ERW UPDATE	
BRIEF SUMMARY OF PURPOSE OF REPORT Update presentation on ERW Central Team work in spring term 2021.	
DETAILED REPORT ATTACHED?	Appendix 1 - PowerPoint

IMPLICATIONS

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

CONSULTATIONS

N/A.

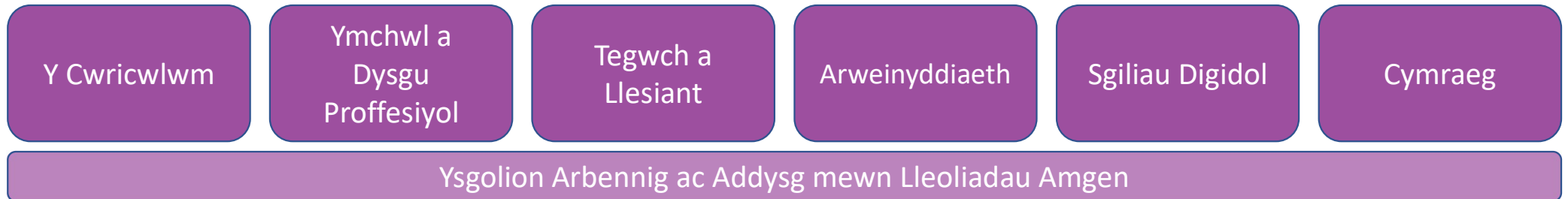
Section 100D Local Government Act, 1972 – Access to Information List of Background Papers used in the preparation of this report: THESE ARE DETAILED BELOW		
Title of Document	File Ref No.	Locations that the papers are available for public inspection
N/A	N/A	N/A

ERW

Tymor y Gwanwyn 2021
Spring Term 2021



Grwpiau Strategaeth



- Bydd pob Grŵp Strategaeth yn gyfrifol am fonitro cynnydd yr agwedd ar gamau gweithredu'r Cynllun Busnes y maent yn gyfrifol amdani
- Bydd y grwpiau hefyd yn gyfrifol am gyd-ddatblygu cynnwys y Cynllun Busnes yn y flwyddyn ddilynol
- Mae pob grŵp yn cynnwys cynrychiolwyr o bob un o'r 5 ALI, naill ai Penaethiaid, Cyfarwyddwyr Addysg, Uwch-ymgynghorwyr Her neu Ymgynghorwyr Her, yn ogystal â'r Swyddog ERW perthnasol
- Cafodd pob Grŵp Strategaeth gyfarfod yn ystod mis Rhagfyr 2020
- Mae'r gwaith o fonitro'r Cynllun Busnes yn ystod chwarter 3 wedi'i gwblhau

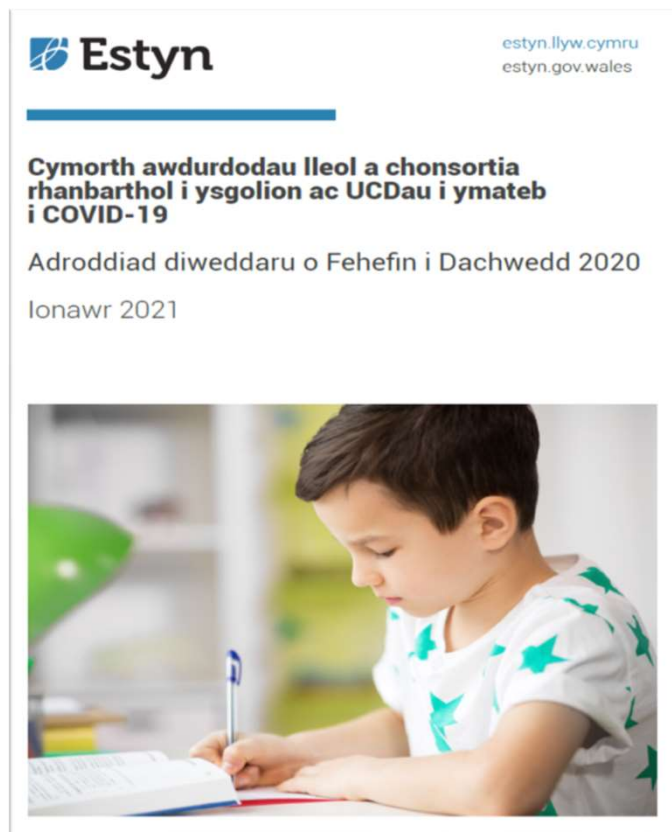
Strategy Groups



- Each Strategy Group will be responsible for monitoring the progress of the aspect of Business Plan actions for which they are responsible
- They will also be responsible for co-constructing content in the following year's Business Plan
- Each group consists of representatives from all 5 LAs, either Headteachers, Directors of Education, Senior Challenge Advisers or Challenge Advisers, in addition to the relevant ERW Officer
- All Strategy Groups met during December 2020
- Quarter 3 monitoring of the Business Plan is complete

Adroddiad Thematig Estyn

“Cymorth awdurdodau lleol a chonsortia rhanbarthol i ysgolion ac UC Dau i ymateb i COVID-19”



Argymhellion i Lywodraeth Cymru weithio gyda chonsortia rhanbarthol, awdurdodau lleol, a phartneriaid a darparwyr eraill i:

A1 Ymateb ar frys i fynd i'r afael a'r rhwystrau i ddysgu o adre, yn enwedig lle mae'r rhain yn ymwneud a diffyg mynediad i gyfrifiaduron neu gyswllt a'r we

A2 Gwella ansawdd y profiadau dysgu o bell a dysgu cyfunol i ddisgyblion trwy gefnogi addysgu mwy effeithiol ar draws ac o fewn ysgolion ac UC Dau

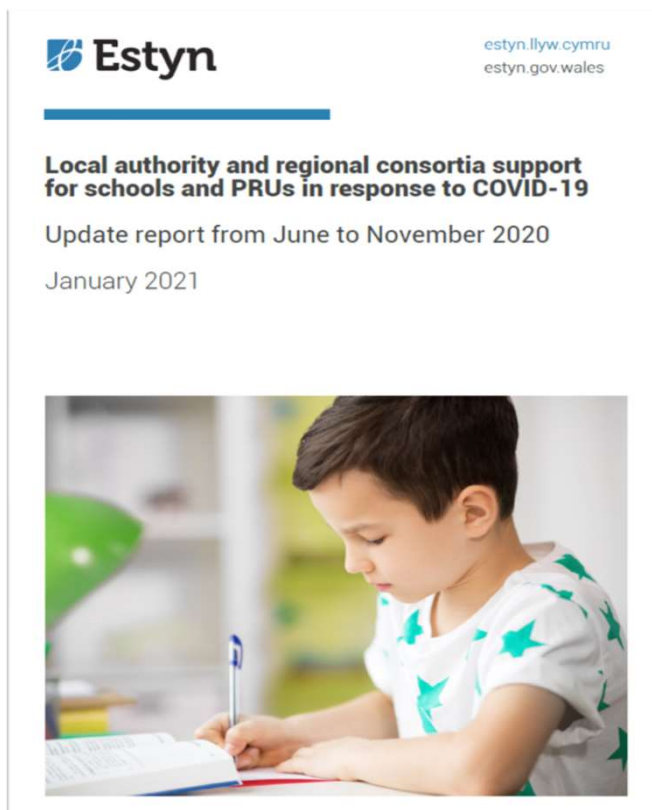
A3 Datblygu dulliau cydlynol i wella cynnydd ym medrau llythrennedd, rhifedd a medrau personol a chymdeithasol disgyblion bregus y mae'r pandemig wedi effeithio'n anghymesur arnynt, er enghraifft disgyblion sy'n gymwys i gael prydau ysgol am ddim

A4 Sefydlu strategaeth i fonitro ac i fynd i'r afael ar effaith hirdymor y pandemig ar iechyd corfforol ac iechyd meddwl disgyblion

A5 Creu cyfleoedd i bwysu a mesur a gwerthuso effaith polisiâu ac arferion a ddatblygwyd yn ystod y cyfnod hwn i lywio ffyrdd o weithio yn y dyfodol a dylunio'r cwricwlwm

Estyn Thematic Report

“LA and regional consortia support for schools and PRUs in response to COVID-19”



Recommendations for the Welsh Government to work with regional consortia, local authorities, and other partners and providers to:

R1 Urgently address barriers to learning at home, particularly where this is due to a lack of access to suitable computers or adequate connectivity

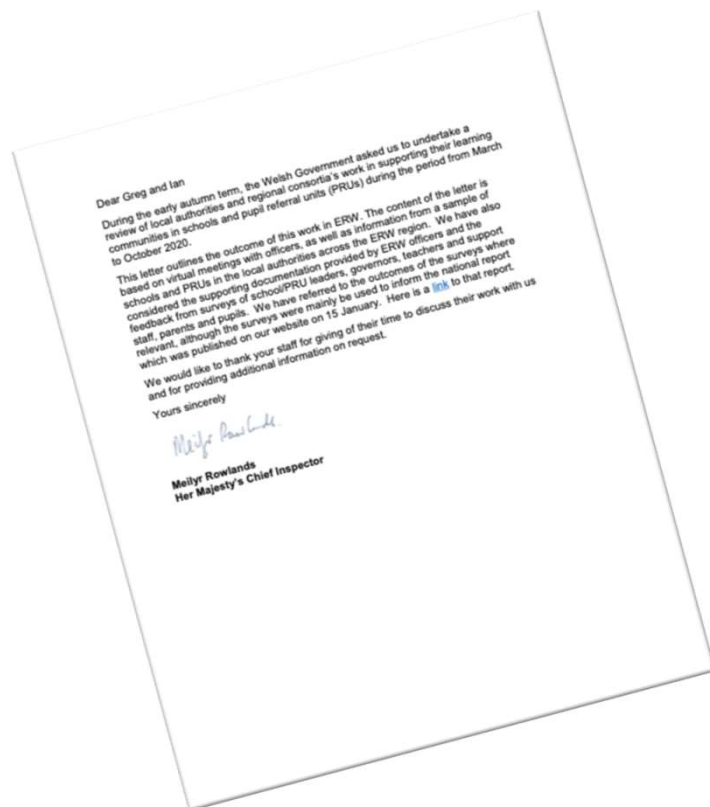
R2 Improve the quality of the distance and blended learning experiences for pupils by supporting more effective teaching across and within schools and PRUs

R3 Develop a coherent approach to improve progress in literacy, numeracy and personal and social skills of vulnerable pupils disproportionately affected by the pandemic, for example pupils eligible for free school meals

R4 Establish strategies to monitor and address the long-term impact of the pandemic on the physical and mental health of pupils

R5 Create opportunities to take stock and evaluate the impact of policies and practices developed since the start of the pandemic to inform future ways of working and curriculum design

