



DISCUSSION DOCUMENT

FUTURE PARTNERSHIP GOVERNANCE ARRANGEMENTS

PROPOSALS FROM THE PSB GOVERNANCE REVIEW SUB-
GROUP

November 2009

1. Introduction

- 1.1 This discussion paper seeks to outline proposals from the PSB Governance Review Sub-Group on what form future partnership governance arrangements should take.
- 1.2 The proposals build on work that has been commissioned by the Public Service Board in November 2008, which has sought to rationalise partnership arrangements in Warwickshire and make them effective and fit for purpose.
- 1.3 These proposals will be considered by the Public Service Board Advisory Forum on 10th November 2009. Any comments received at that meeting will be relayed onto the Public Service Board meeting of 25th November where endorsement of new governance arrangements has been scheduled. In addition to consultation through the Advisory Forum this document has also been distributed to Block Leaders and Borough/District LSP representatives for comment.
- 1.4 Any views on the proposals within this document should be forwarded to Bill Basra, Partnerships Delivery Manager via billbasra@warwickshire.gov.uk

2. The Optimum Delivery Model: Outline Proposals

- 2.1 The model seeks to ensure that all partnership structures have a commissioning-delivery relationship underpinned by clear chains of communication and accountability. The delivery of outcomes is paramount and all structures that do not have a commissioning or delivery role are presumed to be surplus to requirements.
- 2.2 The dual nature of the model acknowledges that the delivery of outcomes and resultant targets cannot be dealt with at one level to the exclusion of another. Given the two tier structure of local government in Warwickshire; structures are required at both County and Local level to ensure commissioning and delivery. Key presumptions are:
 - **Structure based on commissioning and delivery**
 - **Streamlined and Rationalised Structures**
 - **Enhanced Accountability**
 - **Improved Effectiveness**
- 2.3 Key features are detailed below

OUTLINE PROPOSALS

Targets and Delivery

- The PSB through consultation will set the LAA/SCS outcomes
- In setting targets in relation to outcomes, the PSB will work to an agreed set of principles / policies (eg narrowing the gaps)
- The PSB will through consultation will commission delivery of those targets by the most appropriate delivery agent
- This could be the county level themed blocks, the county wide service providers (eg WCC, Police PCT), a task and finish group, LSPs or the borough/district councils
- Where the PSB through consultation commissions target delivery from LSPs, the PSB will differentiate the county wide LAA/SCS targets to set outcome focused targets for each LSP. Together the LSP targets will add up to the county wide targets
- Delivery of targets will be commissioned with clearly specified timescales, budgets and standards

Resources

- The PSB will allocate available monies to commissioned bodies
- Available resource will therefore follow targets
- Delivery agents will be able to commission targets from and allocate resources to other delivery agents at their discretion
- All other county level resources will remain with service providers at a county wide level (eg Police, PCT, WCC etc)
- The PSB will be responsible for redirecting resources in-year as necessary

Performance Management

- The activities of PSB will be subject to scrutiny through Joint Scrutiny
- The delivery agents will be accountable to the PSB and LSPs (where appropriate) for delivery of the targets commissioned through quarterly performance management

Structures

- County level boards will exist on a needs basis. At most there will be 4 x county level blocks (ie Children and Young People, Safer and Stronger, Environment and Economy and Healthier Communities and Older People)
- The PSB Advisory Forum will provide a consultative forum to assist the formulation of policies by PSB.
- Joint Scrutiny will be undertaken on a select committee style. Topics for cross agency scrutiny will be determined by the county wide Scrutiny Board.
- LSPs will rationalise local structures to enable them to deliver targets allocated to them
- Fewer resources will be required to service the model

3. Future Governance: Proposals

- 3.1 Model Terms of Reference are attached as Appendix A to this paper. A summary of key changes plus discussion points are referenced within the paragraphs below:

