

CENTRAL SOUTH CONSORTIUM (CSC)

REPORT FOR JOINT COMMITTEE

18th March 2021

JOINT EDUCATION SERVICE

REPORT OF THE MANAGING DIRECTOR – CENTRAL SOUTH CONSORTIUM GOVERNANCE PROPOSALS

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1. PURPOSE OF THE REPORT

To update members with the draft terms of reference for the previously approved governance structure for CSC from April 2021

2. RECOMMENDATIONS

Review and accept the Terms and Conditions for the various governance groups within CSC

3. BACKGROUND

Members agreed to commission ISOS to undertake an independent review of the Consortium at their October 2018 Joint Consortium Committee meeting. The context to the review was the national changes to the education system and the financial pressures facing schools and Local Authorities.

A recommendation from the report was to review the governance arrangements ensuring that there is effective governance and effective stakeholder involvement.

During a meeting of the Joint Committee on the 16th December 2020, Members approved the following model:



This model recognises that the democratic accountability sits with elected members and that the strategic functions for school improvement sit with the Local Authorities.

This model preserves the current Joint Committee structure and creates a CSC management board with increased membership. This model also recognised the statutory functions of the LAs and retains the Directors group as a key group within the governance structure. It also gives Headteachers the opportunity to be involved regularly to develop the strategic direction of the organisation, this model recognises the key role of headteachers in a school led improvement system.

4. PROPOSED TERMS OF REFERENCE

Joint Committee	Objective	To take overall accountability for the delivery of the Central South Consortium Joint Education Service School Improvement Service on behalf of the region and in line with the introduction of the WG Guidance document on National Model for Regional Working (Guidance document no: 126/2014, Date of issue: February 2014), which sets out the need for close working relationships between the regional consortia (CSC) and the respective Local Authorities (LAs) to ensure that all relevant information about schools is shared in a meaningful context
	Membership	<ul style="list-style-type: none"> • Local Authority Elected representatives • Lead Chief Executive • Lead Director of Education • CSC Managing Director • Welsh Government Link Official • S151 officer • CSC Senior Management Team (as appropriate)
	Frequency	4 times a year
	Chair	Rotating Lead Authority 2 Year Term
	Purpose of the group:	<ul style="list-style-type: none"> • To support the establishment of effective services delivered by Central South Consortium Joint Education Service (CSCJES). • To ratify consortium targets and priorities and approve the recommended budget for the delivery of the service. • To receive reports from the Managing Director on the performance and quality of the service delivered, expenditure against budget and the overall performance of schools. • To track the improvement of all schools and ensure recommended actions are reported to Local Authorities. • To ensure that CSC JES is providing sufficient information and direction for Local Authorities to fulfil their statutory obligations for the performance of all schools within the region.

		<ul style="list-style-type: none"> To approve any plans to extend the delivery of service CSCJES offers to within the region
CSC Management Board	Objective	<p>The CSC management board will be a key driver in ensuring that CSC succeeds in its core business of creating a consistently high performing schools across the region with every school a good school offering high standards of teaching under high quality leadership resulting in all learners achieving their maximum potential.</p> <p>The MANAGEMENT BOARD's main function is to ensure that the Joint Committee's decisions are actioned, that CSC's policies and strategies reflect current priorities, efficiency is promoted and effective partnership working with external bodies is encouraged.</p>
	Membership	<ul style="list-style-type: none"> Directors of Education/Chief Education officers from Each LA <p><i>If necessary a substitute can attend but it is essential they are empowered to make decisions.</i></p> <ul style="list-style-type: none"> CSC Managing director CSC Deputy Managing director Director HR Host LA CSC staff as required
	Frequency	8 times per year + termly meeting combined with the partnership group
	Chair	Lead director 2 Year term
	Purpose of the group:	<ul style="list-style-type: none"> To support the development of Consortium Strategic Plans and Operational delivery mechanisms. To consider and monitor the effective deployment of Consortium staff across the five authorities. To consider and agree operational delivery mechanisms and standards. To manage access to Local Authority resource and information necessary for the Consortium to operate. To develop and implement initiatives to raise educational standards. To track the progress of school improvement and to support the Managing director in removing identified obstacles.
Representative Stakeholder Group (RSG)	Objective	<p>The Consortium's shared objective, developed in partnership with schools in the region, is to transform educational outcomes by improving leadership and teaching and by eradicating the impact of poverty on educational outcomes.</p> <p>The RSG is our formal route to consult with school leaders to ensure effective representation of Headteachers across the region.</p>