Adroddiad Thematig Estyn – llythyr ERW



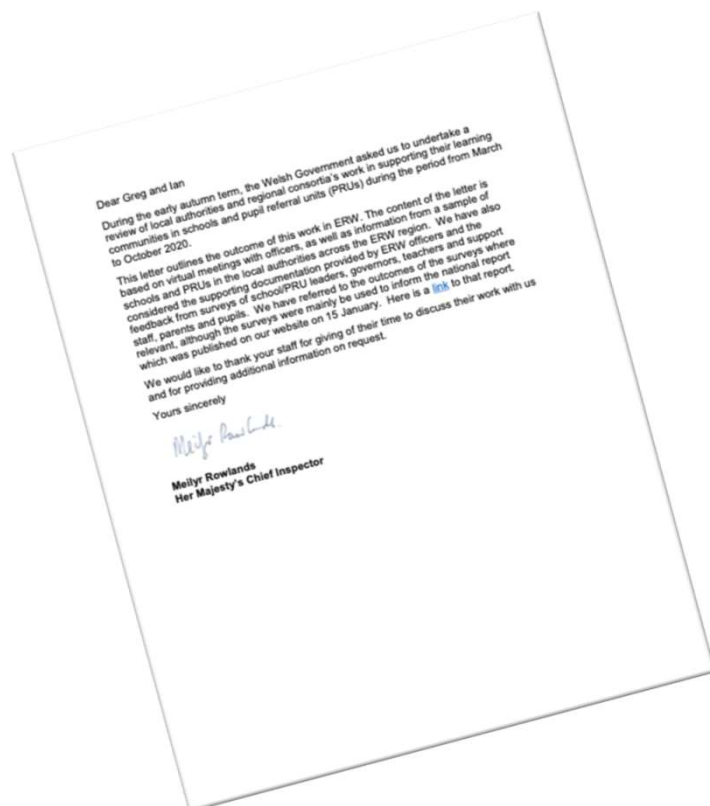
Cameo: Cynorthwyo Ysgol Gyfun Ddwylieithog y Preseli i hybu'r defnydd o'r Gymraeg gartref

Daw lleiafrif o ddisgyblion o gartrefi di-Gymraeg ac roedd yr ysgol yn cydnabod pwysigrwydd hybu a chynnal yr iaith yn y cartref. Mae ffocws penodol ar lafaredde wedi bod yng nghynllun datblygu'r ysgol. Cynorthwyodd swyddogion ERW athrawon i arbrofi â 'Flipgrid', sef adnodd digidol y gall dysgwyr ei ddefnyddio i recordio'u hymatebion ar fideo. Mae'r ysgol wedi defnyddio hwn yn llwyddiannus fel un ffordd o atgyfnerthu'r iaith.

Cameo: Helpu addysgu gwyddoniaeth yn Ysgol Gymunedol Dylan Thomas

Adeg dychwelyd i'r ysgol, dywedodd yr ysgol ei bod yn anodd iawn cynllunio sut i gynnal gweithgareddau ymarferol yn ddiogel. Dywedodd y pennaeth wrthym fod timau pwnc ERW wedi rhannu canllawiau clir a defnyddiol a dawelodd meddyliau athrawon y pynciau hyn. Er enghraifft, rhoddodd tim gwyddoniaeth ERW enghreifftiau o safleoedd ar-lein a oedd yn cynnwys fideos yn arddangos arbrolion, a chyfoeth o adnoddau defnyddiol a difyr y gallai athrawon eu defnyddio ar gyfer dysgu o bell.

Estyn Thematic Report – ERW letter



Cameo: Supporting Ysgol Gyfun Ddwyieithog Y Preseli to promote the use of Welsh at home

A minority of pupils come from non-Welsh speaking homes and the school acknowledged the importance of promoting and maintaining the language in the home. The school has had a particular focus on oracy in the school's development plan. ERW officers supported teachers to experiment with 'Flipgrid', a digital tool in which learners can video their responses. The school has used this successfully as one way of reinforcing the language.

Cameo: Supporting the teaching of science at Dylan Thomas Community School

The school reflected that on returning to school it was very difficult to plan how to carry out practical activity safely. The headteacher told us that the ERW subject teams shared clear and helpful guidance which reassured teachers in these subjects. For example, the ERW science team gave examples of online sites that included video demonstrations of experiments, and a wealth of useful and engaging resources that teachers could use for distance learning.

Prosbectws Dysgu Proffesiynol ERW

Prosbectws Dysgu Proffesiynol ERW 2020/2021

[Safle Dysgu Proffesiynol](#)

ERW Professional Learning Offer



[PL Site](#)

Cwricwlwm i Gymru

Taith i'r Cwricwlwm i Gymru ERW Journey to Curriculum for Wales ERW

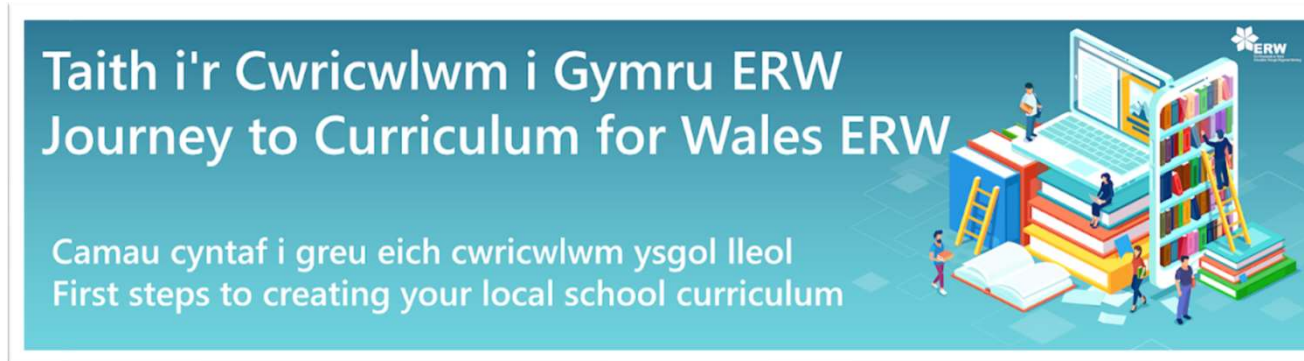
Camau cyntaf i greu eich cwricwlwm ysgol lleol
First steps to creating your local school curriculum



“Yn ystod y cyfnod hwn, cyfrannodd staff yn y tîm at waith cenedlaethol, ond parhaont i gefnogi ysgolion yn y rhanbarth hefyd. Rhannodd y tîm adnodd dysgu proffesiynol ar-lein o’r enw ‘Egwyddorion ar gyfer Rhagoriaeth’. Bwriedir i’r adnodd hwn ddwysáu dealltwriaeth athrawon o’r 12 egwyddor addysgegol sydd wedi’u cynnwys yng nghanllawiau’r Cwricwlwm i Gymru.”

- Cefnogi pob ALL a Grwpiau Penaethiaid ALL wrth iddynt gynllunio ar gyfer agweddau ar Gwricwlwm i Gymru
- Diwrnodau HMS a sesiynau gyda'r hwyr ar-lein ar gyfer nifer o ysgolion a chlystyrau, gan hwyluso gweithdai dylunio ac ymgysylltu
- Cynnal gweminarau ledled y rhanbarth, e.e. George McBride, Mererid Hopwood, trawsieithu
- Paratoi a hwyluso'r rhaglen Egwyddorion Rhagoriaeth, rhaglenni Dysgu ar gyfer Rhagoriaeth a Dysgu ar gyfer Gweithredu
- Paratoi a darparu'r Rhaglen Genedlaethol i Ddatblygu Arweinwyr Canol, hyfforddiant ar Brofiadau Niweidiol yn Ystod Plentyndod
- hyfforddiant i Athrawon Newydd Gymhwyso, Hyfforddiant ar Emosiynau, Rhwydweithiau Dysgu Proffesiynol
- Paratoi adnoddau Cyfnod 2 i baratoi ar gyfer cefnogaeth ddiwedd y gwanwyn/ddechrau'r haf
- Cefnogi gwaith rhyngwladol trwy Dyfodol Byd-eang; Empathy Lab; Into Film Cymru

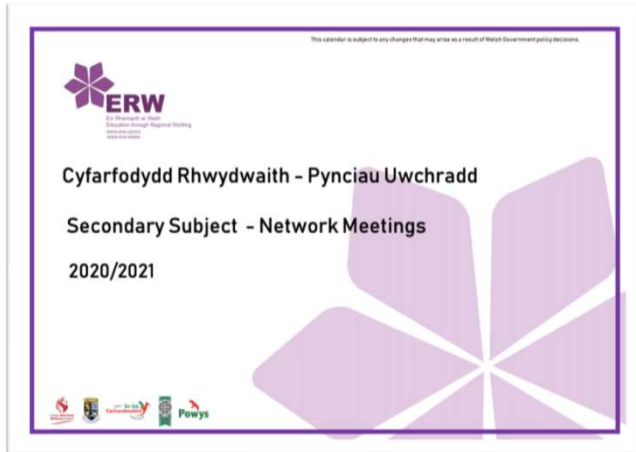
Curriculum for Wales



“During this period, staff in the team contributed to national work, but also continued to support schools in the region. The team shared an online professional learning resource entitled ‘Principles for Excellence’. This resource is intended to deepen teachers’ understanding of the 12 pedagogical principles included in the Curriculum for Wales guidance.”

- Supporting LAs and LA Heads groups in their planning for aspects of the Curriculum for Wales
- Online Inset days and twilights for a number of schools and clusters, facilitating engagement and design workshops
- Hosting webinars across the region e.g. George McBride, Mererid Hopwood, translanguaging
- Preparing and facilitating the Principles for Excellence programme, Learning for Excellence and Learning for Action programmes
- Preparing and delivering MDLP, ACEs training, NQT training, Emotion Coaching, PLNs
- Preparing Phase 2 resources in preparation for late spring/early summer support
- Supporting international work through Global Futures; Empathy lab; Into Film

Cefnogaeth Cwricwlwm Uwchradd

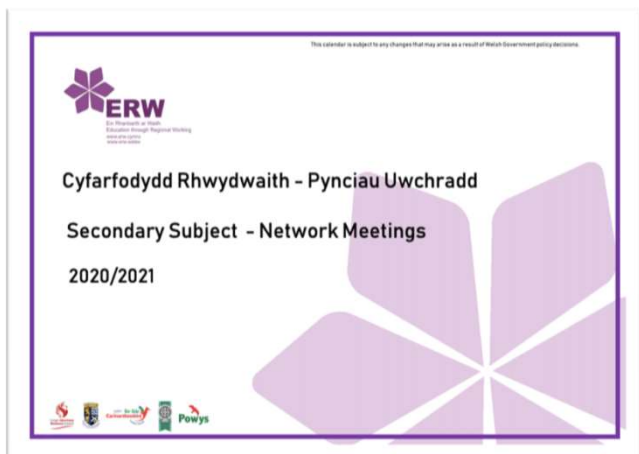


Cyfarfodydd Rhwydwaith Penaethiaid Adrannau



“Canolbwyntiodd tîm cymorth pwnc arbenigol ysgolion uwchradd ar wella addysgu yn yr ystafell ddosbarth, dysgu o bell ac arweinyddiaeth ganol. Rhoddodd y rhan fwyaf o ysgolion uwchradd yn y rhanbarth sylwadau cadarnhaol am yr agwedd ddefnyddiol hon ar gymorth ERW.”