Public Service Board

- 3.2 The Warwickshire Public Service Board has been in operation since April 2007. Since that time terms of reference and membership have remained unchanged.
- 3.3 Principal improvements proposed to the Board are:
- Revised and simplified terms of reference which ensure that the overall parameters of the Board are set with reference to the Warwickshire Sustainable Community Strategy
 - That Membership of the Board be refreshed. Where a member represent the views of a much wider sector; appropriate channels of communication must be in place to ensure that wider interests are represented (this must be evidenced). Specifically these relate to:
 - Voluntary sector representation
 - Town and parish Council representation
 - Business representation
 - That LSP Chairs be co-opted where they do not belong to an organisation that is already represented on the PSB
 - That LSC representation be removed
 - That further consultation be undertaken with the Health sector about its representation
 - That for the sake of effectiveness, no further steps are taken to expand the membership of the Board beyond current levels
 - That a Forward Plan of Key Decisions be established with clear processes and timelines for Planning, Commissioning and Delivery
 - That meetings be convened at locations around the County

Public Service Board Advisory Forum

- 3.4 Principal changes proposed to the Advisory Forum are
- Revised and simplified terms of reference which affirms the current role of the Advisory Forum as a policy formulation body and builds on the opportunities for the Forum during the planning process referred to above
 - Expanded Membership to ensure broad engagement of the Health Sector
 - That Membership of the Forum be refreshed to ensure that the right individuals are members of the Forum and where such members represent the views of a much wider sector; that there are appropriate channels of communication to ensure that wider interests are represented. Specifically these relate to:
 - Voluntary sector representation
 - Town and parish Council representation

- Business representation
- Multi Faith Forum
- That the Coventry Diocese and Warwick University be approached about future participation and membership.
- That Chair and Vice-Chair are appointed on two year terms.

Countywide Blocks

3.5 The current six countywide blocks are to be amalgamated and responsibility apportioned for SCS/LAA activity as follows:

Block	LAA
Children Young People and Families	All current CYPF indicators
Safer and Stronger	All current Safer and Stronger indicators minus Housing
Health and Well being	All current HCOP indicators
Environment and Economy	All current EDE and CC and E indicators plus Housing

3.6 Proforma terms of reference based on existing documentation are attached within the appendices.

CAA Co-ordinating Group

3.7 It is envisaged that the current CAA Co-Ordinating group is required to act as:

- A deliverer of activity associated with partnership working thereby enabling the Public Service Board to retain a more strategic focus.
- A top down mechanism of interpreting and implementing PSB activity through effective programme management and improvement programmes
- The hub for the management and co-ordination of work arising from external inspections (e.g. CAA, GOWM)
- Ensure that all partner business plans reflect the agreed partnership priorities e.g PSB)

3.8 At the time of writing this report the terms of reference are currently being finalised and these will be circulated in due course.