	Membership	<ul style="list-style-type: none"> • The chairs of the primary and secondary school leaders conferences in each local authority • School leaders representing special schools/PRUs and Welsh medium schools • Other school leaders as appropriate to ensure that all sectors/phases are represented • Managing Director • Deputy Managing director • CSC staff as appropriate • Nominated LA Director <p><i>If necessary a substitute can attend but it is essential they are empowered to make decisions.</i></p>
	Frequency	Half termly
	Chair	Elected by the members – 2 year term
	Purpose of the group:	<ul style="list-style-type: none"> • To represent the views of the wider school leader workforce at RSG meetings • To provide school leader views on organisational and operational models • To consider and advise on the consortium’s business plan • To support the development of a high quality school improvement offer through effective engagement with school leaders • To consider and advise and respond to Welsh Government initiatives to improve standards • To receive reports on the progress of the Consortium against agreed performance targets • To assist in building Consortium capacity and resilience • To report back the discussions of the RSG to the wider school leader workforce in each of the local authorities •
Governor Stakeholder Group (GSG)	Objective	<p>The Consortium’s shared objective, developed in partnership with schools in the region, is to transform educational outcomes by improving leadership and teaching and by eradicating the impact of poverty on educational outcomes.</p> <p>The GSG is our formal route to consult with school governors to ensure effective representation of Governors across the region.</p>
	Membership	<ul style="list-style-type: none"> • The chairs of the governor associations in each local authority • CSC Managing Director • CSC staff as appropriate • CSC Strategic Lead of Governance • Nominated Director

		<i>If necessary a substitute can attend but it is essential they are empowered to make decisions.</i>
	Frequency	Half termly
	Chair	Elected by members – 2 year term
	Purpose of the group:	<ul style="list-style-type: none"> • To represent the views of school governors at GSG meetings and to ensure that there is a two way flow of information between CSC and governance associations. • To provide governors views on organisational and operational models • To consider and advise on the consortium’s business plan • To support the development of a high quality school improvement offer through effective engagement with school governors • To consider and advise and respond to Welsh Government initiatives • To receive reports on the progress of the Consortium against agreed performance targets • To assist in building Consortium capacity and resilience
Partnership Group	Objective	<p>To ensure that all partners are effectively engaged in the work of the consortium.</p> <p>This meeting will replace 3 of the Management Board meetings throughout the year and will provide an opportunity for all aspects of governance to come together to influence the direction of the Consortium</p>
	Membership	<ul style="list-style-type: none"> • 5 LA Directors / Chief Education officers • 1 x Diocese Representative • 1x Chair of RGS Group • 1x Chair of governor stakeholder group • 1 x Welsh Government • 1 x WLGA rep • CSC Managing Director • CSC Deputy Managing director • CSC staff as appropriate <p><i>If necessary a substitute can attend but it is essential they are empowered to make decisions.</i></p>
	Frequency	Termly
	Chair	Chair of the Management Board
	Purpose of the group:	<ul style="list-style-type: none"> • To ensure that there is a two way flow of information between CSC and key stakeholders. • To provide stakeholder views on organisational and operational models

		<ul style="list-style-type: none">• To consider and advise on the consortium’s business plan• To support the development of a high quality school improvement offer through effective engagement with partners
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5. NEXT STEPS

- Agree the Terms of Reference for each group;
- Establish the cycle and calendar of meetings from 1st April 2021; and
- Develop forward planners for each governance group