Secondary Curriculum Support



Heads of Department Network meetings



"Subject teams have produced a range of resources to exemplify what effective distance, blended and classroom learning looks like in each curriculum area. The secondary team have made 'response packs' available for individual subject areas that have been well received."

Dysgu Proffesiynol ac Ymchwil

Cynllunio Dysgu Anghydamserol o Bell



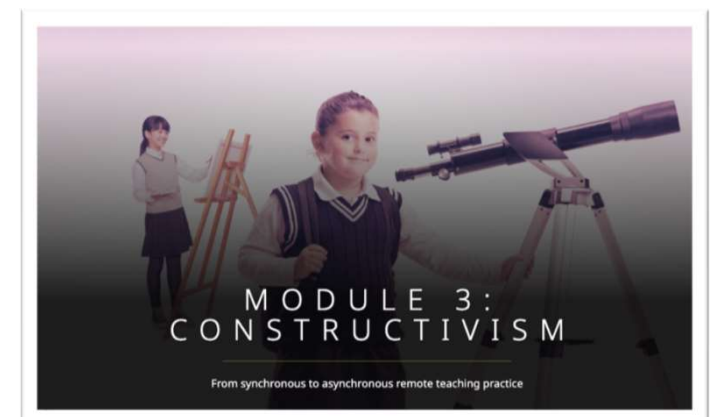
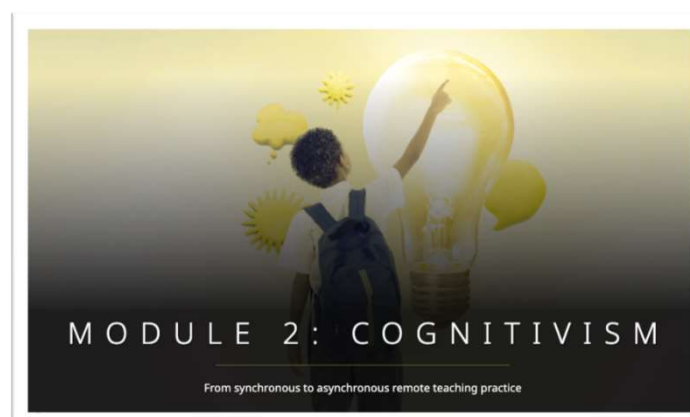
[Rhestr Chwarae](#) a [Fideo](#)

“Yn ystod y cyfnod hwn, bu anghenion dysgu proffesiynol ysgolion ac UC Dau o ran dysgu yn canolbwyntio’n fawr iawn ar sut i ddatblygu arbenigedd athrawon mewn dysgu o bell er mwyn ymgysylltu â disgyblion a chael cefnogaeth rhieni. Rhannodd ERW arweiniad i gynorthwyo ysgolion i gynnal eu dysgu proffesiynol effeithiol, ar-lein, eu hunain.”

- Prosiect Ymholi Proffesiynol Cenedlaethol parhaus
- Rhwydweithiau Dysgu Proffesiynol

Professional Learning and Research

Remote Asynchronous Learning Design

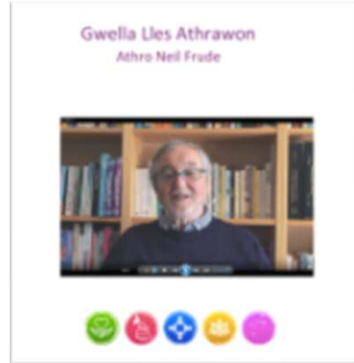


[Playlists](#) and Taster Video ([Click here](#))

“During this period, the professional learning needs of schools and PRUs regarding learning were very much focused on how to develop teachers’ expertise in distance learning in order to engage with pupils and have the support of parents. ERW shared guidance to support schools to run their own effective professional learning online.”

- Ongoing National Professional Enquiry Programme (NPEP)
- Professional Learning Networks

Cydraddoldeb a Llesiant



Gweminarau gan Athro Neil Frude

- “Gwella Lles Athrawon”
- “Cynnal Lles Emosiynol Arweinwyr Ysgolion”
- “Deall Gorbryder mewn Plant a Phobl Ifanc”
(ar gael ar Dolen)

“I helpu ysgolion i baratoi i ailagor ym Mehefin, datblygodd ERW gyfres o weithgareddau cefnogol yn seiliedig ar ddull ystyriol o drawma, oherwydd i rai dysgwyr, bydd nodweddion digwyddiad trawmatig yn perthyn i'r cyfnod clo. Cynigiwyd dysgu proffesiynol i ysgolion ar chwarae seiliedig ar berthynas, o fewn cyfyngiadau COVID-19.”

- Cyflwyniad i Brofiadau Niweidiol yn Ystod Plentyndod
- Bioffilia: Gwyddor Natur ac Anifeiliaid – Pam y mae bod y tu allan yn ein gwneud yn hapusach, yn iachach ac yn fwy abl i ddysgu.
- Rhaglen Dysgu Proffesiynol ar gyfer Arweinwyr Dynodedig Plant sy'n Derbyn Gofal/Dysgwyr Bregus
- Hyfforddiant ar Emosiynau – Hyfforddiant i Ymarferwyr Newydd
- Empathy Lab: Galluogi Ysgolion i Gymryd eu Cam Empathi Cyntaf
- Ysgolion sy'n Ystyriol o Drawma: Deall Ymlyniad a Thrawma yn y Blynnyddoedd Cynnar
- Cyflwyniad i Lythrennedd Corfforol a dadbacio'r Maes Dysgu a Phrofiad Iechyd a Lles

Equity and Well-being



Webinars presented by Professor Neil Frude

- “Enhancing Teacher Wellbeing”
 - “Enhancing the Wellbeing of School Leaders”
 - “Understanding Anxiety in Children and Young People”
- (available to view on-demand via Dolen)

“To help schools prepare to reopen in June, ERW developed a series of supporting activities based on a trauma-informed approach, given that the lockdown period will have had the characteristics of a traumatic event for some learners. Professional learning was offered to schools on relationship-based play within the restrictions due to COVID-19.”

- Introduction to Adverse Childhood Experiences (ACEs)
- Biophilia: The Science of Nature and Animals - Why being outside makes us happier, healthier and better able to learn.
- Professional Learning Programme for Designated LAC / Vulnerable Learner Leads
- Emotion Coaching - Training for New Practitioners
- Empathy Lab: Enabling Schools to Take Their First Empathy Step
- Trauma Informed Schools: Understanding Attachment and Trauma in the Early Years
- Introduction to Physical Literacy and unpacking the Health and Well-being AoLE

Arweinyddiaeth

Y Llwybr Dysgu Proffesiynol



Llwybr Dysgu Cynorthwywyr Addysgu /



“Mae swyddogion wedi addasu deunyddiau fel eu bod yn addas i’w defnyddio mewn darpariaeth gyfunol ac ar-lein, er enghraifft yn y Rhaglen Datblygu Arweinwyr Canol a ddechreuodd ym mis Tachwedd. Mae’r rhaglen benodol hon hefyd yn cynnwys 72 lle ategol i Gydlynwyr Anghenion Dysgu Ychwanegol, wedi’u hariannu gan y grant trawsnewid ADY.”

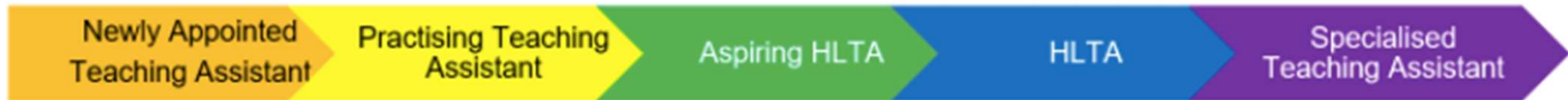
- Y Rhaglen Hyfforddi a Mentora Genedlaethol

Leadership

Professional Learning Pathway



Teaching Assistant Learning Pathway (TALP)



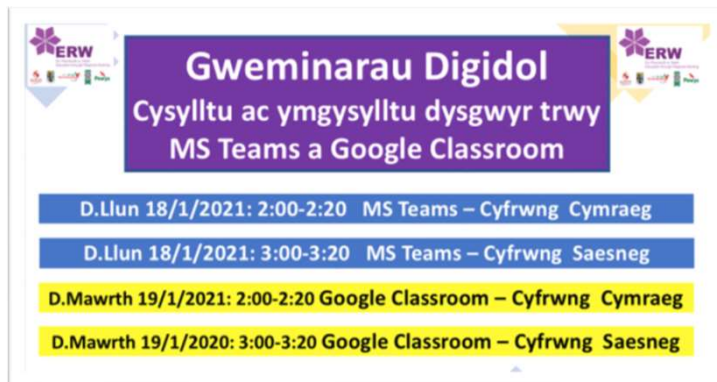
“Officers have adapted materials so that they are suitable for use in blended and online delivery, for example in the Middle Leaders Development Programme that began in November. This particular programme also includes 72 supplementary places for Additional Learning Needs Co-ordinators, funded by the ALN transformation grant.”

- National Coaching and Mentoring Programme

Sgiliau Digidol



Adnoddau



Gweminarau i gefnogi dysgu o bell

Digwyddiad Dysgu
Digidol Rhanbarthol
Rhithiol

Digwyddiad Rhithiol

“Cynhaliont gyfres o weminarau i ysgolion cynradd, uwchradd ac arbennig, ac UC Dau, yn rhoi trosolwg o’r adnoddau sydd ar gael drwy Hwb i gefnogi dysgu cyfunol a dysgu o bell, gan ategu’u gwaith cynharach. Hefyd, fe wnaeth y gweminarau hyn gynnwys recordiadau a thrafodaethau byw gydag arweinwyr ysgol o bob cwr o’r rhanbarth, a roddodd sicrwydd i arweinwyr ysgol wrth ystyried sut i roi eu cynlluniau eu hunain ar waith.”

- Defnyddio offer ar-lein i ddarparu adborth effeithiol
- Cysylltu ac ymgysylltu dysgwyr yn ystod dysgu o bell trwy Teams/Google Classroom/J2e
- Prosiect codio – yn unol â’r fenter genedlaethol Cracio'r Cod, mae 24 o ysgolion yn ERW wedi'u cymeradwyo i greu adnoddau codio yn ystod tymor y Gwanwyn, a fydd yn cael eu rhannu â holl ysgolion ERW.
- Digwyddiad Dysgu Digidol Rhanbarthol Rhithiwr – digwyddiad wythnos o hyd gyda nifer o ysgolion yn rhannu adnoddau ac arfer

Digital Skills



Resources



Webinars supporting Remote Learning

Virtual Regional
Digital Learning Event

RDLE

“ERW ran a series of webinars for primary, secondary and special schools and PRUs that give an overview of the tools available through Hwb to support blended and distance learning, complementing their earlier work. These webinars also included recordings and live discussions with school leaders from around the region, which school leaders found reassuring when considering how best to implement their own plans.”