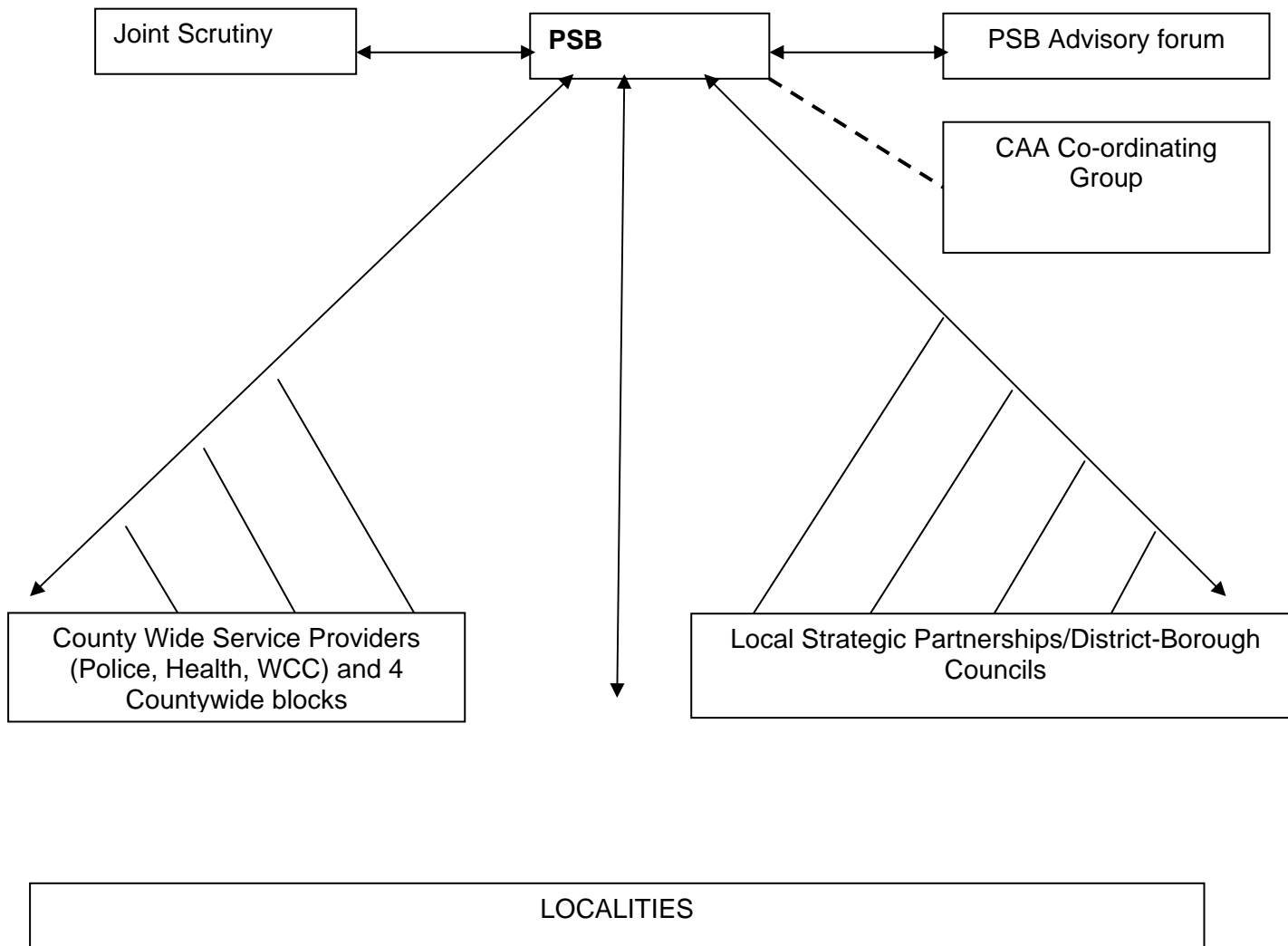
Local LSPs

3.9 This review envisages a commissioning/delivery relationship between the PSB and local LSPs. Governance arrangements at local level will need to be streamlined to ensure that they too are effective and fit for purpose. This may also require an examination at LSP Board level to ensure that representation is both correct, strategic and effective. Beyond this it is suggested that discretion remain at local level as to how theme groups associated with LSP are constituted but within the overall proviso that groups that are neither commissioning or delivering are presumed to be disbanded.

4. Summary

- 4.1 These proposals expand upon the outline options that were endorsed by the Public Service Board on 23rd September 2009 by providing further detail on terms of reference, membership and areas for discussion.
- 4.2 Partners are encouraged to submit their views either by email to Bill Basra (details above) or at the meeting of the Public Service Board Advisory Forum on 10th November 2009.

Governance Model



A-PUBLIC SERVICE BOARD

1. Overriding Objective

The overriding aim of the County Level Strategic Board (“the Warwickshire Public Service Board”) is to join together to improve public services across Warwickshire and make a real difference to local communities through multi agency co-operation and ensuring that whilst seeking improvement for all there is a focussed effort in those communities or geographical areas where there is most need.

2. Specific responsibilities

The Warwickshire Public Service Board is the chief strategic body for the Warwickshire Sustainable Community Strategy (SCS) and the Local Area Agreement (LAA) and shall have the following specific responsibilities:

- a) To provide county-wide strategic direction, commissioning and co-ordination in the delivery and ongoing review and development of the SCS and LAA
- b) To ensure that Warwickshire is responsive to current and emergent issues where a partnership response is required
- c) To respond to external inspections and implement improvements where required
- d) To ensure that the sum total of Warwickshire public sector resources are employed efficiently, effectively and represent value for money when delivering outcomes for the people of Warwickshire
- e) To maintain effective links with GOWM and with other partnerships, organisations and agencies at a Sub-Regional level

3 Membership

The membership of the Warwickshire Public Service Board is made up of senior representatives of the partner agencies and is as follows

Nominating Body	Representatives
The County and the District Councils	6 – Council Leaders
Voluntary and Community Sector (CWIC)	1 representative
Coventry and Warwickshire Chamber of Commerce	1 representative
Warwickshire Police Authority	1 representative
Wider Health Trusts	1 representative
Warwickshire Primary Care Trust	1 representative
Warwickshire and West Midlands Association of Local Councils	1 representative
TOTAL	12
Chairs of LSPs	Co-optees where not from above organisation

4. Specific Responsibilities of Members

- a) To comply with the Code of Conduct for partnership working
- b) To attend meetings as required and agreed
- c) To arrange for the attendance of a suitable substitute to meetings in the event of the nominated representative being unavailable. Substitutes must have the authority to make decisions and allocate resources as if they were the nominated representative.
- d) To properly represent the views of their organisation
- e) To ensure that he/she has sufficient delegated powers to deal with matters or if not, to ensure that all necessary approvals of the member's nominating organisation have been obtained
- f) To keep their nominating organisation informed about progress and communicate effectively the outcomes of the Warwickshire Public Service Board meetings to their own organisations
- g) To commit their organisation on policy and practice issues
- h) To promptly progress and deliver on any agreed actions outside of formal meetings

5. Arrangements for Meetings

- a) It is envisaged that the Warwickshire Public Service Board will meet at least four times a year, however additional meetings may be arranged as necessary
- b) The Warwickshire Public Service Board shall be chaired by the leader of the Warwickshire County Council. The Vice-Chair will be from the remaining PSB membership
- c) Other persons may attend meetings of the Warwickshire Public Service Board with the agreement of the Chair
- d) Wherever possible, decisions shall be reached by consensus. If the Chair considers a vote is necessary it will be determined by a simple majority.
- e) Papers relating to PSB will be sent 5 clear working days in advance of the meeting. Specific actions emanating from the Warwickshire Public Service Board will be confirmed within 48 hours
- f) Meetings will be serviced and supported by Warwickshire County Council
- g) Minutes of all meetings of the Warwickshire Public Service Board (including a record of attendance and any conflicts of interest) will be circulated within 7 days and submitted for approval to the next appropriate meeting.

- h) Meetings of the PSB will be rotated around the County to reflect the diversity of the Partnership and the County which it serves.

6. Review

The operation of the Warwickshire Public Service Board will be reviewed formally at least every 12 months to ensure it is fulfilling its objectives. The members of the Warwickshire Public Service Board may agree over time to confer upon the Warwickshire Public Service Board a greater decision-making role in the allocation of resources that are currently allocated by individual partner organisations.

B- PUBLIC SERVICE BOARD ADVISORY FORUM TERMS OF REFERENCE

1. AIM

The aim of the `Advisory Forum is to advise and support the Warwickshire Public Service Board in achieving its vision of making a real and lasting difference to the well being of people in the county by joining together to improve public services across Warwickshire.

2. ROLE OF ADVISORY FORUM

2.1 To advise and support the Warwickshire Public Service Board (WPSB) in the delivery of the SCS vision and the LAA which is aimed at;

- (i) Narrowing the gap affecting vulnerable communities and people by helping them catch up with the rest
- (ii) Focusing effort and resources on people, families and communities that require greater levels of support
- (iii) Improving access to public services – particularly for people, families and communities that require greater levels of support
- (iv) Working more closely together to provide greater opportunities for citizens to influence decision making on key issues affecting their life chances and quality of life
- (v) Sharpening our partnership relationships by ensuring that there is a strong focus on outcomes with clear responsibilities and accountabilities backed up by appropriate governance and performance management arrangements
- (vi) Using funds more flexibly and effectively
- (vii) Bringing about more early intervention, prevention and support
- (viii) Building on success and inherent competitive advantage to support the local economy

2.2 More specifically, the Advisory Forum shall have the following roles and responsibilities;

- a. Supporting the work of the WPSB in realising the SCS and LAA vision and bringing together the totality of services to the public in Warwickshire whether delivered by the public, private or voluntary sector
- b. Contributing to the county-wide strategic direction being set by the WPSB and informing decisions being taken by the WPSB
- c. Acting as a forum for identifying issues and proposals to be considered by the WPSB and generally acting as a sounding board for the WPSB
- d. Providing a strong collective voice on partnership working and acting as a consultation forum for issues affecting the ongoing review, development and delivery of the shared outcomes under the SCS/ LAA
- e. Providing a formal mechanism for ensuring that effective links are maintained across partners agencies and that the work of the