- Using online tools to provide effective feedback
- Connecting and engaging learners during distance learning through Teams/Google Classroom/J2e
- Coding project – In line with National ‘Cracking the code’ initiative, 24 Schools in ERW have been approved to create coding resources during the Spring term that will be shared with all ERW schools.
- Virtual Regional Digital Learning Event – a week long event with a number of schools sharing resources and practice

Cymraeg



‘Fflic a Fflac’ a ‘Tric a Chlic’



Llyfr Glas Nebo

“Er mwyn cynnal ymgysylltiad dysgwyr, crewyd amrywiaeth o adnoddau newydd, defnyddiol. Mae’r rhain yn cynnwys Top Trumps ‘Arwyr Cymreig’, Calendr Siarter Iaith, darnau fideo Seren a Sbarc ar gyfer TGAU Cymraeg a TGAU Cymraeg Ail Iaith, ynghyd â llyfr o ymarferion darllen yn arddull PISA ar gyfer dysgwyr iaith gyntaf ac ail iaith.”

- Cyfarfodydd Rhwydweithio
- Martha, Jac a Sianco, Datblygu Sgiliau Ysgrifennu - athrawon iaith gyntaf
- Datblygu Sgiliau Ysgrifennu – athrawon ail iaith
- Gweminarau Hyfforddiant Llythrennedd - ANG
- Gweithgor Traws-Rhanbarthol CA3, 4 a 5 : Ail Iaith
- Gweithgor Traws-Rhanbarthol CA3, 4 a 5 : Iaith Gyntaf

Cymraeg



‘Fflic a Fflac’ and ‘Tric a Chlic’



Llyfr Glas Nebo

“In order to sustain learner engagement, a range of useful new resources have been created. These include ‘Welsh heroes’ Top Trumps, a Siarter Iaith Calendar, Seren and Spark video clips for GCSE Welsh and GCSE Second Language Welsh along with a book of PISA style reading exercises for first and second language learners”

- Networking meetings
- Martha, Jac a Sianco, Developing Writing Skills – first language teachers
- Developing Writing Skills – second language teachers
- Literacy training webinars - NQTs
- Cross-regional webinars KS3, 4 and 5: Welsh Second Language
- Cross-regional webinars KS3, 4 and 5: Welsh First Language

This page is intentionally left blank

ERW JOINT COMMITTEE 9 FEBRUARY 2021



CONSORTIUM DEVELOPMENTS

PURPOSE: To provide the Joint Committee with a progress report.

RECOMMENDATIONS / KEY DECISIONS REQUIRED:

- To consider a suitable date for the dissolution/termination of ERW.
- To consider how ERW will be funded from its dissolution/termination date to implementation date of any new partnership (August 2021), if the regional funding is disaggregated.

REASONS:

- As noted in earlier papers the 1st April implementation date was ambitious and due to COVID-19, further lockdowns and officers having to support schools locally progress has not been as anticipated.
- To mitigate substantial redundancy costs

<p>Report Author:</p> <p>Gareth Morgans on behalf of the Directors of Education/Chief Education Officers</p>	<p>Designation:</p> <p>Lead Director</p>	<p>Tel No.</p> <p>E. Mail: EDGMorgans@sirgar.gov.uk</p>
--	--	--

EXECUTIVE SUMMARY

ERW JOINT COMMITTEE

9 FEBRUARY 2021

CONSORTIUM DEVELOPMENTS

Since the last meeting of the Joint Committee Directors have met to develop this agenda. However escalating COVID-19 cases in schools and further lockdowns has impeded progress.

As a group of Directors we have now drafted-

Mission Statement

The partnership will be a regional collaborative arrangement designed to promote excellence in all of our schools by means of an effective self-improving system based on honest self-evaluation and mutual support at all levels. It should inspire excellence in teaching and learning, and support and nurture leaders to enable them to grow schools that will encourage their staff and pupils to achieve the best outcomes as they thrive as individuals, learners, citizens and contributors.

KEY PRINCIPLES

The Consortium will-

- Provide a secure central service which can encourage excellent people to commit to it, enabling funding to be delegated purposefully and provide higher levels of funding to reach schools as our key partners.
- Be an acknowledged hub of excellence, led by securely employed, high level specialists, who are able to provide leadership **and** support for local, hub or other sub-regional groupings.
- Be a partnership enabling the best use of intelligence about schools and the resources available to support improvement
- Share learning across the region to better support schools using consistent school improvement methodologies.
- Establish a consistent regional approach to reduce duplication, ensure fairness and equity for all schools and to demonstrate value for money.
- Have a secure and effective model of governance to underpin a more responsive and innovative regional service which supports accountabilities that are shared between the regional and the local.
- Develop a regionally formulated and agreed School Improvement strategy to be delivered locally to ensure the best possible provision of school improvement to further improve learner outcomes.
- The Consortium will develop a delivery function, when resources allow, to provide commissioned services to Local Authorities not part of the partnership.
- The central service structure will need to align with and reflect the resources available

AIMS AND VALUES

EQUITY AND FAIRNESS

- Equity and excellence go hand in hand. Location, deprivation or childhood experiences will not prevent learners from reaching their maximum potential
- Our learners will be resilient, imaginative, compassionate and ambitious – they will aim high and achieve their goals
- We take pride in the job that we do, and we are ambitious for all of our schools and their pupils
- We are committed to ensuring effective learning and that all pupils reach their potential

SUPPORT

- We celebrate and share success
- We lead by example and inspire confidence in others
- We lead by example 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

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

- Within the consortium, transparency, trust and honesty are a professional obligation
- We listen, we reflect, and we prepare well and question.
- 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 focus on sustainable progress and growth

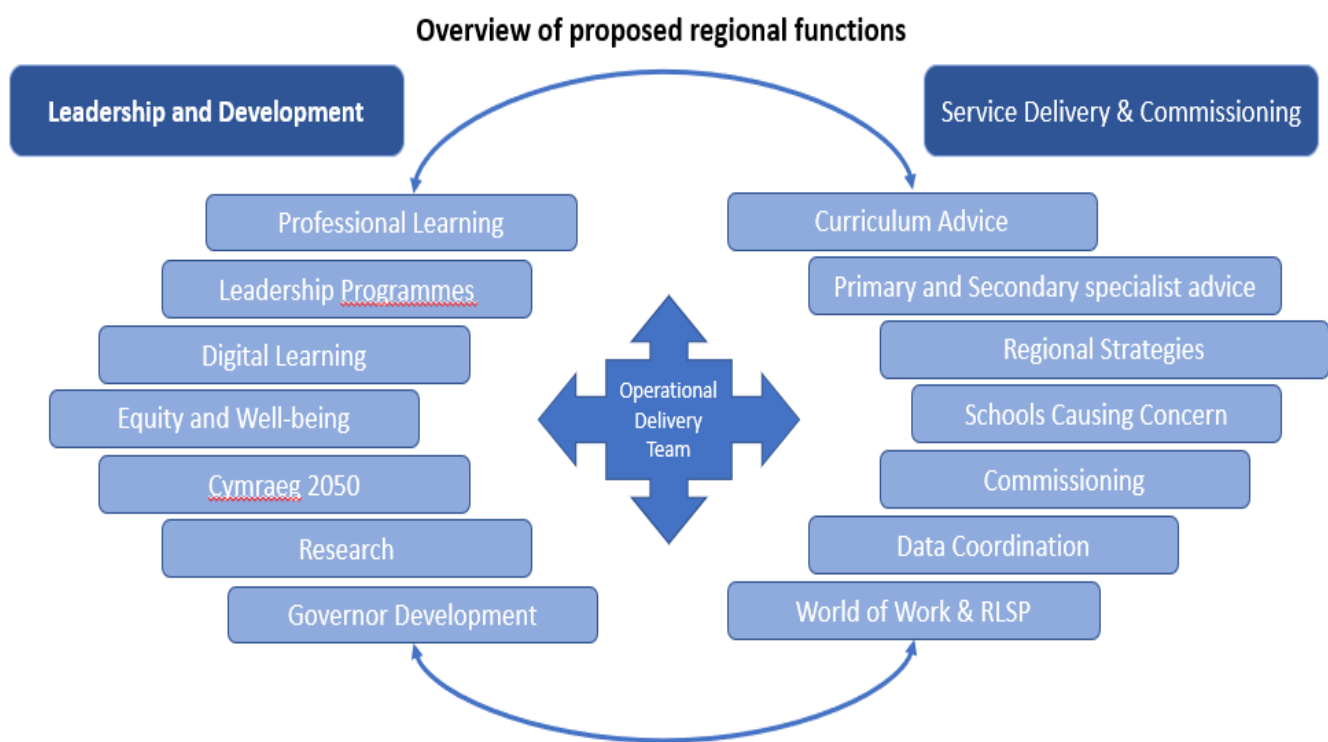
INTEGRITY

- All involved work together with each participant feeling valued, motivated, responsible and having the opportunity to contribute to the collective outcomes of the process;
- 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

FOUNDATIONS OF THE NEW STRUCTURE

- A strong, stable and permanent central team structure, including a lead officer, a small senior team to lead on specific areas of school improvement- these will make up the senior leadership team. The senior leadership team will be supported by a business support unit
- The Local Authority will continue to employ and deploy School Effectiveness Advisers. This aligns with the accountability and statutory responsibilities of Local Authorities
- Each LA will agree to employ/contract a sufficient number of School Effectiveness Advisers.
- In conjunction with the above, a Schools Causing Concern escalation protocol will be established. The School Performance Team will present evidence of a school's underperformance along with proposals as to which course of action should be taken.
- We will include a clause in the Legal Agreement that School Effectiveness Advisers must be available for deployment across the region. This will enable the Partnership to deploy teams with the agreement of Senior SEAs, with the appropriate expertise to carry out reviews of Schools Causing Concern.

DRAFT FUNCTIONS (each partner is currently considering the services it requires from the new partnership)



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

IMPLICATIONS

Policy, Crime & Disorder and Equalities NONE	Legal YES	Finance YES	Risk Management Issues YES	Staffing Implications YES
1. Legal The arrangements of any future partnership will fall outside the remit of the Joint Committee. Its implementation date will be for the relevant constituent authorities to determine. A seamless transition from ERW to the new partnership will mitigate substantial redundancy costs				
2. Finance Discussions are ongoing with Welsh Government in regard to how the regional funding will be disaggregated for the 2021/22 Financial year to allow partners to leave the consortium. However, as there isn't yet a new entity to provide for the remaining partners the funding of the current consortium needs to be resolved. If there isn't continuity of provision, there are substantial liabilities in regard to redundancy costs.				
3. Risk Management The lack of clarity in regard to the dissolution of ERW and the liabilities poses a risk				
4. Staffing Implications There are risks to the current staffing complement which need to be considered.				