- f. Advising particularly on the application by the WPSB of the principles of equality, cohesion, sustainability and access to the delivery of the SCS/LAA
- g. Supporting the WPSB in ensuring that the plans and strategies of all relevant partner organisations join up and that gaps and overlaps in service provision are eliminated
- h. Assisting the WPSB in involving local communities in improving service provision
- i. Contributing to the GOWM requirements for LAA half yearly reporting and annual refresh

3. MEMBERSHIP

3.1 The LAA Advisory Forum shall consist of representative(s) of the following

Sector / Agency/Nominating Body	Number of representatives
Core Members	
National Probation Service – Warwickshire	1
Warwick University	1
Coventry Solihull Warwickshire Partnership Limited	1
Warwickshire Race Equality Partnership	1
Warwickshire representative of the appropriate multi faith forum	1
Warwickshire Police Service	1
Coventry Diocese	1
Chairs of the county wide themed partnerships	4
Job Centre Plus	1
Warwickshire Rural Communities Council	1
Acute Trusts	3
WPSB Members	
The County and the District Councils	6
Warwickshire Police Authority	1
Voluntary and Community Sector (CWIC)	1
Coventry and Warwickshire Chamber of Commerce	1
Wider Health Trusts	1
Warwickshire Primary Care Trust	1
Warwickshire and West Midlands Association of Local Councils	1
Local Strategic Partnerships (Co-optees)	5
TOTAL MEMBERSHIP	33

- 3.2 Membership of the Advisory Forum is intended to be broad and inclusive. The Advisory Forum shall have the right to extend its membership and/or invite such other organisations/representatives/individuals as appropriate to attend meetings of the Advisory Forum to play a full part in the discussions
- 3.3 Individual representatives will be senior representatives of their organisation or constituent group to ensure that those attending the Advisory Forum have the appropriate level of influence and authority.
- 3.4 Organisations or constituent groups shall use all reasonable endeavours to ensure that the same individual regularly attends Advisory Forum meetings. However, in exceptional circumstances, if the nominated representative is unable to attend any meeting the nominating organisation or constituent group will substitute a person of similar standing.
- 3.5 In relation to local authorities, there will be both elected member and officer attendance. Elected members who are Advisory Forum members will be supported by senior officers from their organisation when attending meetings without the need for those officers to be formally members of the Advisory Forum.
- 3.6 The role of individual Advisory Forum members is to
- Speak for their organisation or represent the interests of their constituent group with authority
 - Seek to influence their organisation or constituent group in order to gain commitment on policy and practice issues relevant to the delivery of the Warwickshire SCS and LAA
 - Support the WPSB in the performance management arrangements that are in place for the SCS/LAA and in the requirement on the WPSB to account to GOWM
 - Keep their organisation or constituent group informed about the strategic direction and co-ordination of services delivered as part of the Warwickshire SCS/LAA
 - Consult their organisation or representative group about issues which may impact on the strategic direction and co-ordination of services delivered as part of the Warwickshire SCS/LAA
 - Promote the work of the WPSB and the development of shared priorities
- 3.5 The Advisory Forum shall review its membership at least annually to ensure that its composition is current, relevant and promotes the aims of the Public Service Board.

4. MEETINGS

- 4.1 The Advisory Forum will meet four times a year.
- 4.2 Meetings may be convened at the request of the Chair or Vice-Chair. At least 10 working days before the meeting the Chair shall give written notice to all the nominated representatives of the date, time venue and business to be transacted at the meeting.

- 4.3 The Chair and Vice Chair shall be appointed for a period of 3 years and shall be eligible for re-election. The Chair and Vice-Chair shall not be drawn from the same organisation or constituent group. In the absence of the Chair and Vice-Chair at any particular meeting the Advisory Forum may elect another person to preside for the meeting.
- 4.4 The chair of the meeting shall be under a duty to conduct the meeting efficiently and effectively and at all times to act reasonably.
- 4.5 Minutes (including a record of attendance) will be kept of each meeting of the Advisory Forum and submitted for approval at the next appropriate meeting of the Advisory Forum. A copy of the draft minutes will be submitted to the next appropriate meeting of the WPSB.
- 4.6 With the agreement of the Chair, the minutes of each Advisory Forum meeting shall be circulated to all members within 10 working days of the meeting.