CONSULTATIONS

Local Authorities have begun engaging with their local schools.

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

This page is intentionally left blank

ERW JOINT COMMITTEE 9 FEBRUARY 2021

ERW FINANCIAL UPDATE 2020-21

PURPOSE: To provide the ERW Joint Committee with an update on the financial position of ERW for 2020-21.

RECOMMENDATIONS / KEY DECISIONS REQUIRED:

- The Joint Committee notes the updated ERW financial position at 31 December 2020.
- The Joint Committee approves the amendments to the Central Team budget for 2020-21, namely the legal costs for the anticipated changes to ERW.

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

9 FEBRUARY 2021

ERW FINANCIAL UPDATE 2020-21

BRIEF SUMMARY OF PURPOSE OF REPORT

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

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

DETAILED REPORT ATTACHED?

YES

IMPLICATIONS

Policy, Crime & Disorder and Equalities NONE	Legal NONE	Finance YES	Risk Management Issues YES	Staffing Implications NONE
1. Finance The Financial Update will assist the Joint Committee in making decisions relating to 2020-21.				
2. Risk Management The key financial risks are the limited level of reserves and the increased core costs.				

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

ERW Financial Update 2020-21

9 February 2021

ERW S151 Officer

1. Introduction

This report presents the Joint Committee with a financial update at 31 December 2020.

2. 2020-21 Central Team Budget

The 2020-21 Central Team budget was approved by the Joint Committee on 21 July 2020.

It has been noted that grant dependency has risks but these have been accepted by the Joint Committee.

Service Level Agreements (SLA's)

For 2020-21, the SLA breakdown is as follows:

SLA's	Budgeted Cost
Committee Services (Carmarthenshire)	£5,000
Scrutiny (Swansea)	£5,000
Finance (Pembrokeshire)	£40,000
Internal Audit (Pembrokeshire)	£25,000
Human Resources (Pembrokeshire)	£20,000
Information Technology (Pembrokeshire)	£24,000
Procurement (Pembrokeshire)	£20,000
Total Budgeted SLA's	£139,000

Local Authority Contributions

The agreed Local Authority Contributions for 2020-21 are as follows.

Local Authority	2020-21 Contribution £
Powys	81,934
Ceredigion	43,741
Pembrokeshire	79,898
Carmarthenshire	123,998
Swansea	150,785
Total	480,356

All contributions have been paid.

Core Budgeted Expenditure	2020-21 Approved Budget £000's	2020-21 Projected Outturn at Dec 2020 £000's	Core Funded £000's	Grant Funded £'000s	Actual Income / Expenditure Dec 2020 £000's
Staffing Costs					
Salaries, Secondments, Specialists	845	602	281	321	498
Travel, Subsistence, Training and Development	3	3	3	-	1
IT Hardware & Mobiles	-	-	-	-	-
	848	605	284	321	499
Development and Running Costs					
Rent and Accommodation	59	59	59	-	40
General Office Expenses	2	2	2	-	2
Stationary, Telephone, Photocopying	8	6	6	-	5
Translation	2	6	6	-	6
Software, Marketing, R&E,	33	21	21	-	1
Service Level Agreements	125	139	78	61	139
External Audit	14	14	14	-	-
Legal	-	10	10	-	-
	243	257	196	61	193
Total Estimated Expenditure	1,091	862	480	382	692
Core Budgeted Income					
Local Authority Contributions	480	480	480	-	480
Grant Funding*	313	382	-	382	-
2019-20 Funding Utilised	298	-	-	-	-
Total Estimated Income	1,091	862	480	382	692
Core Net Expenditure / (Income)	0	0	0	0	0
Appropriation to Reserve	0	0	0	0	0

*Grant Funding will be allocated at the end of the financial year.

- All office costs charged to the Central Team are recharged to grants where appropriate.
- Grant flexibility of £500,000 has been provided by Welsh Government and will be used to fund £382,000 of the Central Team costs.
- The SLA's are £139,000 as outlined above.
- The salaries, secondments and specialists includes the cost of the Head of Human Resources/HR Lead seconded to ERW.
- £10,000 has been added to the budget to cover the legal costs of the forthcoming changes to ERW, based on an estimate provided to the Lead Director of Education. Savings elsewhere within the core funded budget have been found to cover this cost.
- The Joint Committee approved Local Authority contributions of £480,356 are based on PLASC 19 pupil numbers for the five Local Authorities.

3. 2020-21 Grant Allocations

	Grant Income Estimate
	2020-21 £000's
RCSIG	
Curriculum and Assessment	1,495
Developing the Profession	31,881
Leadership	453
Supporting Self Improving System	298
RCSIG Total	34,127
PDG	
PDG	20,135
LAC PDG	913
PDG Coordinator	78
Consortia Led Funding	157
PDG Total	21,283
Others	
EWC	418
Other Total	418
Total Grant Income Expected	55,828

3.1 Pupil Development Grant (PDG)

As outlined in the last financial update, the PDG grant invitation letter was received from Welsh Government on 29 July 2020 with the grant offer letter received on 26 August 2020. Please refer to Table 3 for the breakdown. The PDG will be distributed quarterly based on percentage allocations contained within the grant offer letter. The first payment of £4,784,289 was received on 28 August 2020, the second payment of £4,261,012 was received on 5 October 2020, and the third payment of £4,788,688 was received on 6 January 2021. The final instalment is due on 2 March 2021.

3.2 PDG Grant Allocation 2020-21

As outlined in the last financial update, the PDG Grant has been allocated as follows:

	Local Authority £'000's	ERW Retained £'000's	Total £'000's
PDG	20,135	-	20,135
PDG LAC	822	91	913
PDG Co-ordinator	-	78	78
Consortia Led Funding	-	157	157
Total	20,957	326	21,283

3.3 Regional Consortia School Improvement Grant (RCSIG)

As outlined in the last financial update, the RCSIG will be distributed on a quarterly basis. The 2020-21 grant offer letter was received from Welsh Government on 29 July 2020 and was formally reviewed and accepted by the Joint Committee on 13 November 2020. The first payment of £8,509,208 was received on 10 August 2020, the second payment of £8,207,641 was received on 5 October 2020, and the third payment of £8,600,146 was received on 6 January 2021. The final instalment is due on 2 March 2021.

In November 2020, a variation letter was received and accepted for a total of £35,260.50. The funding provided for the following:

Grant Element	Amount £000's
Supporting Adopted Learners	5
NPEP Funding	30
Total	35

A copy of the variation letter can be seen at Appendix A.

3.4 Regional Consortia School Improvement Grant (RCSIG) – EIG Grant Allocation 2020-21

As outlined in the last financial update, the RCSIG EIG Grant allocation was as follows:

	Total Grant Funding £'000's	Match Funding £'000's	Total Funding £'000's
ERW	911	-	911
Powys	4,648	540	5,188
Ceredigion	2,584	290	2,874
Pembrokeshire	4,411	496	4,907
Carmarthenshire	7,110	669	7,779
Swansea	9,017	714	9,731
Totals	28,681	2,709	31,390

4. 2020-21 Grants

4.1 A breakdown of the funding for the ERW staffing structure (grant funding and core funding) is shown at Appendix B.

4.2 RCSIG

The RCSIG is allocated according to the National Ministerial Priorities. Grants received are allocated according to the ERW Business Plan 2020-21 priorities in line with the strategy groups created in 2019-20:

- Curriculum (4.3)
- Digital (4.4)
- Welsh (4.5)
- Leadership (4.6)
- Professional Learning (4.7)
- Equity & Wellbeing (4.8)

The terms and conditions of the grant are carefully adhered to, and wherever possible clear links are made between grants to enable greater value for money when planning expenditure.

This report and the financial information contained within it should be considered alongside the ERW Business Plan 2020-21.

4.3 Curriculum

Budgeted Income	2020-21 Projected Income £000's	Actual Income at Dec 2020 £000's	
RCSIG School Improvement 2020-21	1,096	678	
RCSIG 3% Savings	(191)		
Total Estimated Income	905		
School Improvement Budgeted Expenditure	2020-21 Projected Expenditure £000's	Actual Expenditure Dec 2020 £000's	Committed £000's
Staffing Costs			
Salaries, Secondments, Specialists	505	484	21
Core Central Staff	12	9	3
Travel, Subsistence, Training and Development	5	1	4
IT Hardware & Mobiles	1	-	1
	523	494	29
Development and Running Costs			-
Accommodation & Venue Hire	-	-	-
Stationary, Telephone, Photocopying	-	-	-
Translation	16	14	2
Software, Marketing, R&E,	-	-	-
	16	14	2
Delegated to Schools			-
Passported on WG Instruction	-	-	-
Regional Support & Development Work	366	5	361
Delegated to Local Authorities	-	-	-
Total Estimated Expenditure	905	513	392

4.4 Digital

Budgeted Income	2020-21 Projected Income £000's	Actual Income at Dec 2020 £000's	
RCSIG School Improvement 2020-21	287	172	
RCSIG 3% Savings	(58)		
Total Estimated Income	229		
School Improvement Budgeted Expenditure	2020-21 Projected Expenditure £000's	Actual Expenditure Dec 2020 £000's	Committed £000's
Staffing Costs			
Salaries, Secondments, Specialists	174	99	75
Travel, Subsistence, Training and Development	2	-	2
IT Hardware & Mobiles	1	-	1
	177	99	78
Development and Running Costs			
Accommodation & Venue Hire	-	-	-
Stationary, Telephone, Photocopying	-	-	-
Translation	-	-	-
Software, Marketing, R&E,	-	-	-
	-	-	-
Regional Support & Development Work	51	6	45
Delegated to Schools	1	1	-
Passported on WG Instruction	-	-	-
Delegated to Local Authorities	-	-	-
Unallocated Funds		-	-
Total Estimated Expenditure	229	106	123

4.5 Welsh

Budgeted Income	2020-21 Projected Income £000's	Actual Income at Dec 2020 £000's	
RCSIG School Improvement 2020-21	858	514	
RCSIG 3% Savings	(172)		
Total Estimated Income	686		
School Improvement Budgeted Expenditure	2020-21 Projected Expenditure £000's	Actual Expenditure Dec 2020 £000's	Committed £000's
Staffing Costs			
Salaries, Secondments, Specialists	245	173	72
Core Central Staff	3	3	-
Travel, Subsistence, Training and Development	2	2	-
IT Hardware & Mobiles	1	-	1
	251	178	73
Development and Running Costs			
Accommodation & Venue Hire	-	-	-
Stationary, Telephone, Photocopying	-	-	-
Translation	-	-	-
Software, Marketing, R&E,	-	-	-
	-	-	-
Regional Support & Development Work	196	-	196
Delegated to Schools			
Passported on WG Instruction	-	-	-
Delegated to Local Authorities	239	239	-
Total Estimated Expenditure	686	417	269

4.6 Leadership

Budgeted Income	2020-21 Projected Income £000's	Actual Income at Dec 2020 £000's	
RCSIG School Improvement 2020-21	654	392	
RCSIG 3% Savings	(231)*		
EWC 2020-21	418	238	
Total Estimated Income	841	630	
School Improvement Budgeted Expenditure	2020-21 Projected Expenditure £000's	Actual Expenditure Dec 2020 £000's	Committed £000's
Staffing Costs			
Salaries, Secondments, Specialists	200	158	42
Core Central Staff	5	3	2
External Verifiers NQT	68	40	28
Travel, Subsistence, Training and Development	3	1	2
IT Hardware & Mobiles	1	-	1
	277	202	75
Development and Running Costs			
Accommodation & Venue Hire	-	-	-
Stationary, Telephone, Photocopying	-	-	-
Translation	6	5	1
Software, Marketing, R&E,	-	-	-
	6	5	1
Regional Support & Development Work	544	-	544
Delegated to Schools	14	14	-
Passported on WG Instruction	-	-	-
Delegated to Local Authorities	-	-	-
Total Estimated Expenditure	841	221	620

*There was a delay in confirming the funding for the Leadership programs due to registration closing in November for the majority of courses resulting in the budgeted income and savings having been estimated.

4.7 Professional Learning

Budgeted Income	2020-21 Projected Income £000's	Actual Income at Dec 2020 £000's	
RCSIG School Improvement 2020-21	2,395	1,452	
RCSIG 3% Savings	(459)		
Total Estimated Income	1,936		
School Improvement Budgeted Expenditure	2020-21 Projected Expenditure £000's	Actual Expenditure Dec 2020 £000's	Committed £000's
Staffing Costs			
Salaries, Secondments, Specialists	639	385	254
Core Central Staff	3	2	1
Travel, Subsistence, Training and Development	3	-	3
IT Hardware & Mobiles	1	-	1
	646	387	259
Development and Running Costs			
Accommodation & Venue Hire	-	-	-
Stationary, Telephone, Photocopying	-	-	-
Translation	3	1	2
Software, Marketing, R&E,	-	-	-
	3	1	2
Regional Support & Development Work	327	5	322
Delegated to Schools	960	915	45
Passported on WG Instruction	-	-	
Delegated to Local Authorities	-	-	-
Total Estimated Expenditure	1,936	1,308	628

4.8 Equity and Wellbeing

Budgeted Income	2020-21 Projected Income £000's	Actual Income at Dec 2020 £000's	
RCSIG School Improvement 2020-21 (EIG)	28,837	21,627	
RCSIG 3% Savings	-		
PDG 2020-21	21,283	13,834	
Total Estimated Income	50,120	35,461	
School Improvement Budgeted Expenditure	2020-21 Projected Expenditure £000's	Actual Expenditure Dec 2020 £000's	Committed £000's
Staffing Costs			
Salaries, Secondments, Specialists	395	326	69
Core Central Staff	4	3	1
Travel, Subsistence, Training and Development	3	2	1
IT Hardware & Mobiles	1	-	1
Grant Flexibility RCSIG 2020-21	500	-	500
	903	331	572
Development and Running Costs			
Accommodation & Venue Hire	-	-	-
Stationary, Telephone, Photocopying	-	-	-
Translation	5	3	2
SLA's	61	61	0
Software, Marketing, R&E,	20	-	20
	86	64	22
Regional Support & Development Work	248	51	197
Delegated to Schools	-	-	-
Passported on WG Instruction	47,905	21,021	26,884
Delegated to Local Authorities	978	123	855
Total Estimated Expenditure	50,120	21,590	28,530

5. Risks

This report, in a similar vein to previous Budget and Financial Update reports, highlights risks for ERW.

The financial implications of the anticipated changes to ERW will need to be clearly thought through and discussed with the S151 Officer and the Monitoring Officer to ensure no Local Authority suffers any financial detriment.

The ERW Reserves are diminishing as outlined below, with total reserves of only £45k at the end of 2019-20.

Continued reliance upon grant funding remains a risk.

6. Reserves

The table below shows the projected implications on ERW Reserves from 2019-20 to 2020-21.

The projected annual contribution to the cost of the Central Team for 2020-21 is nil.

Useable Reserves	Earmarked Joint Committee Reserves £000's	General Working Reserve £000's	Pensions Reserve £000's	Total Reserves £000's
Balance 31 March 2019	322	100	(316)	106
2019-20 To Revenue	30		(91)	(61)
Balance 31 March 2020	352	100	(407)	45
2020-21 To Revenue	-	-	-	-
Balance 31 March 2021	352	100	(407)	45

7. Recommendations

- The Joint Committee notes the updated ERW financial position at 31 December 2020.
- The Joint Committee approves the amendments to the Central Team budget for 2020-21, namely the legal costs for the anticipated changes to ERW.



Llywodraeth Cymru
Welsh Government

Mr Jonathan Haswell
Section 151 Officer
Pembrokeshire County Council
Haverfordwest
Pembrokeshire
SA61 1TP

30 November 2020

Dear Mr Jonathan Haswell

**Variation to: Award letter dated 29th July 2020
Award of Funding in relation to Regional Consortia School Improvement Grant
2020 -2021 – ERW 03/20 -21**

I can confirm that we are content to increase the Funding awarded to Pembrokeshire County Council in delivering the above grant award by a further £35,260.50 for 20/21. The increased funding is to support:

- i) Supporting Adopted Learners - £5,260.50
- ii) NPEP Funding - £30,000
- iii) 14 – 19 Learning Pathways (*No funding changes, T&Cs only*)

With effect from 29 July 2020 unless otherwise stated, the Funding Agreement shall be varied as follows:

The appended Schedule 1 wording, shall be added to the existing Schedule 1 wording of Award of Funding letter dated 29 July 2020.

The appended Schedule 5 wording, shall be added to the existing Schedule 5 of Award of Funding letter dated 29 July 2020.

In Condition 7 (Your general obligations to us) insert the following:

(i) notify us of any funding received by you from any source in relation to the effects of the spread of the Coronavirus (COVID-19) including but not limited to your insurance provider (cancellation/business disruption insurance), the UK Government's Coronavirus Job Retention Scheme and/or any Welsh Government fund/scheme.

In Condition 8 (Declarations) replace with:

(g) Acceptance of this award of Funding will not result in duplicate funding in respect of any part of the Purposes. This includes but is not limited to any payments received by you in relation to the effects of the spread of the Coronavirus (COVID-19) from your insurance provider (cancellation/business disruption insurance), the UK Government's Coronavirus Job Retention Scheme and/or any Welsh Government fund/scheme.

In Schedule 3 (Notification Events) insert the following:

21. there is a duplication of funding in respect of any part of the Purposes This includes but is not limited to any payments received by you in relation to the effects of the spread of the Coronavirus (COVID-19) from your insurance provider (cancellation/business disruption insurance), the UK Government's Coronavirus Job Retention Scheme and/or any Welsh Government fund/scheme;

This brings the total amount allocated for Regional Consortia School Improvement Grant 2020-21 to **£34,127,997** for 2020/21.

Except as expressly varied in this letter, the Award of Funding shall continue in full force and effect.

None of the additional funding will be paid to you until we have received your signed letter. We must receive your signed letter within 14 working days or the additional funding will automatically be withdrawn.

Please return the signed copy of this letter to us by email to natasha.burton@gov.wales

A scanned PDF of the signed letter is preferred, but it must be returned from the email address of the project manager named in the original grant award letter dated 29 July 2020.

Yours sincerely



Neal O'Leary

Signed by Mel Godfrey
under authority of the Minister for Education
one of the Welsh Ministers

SCHEDULE 1

SUPPORTING ADOPTED LEARNERS IN EDUCATION FROM NOVEMBER 2020 TO JULY 2021

Context

Funding has been made available for the ERW regional consortium to support adopted learners in education between November 2020 and July 2021. The funding is specifically for providing education memberships to schools, available for purchase from Adoption UK. The memberships would run for the remainder of the academic year 2020/21.

Aims

The aims of this funding are to provide knowledge and resources to schools to help them better understand the needs of their adopted learners and support them as they respond to those needs.

This will be achieved by working with Adoption UK to offer a total of 42 education memberships to schools in ERW. The PDG-LAC lead coordinator will identify the schools in the consortia that would most benefit from an education membership and provide this information to Adoption UK.

Members will be able to access a range of standard membership benefits and a range of Wales specific educational resources for the academic year 2020/21. Adoption UK will deliver a webinar to selected ERW schools to explain what the professional membership package includes and why they might find it helpful when planning the support needs of their adopted learners.

The funding is provided on a pilot basis for 2020-21 only. ERW will work with Adoption UK to establish a method for monitoring the outcomes of the memberships for both schools and learners in order to evaluate the impact of the project.

Monitoring requirements

The provision of funding requires evidence of the effective deployment of resources and evidence that resources have the required impact. We are mindful of the need to avoid unnecessary bureaucracy and this is reflected in the reporting requirements below.

Timescale

November 2020	delivery of the project commences
End of spring term 2021	progress report to Welsh Government on project outputs

End of summer term 2021

final report to Welsh Government on project outputs, and outcomes for schools and learners captured by ERW and Adoption UK

The project will be further monitored via discussion in the PDG Advisers monthly meeting with Welsh Government.

Total amount of funding to the central south consortium:

£5,260.50 (cost to provide 42 memberships)

Please note that the funding relates to the 2020-21 financial year but to reflect the education memberships running for the academic year, the final report is not due until July 2021.

Post-16 NPEP

The purpose of the pilot is to undertake small-scale action research specifically focussed on areas related to improving teaching and learning of A Levels. The aim is to lead to a greater sharing of resources between schools and colleges, and the joint development and sharing of pedagogical knowledge with a specific focus on A Level teaching and learning in both settings.

ERW will support and facilitate 10 secondary schools to participate in the Post-16 NPEP pilot.

Each school or college will be allocated 10 days (£3,000) to undertake collaborative enquiry and the output of the project will be published on Hwb.

14-19 Learning Pathways

(This will only apply if and when the disapplication of the requirement to the minimum number of choices made in the Learning and Skills Wales 2009 Measure is withdrawn)

You must ensure schools in your local authority meet the requirements of the Learning and Skills (Wales) Measure 2009 that they offer students a minimum of 25 courses, 3 of which are vocational at KS4 and at post 16 schools must offer a minimum of 30 choices of which 5 must be vocational. The vocational courses for post 16 must fall across the 3 domains, one of which must be mathematics, science and technology domain.

You must ensure that all schools have a local curriculum offer that meets the requirements of the Learning and Skills Wales Measure by 30 April 2021 and then confirm in writing to Welsh Government no later than 31 May 2021 that all schools within your consortia have met the requirement of the measure.