5. REPORTS AND RECOMMENDATIONS

- 5.1 The Advisory Forum may receive reports and recommendations from any of its organisations or constituent groups, the Warwickshire Public Service Board, the County Level Themed Partnership Boards and such other bodies as it sees fit.
- 5.2 The Advisory Forum may make reports and recommendations to the Warwickshire Public Service Board on issues which fall within its terms of reference or are otherwise agreed by the Warwickshire Public Service Board.

6. INSPECTIONS, SCRUTINY AND INFORMATION SHARING

- 6.1 The Advisory Forum and its organisations and constituent groups agree that they will co-operate with and provide such information as may be required by the Advisory Forum, the Warwickshire Public Service Board, government inspectorates, or other formal arrangements for scrutiny or review which may be made, in relation to the quality of services delivered under the LAA and the effectiveness of inter-agency arrangements.
- 6.2 The Advisory Forum and its organisations and constituent groups are committed to the lawful sharing of information between themselves for the purposes of the effective delivery of joined up public services across Warwickshire
- 6.3 The commitment to co-operate and share information shall not compel or authorise any of the organisations or the constituent groups or the Advisory Forum to release confidential information which if disclosed would be in breach of the arrangements made by the body for the disclosure of such information, any duty of confidence or any legislative provisions governing the disclosure of information.

- 6.4 The Advisory Forum or organisation or constituent groups should always consider whether information could be made available or presented in a way which would not be in breach of its arrangements for confidential information, for example, through the provision of summaries or anonymised information.

7. REVIEW

The arrangements for the Advisory Forum, including these Terms of Reference, shall be reviewed annually and at such other times as appropriate.

C-COUNTYWIDE BLOCK TERMS OF REFERENCE

1. AIM

Insert aim of the block with reference to SCS outcomes

2. OBJECTIVES

The Partnership has the following objectives;

- (a) To be the county themed partnership for the xxx block of the SCS and LAA
- (b) To recommend county-wide strategy and targets (jointly agreed priorities and outcomes for the whole county) to the PSB
- (c) To design programmes of work to deliver agreed outcomes at the county wide level
- (d) To manage performance in relation to the agreed county level outcomes and county-wide strategy, remove barriers to improvement and work effectively together with other themes
- (e) To liaise with borough/district level LSPs for local delivery of agreed strategies which impact on county wide priorities
- (f) To account to the Public Service Board and through the Public Service Board to GOWM for delivery of county-wide strategy
- (g) To agree how resources allocated to it will be specifically deployed to deliver county-wide strategies/ initiatives
- (h) To monitor the management of all funding and grants provided in support of county-wide strategy and account to GOWM as appropriate for these funds
- (i) To undertake risk management of county-wide strategies
- (j) To agree the commissioning strategy to ensure that all its targets are met
- (k) To ensure that its work is supported by an effective communications strategy
- (l) To respond to issues raised by the Public Service Board, Advisory Forum and the district based Local Strategic Partnerships in a timely and appropriate manner
- (m) To contribute to addressing the cross cutting themes and issues that have been identified for the LAA
- (n) To support the district level and locality arrangements
- (o) *[Partnership to consider whether any additional objectives which are specific to this partnership should be added]*

3. PRINCIPLES

3.1 Partner Agencies

The Partnership expects all partner agencies to;

- Embrace the aims and objectives of the Partnership;
- Work to an agenda agreed by the Partnership within the framework of the Warwickshire Local Area Agreement;
- Work within the agreed partnership structures. Any changes proposed will be the subject of consideration by the Partnership Board and approval by the Public Service Board;
- Consult and/or inform the Partnership over organisational changes (including any changes in representation) that may impact on collective working.
- Follow and work within the performance management framework agreed by partners for the LAA.
- Proactively manage risk and acknowledge the principle of shared risk in the context of partnership working

3.2 Representatives / Board Members

The Partnership;