For Welsh Medium Schools and bilingual schools consortia must engage with schools that offer courses through the medium of Welsh to confirm their local curriculum offer data, required by the reporting obligation under Section 116B(4) of the Education Act 2002 (See details below), in writing to Welsh Government no later than 31 May 2021. Welsh Medium Schools and bilingual schools will need to complete a spreadsheet which will be provided by Welsh Government and consortia will need to provide this data to Welsh Government by 31 May 2022. Officials intend for this data to be used by the Welsh Language division to inform their work on the WESP regulations.

Section 116B(4) of the Education Act 2002 sets out that a local authority must provide the Welsh Ministers with a report on courses through the medium of Welsh in accordance with their instructions ("reporting obligation"). The report must:-

- *(a) describe the courses of study included within local curricula established by the authority for that academic year which were to be taught through the medium of Welsh;*
- *(b) describe how many pupils elected to follow such courses and how many pupils were entitled to follow such courses;*
- *(c) explain what the authority plans to do in academic years following that to which the report relates so that registered pupils of schools maintained by the authority are given the opportunity to follow local curricula courses of study which are taught through the medium of Welsh.*

TWO SIGNATORIES ARE REQUIRED

We hereby accept this additional award of Funding in relation to Regional Consortia
School Improvement Grant 2020 -2021- ERW – 03/2020

An authorised signatory of Pembrokeshire County Council

Signature

Name

Job Title

Date

An authorised signatory of Pembrokeshire County Council

Signature

Name

Job Title

Date

An authorised signatory of ERW Consortium

Name

Job Title

Date

Breakdown of Funding for the ERW Staffing Structure							
CENTRAL TEAM			C&A	Dev Prof	Lead	Self Imp	Strong Inc
	Core	Grant	% Total	% total	% total	% total	% total
Chief Officer							
Chief Officer	100%	0%					
Chief Officer	100%	0%					
Areas of Specialism (Tier 2)							
Head of Secondary Sector - (vacant post)	20%	80%		40%		40%	
Head of Special Schools and Education in Alternative Settings (0.6 appointments)	20%	80%		40%		40%	
Head Curriculum Reform and Innovation (Secondment)	20%	80%		80%			
Lead for Research and HEI Partnerships	0%	100%		36%		64%	
Lead for Leadership	0%	100%			100%		
Lead for Secondary and Curriculum and Examinations	0%	100%		100%			
Lead for Welsh in Education	0%	100%		100%			
Lead for Digital Learning and Systems	0%	100%		100%			
Lead for Health and Wellbeing	0%	100%		100%			
STRATEGIC TEAM							
Secondary Curriculum Leads (Tier 3)							
Science Lead	0%	100%		100%			
Science Lead	0%	100%		100%			
Maths Lead	0%	100%		100%			
Maths Lead	0%	100%		100%			
English Lead (Vacant Post)	0%	100%		100%			
English Lead 0.8	0%	100%		100%			
English Lead 0.6	0%	100%		100%			
Welsh Lead	0%	100%		100%			
Welsh Lead	0%	100%		100%			
Post 16	0%	100%		100%			
Humanities	0%	100%	100%				
AoLEs Secondary / AoLEs Primary (Tier 3)							
12 AOLES	0%	100%	100%				
12 AOLES	0%	100%	100%				
12 AOLES	0%	100%		100%			
12 AOLES	0%	100%		100%			
12 AOLES	0%	100%		100%			
12 AOLES	0%	100%		100%			
12 AOLES	0%	100%		100%			
12 AOLES	0%	100%		100%			
12 AOLES (Vacant Post)	0%	100%		100%			
12 AOLES	0%	100%				100%	
12 AOLES	0%	100%				100%	
Service Area Coordinators							
Induction & Alternative Routes Coordinator (Including NQT) (Fixed term)	0%	100%		100%			
Starter Iaith Coordinator	0%	100%	100%				
HLTA Professional Learning Coordinator (Fixed Term)	0%	100%		100%			
PDG Coordinator (Fixed term)	0%	100%					100%
Digital Learning & Systems Coordinator	50%	50%		50%			
Office Organisation							
Business Support Manager	90%	10%			10%		
Business Support to Professional lead	90%	10%			10%		
Business Support to Professional lead	90%	10%			10%		
Business Support to Professional lead (vacant post)	90%	10%			10%		
Business Support to Professional lead (vacant post)	90%	10%				10%	
HR Lead	100%	0%					
HR Manager	90%	10%		10%			
Policy, Information & Communications Officer (vacant post)	90%	10%		10%			
Principal Accountant & Deputy S151 Officer	90%	10%		10%			
Senior Accountant (vacant post)	90%	10%	10%				
Accounting Technician (vacant post)	90%	10%			10%		

This page is intentionally left blank

ERW JOINT COMMITTEE 9 FEBRUARY 2021

RISK REGISTER

PURPOSE:

To inform the Joint Committee of the updated regional Risk profile

RECOMMENDATIONS / KEY DECISIONS REQUIRED:

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

REASONS:

Governance Arrangements, Risk Management

Report Author:	Designation:	Tel No.
Greg Morgan/Ian Altman	Chief Officers	E. Mail: greg.morgan@erw.cymru ian.altman@erw.cymru

EXECUTIVE SUMMARY

ERW JOINT COMMITTEE

9 FEBRUARY 2021

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 + High Impact

Cuts to School Budgets

High Probability + Very High Impact

ERW Governance

DETAILED REPORT ATTACHED?

YES

IMPLICATIONS

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

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

Corporate Risk Register (Threats)

2020-2021

For Joint Committee February 2021

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>12</p> <ul style="list-style-type: none"> Cuts to School Budgets 	
High Probability		<p>12</p> <ul style="list-style-type: none"> ERW Governance
	High Impact	Very High Impact

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	↔	13
1.2	Ceredigion Estyn Monitoring result in follow up	1	4	4	↔	14
1.3	Pembrokeshire Estyn Monitoring result in follow up	2	4	8	↔	15
1.4	Carmarthenshire Estyn Monitoring result in follow up	1	4	4	↔	16
1.5	Swansea Estyn Monitoring result in follow up	1	4	4	↔	17
2	Failure to comply with Estyn Action Plan	2	4	8	↔	18
3	Failure to deliver Business Plan	2	2	4	↔	19
4	ERW Governance	3	4	12	↔	20
5	Data Protection	3	2	6	↔	21
6	ERW found not to provide Value for Money	2	3	6	↔	22
7	LA Failure to comply with Grant Regulations	2	3	6	↔	23
8	Failure to respond to qualifications 2021	2	3	6	↔	24

Financial

No.	Risk	Probability	Impact	Residual Risk	Movement	Page
1	Timeliness of Welsh Government Funding	2	3	6	↕	25
2	Cuts to School Budgets	4	3	12	↕	26
3	Delivery of National Mission	2	3	6	↕	27
4	Cost Savings Required by Welsh Government	1	4	4	↕	28

Review and Reform

No.	Risk	Probability	Impact	Residual Risk	Movement	Page
1.	Lack of Clarity on functions	2	2	4	↕	29
2.	Lack of Communication	2	2	4	↕	30
3.	Transparency of Governance	2	3	6	↕	31

Impact of Covid-19

No.	Risk	Probability	Impact	Residual Risk	Movement	Page
1.	Failure to respond to impact of Covid-19	2	3	6	↕	32

Contextualisation

ERW (Education through Regional Working) is one of 4 regional education consortia in Wales. It is an alliance of five local authorities - Carmarthenshire, Ceredigion, Pembrokeshire and Powys 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**

ERW's VALUES:

To achieve our vision, we have defined values to guide all we do at ERW. These include:

- *Effectiveness*
- *Commitment*
- *Integrity*
- *Innovation*
- *Collaboration*

ERW utilises a wide range of flexible approaches so that bespoke solutions can be used to support schools at their point of need. We support teachers through the provision and brokering of professional learning programmes to support individuals in their leadership journey whilst building expertise and capacity where and when it is needed in schools across the region.

3.0 ERW Governance, Scrutiny and Accountability:

ERW is governed by a legally constituted Joint Committee whose membership is made up of the local authority Leaders in South-West and Mid-Wales.

ERW's Joint Committee is advised by the Executive Board which is made up of the five local authority Directors of Education in the region along with external school improvement experts, head teacher representatives and ERW's Managing Director.

The Executive Board is responsible for monitoring and evaluating ERW's work, in particular through the work of the ERW Strategy Groups.

The ERW Strategy Groups are a critical aspect of ERW's governance arrangements. They are the primary driver for developing ERW's work in the key areas of:

- *Professional Learning and Research*
- *Leadership*
- *Curriculum*
- *Digital Skills*
- *Equity and Wellbeing*
- *Welsh*

Each Strategy Group will be responsible for monitoring the progress of the aspect of Business Plan actions for which they are responsible. They will also be responsible for co-constructing content in the following year's Business Plan.

While it is accepted that the context and setting of each Local Authority in ERW is different, the purpose of collaborating on a regional level is to achieve a greater scale of economy through co-operation. Whilst changes and innovations can be incorporated to take into account local priorities or differences, there must remain a degree of regional consistency.

The ERW Strategy Groups are a conduit for communication between the region and peers within the constituent Local Authority, and the wider profession. Group members are tasked with communicating their work externally, by using both local and regional communications channels.

The ERW Scrutiny Councillor Group meets with ERW officers on a quarterly basis and provides written feedback on its findings to the Joint-Committee. ERW officers attend local authority scrutiny sessions on a regular basis, providing updates and reports on the progress of the ERW Business Plan.

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 lasting longer than July 2022.

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 was published on the 12th of February. Following publication, Pembrokeshire local government education services have been deemed as causing significant concern, and requiring follow up activity. Pembrokeshire

Objectives at Risk : All

Risk Control Measures

The Local Authority will update its improvement plan, to show how it is going to address the 4 recommendations made. The Local Authority will have a Post Inspection Action Plan Improvement Conference, and progress conferences. Monitoring visit will take place July 2022.

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

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

- Ensure that there is clarity in terms of vision and staff role and remit in their work towards achieving this vision.
- Effective appointments and support and training provided to provide a high quality, skilled team of Senior Managers and officers.
- 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, 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.
- Effective Performance Management and performance reporting in place throughout the directorate.

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

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)

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.

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
- ERW officers to support LA staff in targeted schools/departments

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

Interim Chief Officers, 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 were in place for the 2019-20 Business Plan. All Strategic Groups have supported the formation of 2020-21 Business Plan in an effective manner.

Indicative funding has been received for 2020-21 and budget setting exercises have been implemented working towards a costed Business Plan.

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 will continue to support and monitor progress of the 2020-21 Business Plan

Risk Scores

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

Risk Owner

Interim Chief Officers, 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 did not meet regularly in the 19-20 Academic Year. This can present significant risks with the Board containing several key stakeholders including – WG, Estyn, and Headteacher Board representatives.

Several Internal Audit Recommendations around changes to ERW's Governance, and updating of the Legal Agreement, remain outstanding and have been highlighted within the most recent audit report.

Objectives at Risk: All

Risk Control Measures

- Ian Altman and Greg Morgan appointed as joint Interim Chief Officers, September 2020
- Revised Governance document is a current agenda item for Executive Board and Joint Committee

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, Interim Chief Officer

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.

This responsibility has been transferred to the Interim Chief Officers.

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

Risk Owner

Interim Chief Officers, 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 revised ERW model is now in place, however efficiencies and full increase of funding to frontline services were not implemented 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 revised ERW Model.

Risk Scores

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

Risk Owner

Interim Chief Officers, Section 151 Officer, Principal Accountant, Lead 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 LAs.
- 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	3	6	↔
Tolerance			6	

Risk Owner

LA Section 151 Officers, Head of Internal Audit

8. Failure to respond to changes in process of awarding qualifications in summer 2021

Description of Risk

That the changes to arrangements for awarding qualifications in summer 2021 will not be responded to effectively by ERW officers in the Secondary Team.

Background

Due to Covid-19 and the external examinations were not sat in summer 2020 and centres were asked to develop Centre Assessed Grades (CAGs) as well as complete a rank order for all WJEC qualifications. ERW central team had dialogue with a limited number of middle leaders regarding the range of appropriate evidence to complete this process. They did not, however, advise on any individual learner or take part in the process itself.

A standardisation process was developed by WJEC based on a range of criteria. However, eventually all learners in Wales were awarded their CAG or standardised grade, whichever was the higher.

Adaptations in specifications were initially put in place for learners in examination years and the Design and Delivery Group developed further changes to assessment in 2021. These were announced in December 2020. However, in the light of further lost face to face learning time in December and January, further adaptations have been recommended in January 2021. ERW Secondary team will support schools in developing appropriate evidence in line with specific courses/qualifications as required.

Impact of Risk:

- Negative impact on learner outcomes across the region
- Lack of consistency in approach across the LAs
- Challenges regarding subjects with no secondary officer employed centrally

Risk Control Measures

- Network meetings and additional training to support most recent adaptations
- Agendas developed to ensure consistent approach across the LAs
- Improved communication between WJEC and Headteacher groups
- Challenge Adviser training where appropriate
- Lead schools developed in key subject areas where appropriate

Risk Scores:

Risk Stage	Probability	Impact	Risk Score	Movement
	(a)	(b)	(a) X (b)	↑↓↔
Inherent	4	4	16	↔
Residual	2	3	6	↔
Tolerance			4	

Risk Owner

Interim Chief Officers, Directors of Education

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. WG have also moved to a quarterly payment profile of the PDG.

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. Conversation around the future footprint of ERW, or any replacement, will mean it is unlikely that indicative funding will be received prior to the financial year 2021-22.

In-year variation funding from WG does occasionally materialise, sometimes as late as February (as happened in 18-19). In 2019-20 a variation letter was received in April resulting in ERW not being able to utilise this funding. This late arrival of funding is a contributing factor to this risk.

Objectives at Risk: All

Risk Control Measures

- A 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 and Principal Accountant

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.

Professional Learning grant has been reduced for 2020-21 due to WG savings as part of their response to the Covid-19 pandemic.

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

Interim Chief Officers, Lead Director, LA Directors, Section 151 Officer, Principal Accountant, 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. However, further changes to model may lead to a rescoring.

Changes made to the model in 2019-20 and the decision not to recruit for a number of posts in 2020-21 has the potential to increase the risk in this area where resource and capacity becomes an issue.

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

LA Directors, Joint Committee, Interim Chief Officers

4. Cost Savings Required by Welsh Government (Financial Risk)

Description of Risk

WG have imposed a 3% savings target on the Consortia based on the total value of the RCSIG which equates to £1.06m in order to assist with funding the WG response to the Covid-19 pandemic. As the climate remains uncertain with the pandemic, it may be that the consortia is asked to make further savings if, for example schools are closed again.

Background

£1.06m of savings have been made in 2020-21 from the budgets of the strategy groups. Salaries and funding to schools was protected. The PDG was also protected. The EIG has been allocated and budgets communicated with ERW Officers for the year. Any further savings required due to the pandemic would hinder the organisations ability to deliver on the business plan and the national mission.

Although WG stated in April 2020 that they do not expect any further savings to be required by the consortia for 2020-21, we are dealing with uncertainty in this area as the pandemic continues. The 3% was based on schools being closed for the Summer Term however ERW continued to provide remote/digital support. Plans for the remainder of the year are based on a blended support plan of face to face where required and able, and through digital platforms. As such, any further cuts to the budgets would be difficult to deliver. Failure to meet the existing 3% savings target from WG or any in-year savings targets will result in clawback from Local Authorities leading to an impact on school budgets.

Objectives at Risk: All

Risk Control Measures

- Ongoing dialogue with Welsh Government
- Monthly budget meetings to ensure any over/under spends are addressed timely.

Risk Scores

Risk Stage	Probability	Impact	Risk Score	Movement
	(a)	(b)	(a) X (b)	↑↓↔
Inherent	1	4	4	↔
Residual	1	4	4	↔
Tolerance			6	

Risk Owner

Lead Director, Interim Chief Officers, Lead Chief Executive, Section 151 Officer and Principal Accountant

Review and Reform

1. Lack of clarity on ERW's functions

Description of Risk

That the revised ERW structure does not bring sufficient clarity on the function of ERW and its central team. Ongoing discussions with regard to the future ERW Footprint impact on the ability to clarify functions and services.

Background

Despite thorough stakeholder engagement during the creation of the revised ERW structure (2018-2019 academic year) and work undertaken during the Autumn Term, 2019 to communicate and clarify the ERW's function to all stakeholders, recent developments with regard to the future ERW footprint could cause a 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 revised structure along with loss of trust within the profession

Risk Control Measures

- Ongoing and effective communications provided by the ERW Team on a weekly basis
- Communications Strategy group established centrally with membership linked to all areas of the BP.
- Consistent and ongoing 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	2	4	↔
Tolerance			4	

Risk Owner

Joint Committee, Lead Director, Interim Chief Officers

2. 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

Addition curriculum support or other roles according to their need and priority areas may need to be employed e.g. with less than 2fte staff members for Secondary English support across the region, a LA may wish to 'top up' locally. The linguistic needs and nature of each LA are different. The current ERW specialist capacity is unable to 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 5 constituent LAs
- Brokerage pathway protocol has been agreed at Director Level

Risk Scores:

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

Risk Owner

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

3. 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 enhanced strategic meetings which 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 strategic meetings fail to improve transparency, there will be significant adverse effects.

The revised Governance Structure document was deferred by the Joint Committee. Strategy Groups were signed off by the Joint Committee in December 2019 Joint Committee. Further elements of the structure are now impacted upon by the ERW Footprint agenda.

The Executive Board has not met regularly during the 19-20 Academic Year with stakeholders including WG, Estyn and Headteacher Board representatives.

All budget holders meet regularly with Principal Accountant and have an allocated budget to discuss in conjunction with the strategy groups. These groups will be reconvened in autumn 2020 and monitor the BP using the monitoring and evaluation spreadsheet.

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	2	3	6	↔
Tolerance			4	

Risk Owner

Lead Chief Executive, Interim Chief Officers, Directors of Education, Principal Accountant

Impact of Covid-19

1. Failure to respond to the impact of Covid-19

Description of Risk

That ERW will not respond in an agile and appropriate manner to the impact of Covid-19 on the organisation and school support.

Background

Covid-19 has impacted on the way the organisation has worked since March 2020. Initially, there was a focus on supporting the national Continuity of Learning plan and developing a response linked to distance and then blended learning.

Schools and settings reopened fully from Sept 14th onwards. However, the impact of Covid-19 meant that there were partial closures as well as staff and pupils self-isolating in the autumn term.

Further loss of learning at the end of the autumn term and January has required a focus, once again, on remote learning.

Impact of Risk:

- Failure to deliver all aspects of the Business Plan
- Lack of effective support for distance and blended learning in schools
- Loss of trust with the teaching profession and constituent LAs

Risk Control Measures:

- Teams repurposed to ensure focus on key areas at risk
- Agile response when planning and delivering support for schools e.g. amending PL offer to ensure high quality delivery online
- Engage with all stakeholders to align key messages and share strong practice
- Playlists and resources to support remote synchronous and asynchronous learning.

Risk Scores:

Risk Stage	Probability	Impact	Risk Score	Movement
	(a)	(b)	(a) X (b)	↑↓↔
Inherent	4	4	16	↔
Residual	2	3	6	↔
Tolerance			4	

Risk Owner

Interim Chief Officers, SLT, Central Team

ERW JOINT COMMITTEE 9 FEBRUARY 2021

INTERNAL AUDIT WORK PROGRAMME 2020-21

PURPOSE: Consideration and approval of the Internal Audit work programme for 2020-21.

RECOMMENDATIONS / KEY DECISIONS REQUIRED:

Consideration and approval of the Internal Audit work programme for 2020-21.

REASONS:

Statutory Requirement

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

**EXECUTIVE SUMMARY
ERW JOINT COMMITTEE
9 FEBRUARY 2021**

INTERNAL AUDIT WORK PROGRAMME FOR 2020-21

BRIEF SUMMARY OF PURPOSE OF REPORT

The Internal Audit work programme for 2020-21.

DETAILED REPORT ATTACHED?

YES

IMPLICATIONS

Policy, Crime & Disorder and Equalities NONE	Legal NONE	Finance YES	Risk Management Issues YES	Staffing Implications NONE
1. Finance Joint Committee consideration and approval of the Internal Audit work programme for 2020-21, namely the financial issues included.				
2. Risk Management Joint Committee consideration and approval of the Internal Audit work programme for 2020-21, namely the risk management issues included.				

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

JOINT COMMITTEE

Report of: ERW Head of Internal Audit

Date: 9 February 2021

INTERNAL AUDIT WORK PROGRAMME 2020-21

The Internal Audit work programme for 2020-21 has been prepared in accordance with the requirements of the Public Sector Internal Audit Standards.

The following Internal Audit work programme has been developed in consultation with the Lead Chief Executive, Lead Director, Section 151 Officer, Monitoring Officer and Interim Chief Officers:

- **Follow Up of Previous Internal Audit Recommendations and Annual Governance Statement Action Plan**
- **Governance**
 - Withdrawal of Local Authorities from the ERW Consortium
 - Arrangements for the cessation of ERW in its existing form and preparations for future education through regional working
- **Financial Management**
 - Budgetary Management and Control
 - Compliance with Contract Procedure Rules
- **ERW Business Plan**
 - Delivery of the Business Plan
 - Impact of Covid-19, including support to schools
- **Risk Register**
 - Management, Update and Review of Risk Register
- **Grant Schedules & Returns from Authorities**
 - Local Authority compliance with grant schedules & terms and conditions
 - Submission of financial and non-financial data to the Consortia/Welsh Government

RECOMMENDATION:

The Joint Committee considers and approves the Internal Audit work programme 2020-21.

Background Documents:

N/A

This page is intentionally left blank