- Requires its members to attend all appropriate meetings, or in exceptional circumstances to arrange for a suitable named substitute to attend in his/her place;
- Expects members to have sufficient delegated powers to deal with matters or if not, to ensure that all necessary approvals of the member's nominating organisation have been obtained in advance;
- Expects members to properly represent the views of their organisation, to keep their nominating organisation informed about progress and to communicate the outcomes of the Partnership meetings to their own organisations;
- Expects members to ensure that there is prompt progress and delivery by their nominating body on any actions and strategies agreed by the Partnership;
- Requires its members to work constructively with other members to achieve consensus on county wide priorities and actions to address them;
- Expects positive and constructive discussions between members in order to achieve workable solutions to common issues;
- Requires its members to follow the Warwickshire Code of Conduct for Partnership Working and the Warwickshire Community Information Sharing

- 6.3 The Chair and the Vice Chair shall not be drawn from the same nominating body. In the absence of the Chair or the Vice Chair at any particular meeting, the Partnership may elect another person to preside.
- 6.4 The chair of the meeting shall be under a duty to conduct the meeting efficiently and effectively and at all times to act reasonably.
- 6.5 Wherever possible, decisions shall be reached by consensus. If a vote is necessary it will be determined by simple majority.
- 6.6 The agenda for meetings, agreed by the Chair, and all accompanying papers will be sent to members at least 5 working days before the meeting. Late agenda items and/or papers may be accepted in exceptional circumstances at the discretion of the Chair.
- 6.7 Minutes of all meetings of the Partnership board (including a record of attendance and any conflicts of interest) will be circulated within 10 working days and submitted for approval to the next appropriate meeting.
- 6.8 Meetings of the Partnership will be serviced and supported by *[insert relevant details – eg a named organisation / the nominating body of the Chair etc]*.

7. REPORTS AND RECOMMENDATIONS

- 7.1.1 The Partnership shall report on performance management on a quarterly basis to the Public Service Board.
- 7.1.2 The Partnership may make recommendations to the Public Service Board, to the LAA county themed partnerships, to the Local Strategic Partnerships or any of the district level themed partnerships.
- 7.1.3 The Partnership shall report to the following bodies as required by them;
[insert details of any external bodies to which the partnership should report – if not appropriate, this paragraph to be deleted]
- 7.4 The Partnership shall be responsible for co-ordinating the formal reporting arrangements to ensure that relevant information is delivered by and received by the Partnership to facilitate planning arrangements.

8. OFFICER SUPPORT ARRANGEMENTS

[If officer support arrangements for the Partnership have been agreed, the arrangements can be set out here – this would not need to be too detailed but could simply outline the arrangements that are being put in place]

9. CONFLICTS OF INTEREST

Whenever a representative has a conflict of interest in a matter to be decided at a meeting of the Partnership Board, the representative concerned shall declare such interest at or before discussions begin on the matter, the Chair shall record the interest in the minutes of the meeting and unless otherwise agreed by the Partnership Board that representative shall take no part in the decision making process.

10. INSPECTIONS AND SCRUTINY

10.1 The Partnership and its participating bodies agree that they will co-operate with and provide such information as may be required by the Partnership, the Public Service Board, government inspectorates, or other formal arrangements for scrutiny or review which may be made by the participating bodies in relation to the quality of services delivered and the effectiveness of inter-agency arrangements.

10.2 The requirement to co-operate shall not compel or authorise any of the participating bodies or the Partnership to release confidential information which if disclosed would be in breach of the arrangements made by the body for the disclosure of such information, any duty of confidence or any legislative provisions governing the disclosure of information.

10.3 The Partnership or participating body should always consider whether information could be made available or presented in a way which would not be in breach of its arrangements for confidential information, for example, through the provision of summaries or anonymised information.

11. WITHDRAWAL

Each nominating body represented on the Partnership shall give at least 12 months notice of any intention to withdraw from the Partnership. In the event that such notice is given by a partner agency, unless otherwise agreed by the Partnership, that partner agency shall honour such decisions taken and commitments made in any partnership forum prior to the notice being given and shall cooperate with the Partnership during the notice period so as to facilitate a smooth exit from the partnership working arrangements that are in place.

12. REVIEW

These terms of reference will be reviewed annually, taking into account views expressed by the Warwickshire Public Service Board and relevant partner agencies.

D-CAA CO-ORDINATING GROUP (UNDER CONSIDERATION)