

## CENTRAL SOUTH CONSORTIUM

### REPORT FOR JOINT COMMITTEE

14<sup>th</sup> September 2020

### JOINT EDUCATION SERVICE

## REPORT OF THE MANAGING DIRECTOR – PROGRESS REPORT ISOS IMPLEMENTATION PLAN

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### 1. PURPOSE OF REPORT

- 1.1 To update members on the current position following the ISOS review of Central South Consortium and to acknowledge progress to date.

### 2. RECOMMENDATIONS

It is recommended that Members:

- 2.1 Review and accept the progress report

### 3. BACKGROUND

- 3.1 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.
- 3.2 As Members will be aware, at a national level Welsh Government is making many changes to the education system in Wales, with a new curriculum from Foundation Phase through to Key Stage 5, new accountability frameworks, new approaches to supporting children with Additional Learning Needs, the implementation of schools as learning organisations, the introduction of a National Academy for Educational Leadership (endorsing programmes which will in turn attract funding), the launch of a professional learning model (which will impact upon school to school programmes) as well as changes to the way in which Estyn will inspect schools and local authorities. These changes are being made with no direct increase in the funding available to schools and local authorities.
- 3.3 The review was therefore asked to consider the following questions:
  - How well are we performing currently and how well do we understand our

own performance and strengths and challenges?

- Are there any other examples and work we can learn from in other consortium in Wales or other local education systems particularly around the development of a school led-system?
- Is the current model fit for purpose for the future taking into account WG planned changes to the education system?
- Is the model affordable over the next 3-5 years, with a likely continued period of austerity?
- What needs to change and how would you implement this change over the next 3-5 years?

3.4 The review was undertaken in two phases: an initial evidence gathering phase in November and December 2018 and further development and testing of proposals in February and March 2019. During the course of the review Isos have spoken to senior Consortium staff, LA representatives including Lead Members for Education, Chief Executives and Directors, over 20 Headteachers, 2 Governors, Trade Unions representing other school based staff, other Consortia in Wales and Welsh Government. A full list of interviewees is included in the final report from ISOS.

3.5 ISOS presented their final report to Chief Executives on the 29<sup>th</sup> April 2019. The rest of this report provides an overview of the ISOS findings and recommendations about the way forward.

#### **4. SUMMARY OF ISOS FINDINGS AND RECOMMENDATIONS**

4.1 The full ISOS report was presented to Joint Committee at previous meetings, where the main findings of the report were summarised and a detailed implementation plan was reviewed and accepted by Joint Committee in December 2019. The report also included a comprehensive overview of progress made to implementing the recommendations within the report.

#### **5.0 PROGRESS TO DATE**

Updates on progress are included within the implementation plan in Appendix A. Items of progress to note include:

- Managing Director appointed November 2019;
- Senior Management Team appointed
- Managing Director and or members of senior leadership team attended Local Authority headteacher meetings;
- A three year funding model has been agreed with Members and Chief Executives;
- Revised Central South Wales Challenge model communicated to schools as well as the expanded role of clusters to further strengthen school-to-school working;and
- Initial review of governance models

## **6.0 NEXT STEPS**

Short term priorities include:

- Consult and agree a revised governance model;
- Implement the Business Plan 2020/21 and provide updates on progress to the next Joint Committee meeting; and
- Respond to COVID and national policy changes

## **7.0 CONCLUSION**

7.1 It is acknowledged that progress has been achieved since the conclusion of the ISOS review

7.2 Working in partnership with the five local authorities, the Central South Consortium will be well placed to deliver school improvement functions effectively, and support schools to manage the major reforms across the region.

**APPENDIX A: UPDATE ON THE ISOS REVIEW:**

Plan Reference	Action	CSC Lead	LA Director Lead	Update August 2020
1.0	<b>Decide the right organisational structure to drive forward the development of the self-improving system</b>			
1.1	Undertake Independent Review and agree Organisational Structure	Managing Director	All	This review has been undertaken
1.2	Review CSC staffing structure in light of recommendations from ISOS	Managing Director / HR Director	Vale of Glamorgan	A new structure is being implemented in a phased way to ensure that we can meet the needs of the region considering the changes because of Covid and changes to accountability arrangements.
1.3	Review and agree proposals on changes to the Challenge Adviser structure / role	Managing Director & Senior Lead for Standards & Improvement Planning	Lead Director (Merthyr)	Although this was agreed, we need to review the role of the CA considering the changes to accountability. Interim model ready for implementation September 2020. To be agreed by directors in August. Will be reviewed

				considering WG accountability changes.
1.4	Review and agree proposals on the function and role of the Senior Challenge Adviser	Managing Director & Senior Lead for Standards & Improvement Planning	Lead Director (Merthyr) / RCT	Directors approved the JD and rejected changes to the current model.  Completed May 2020.
2.0	<b>Determine the future funding model for the next three years</b>			
2.1	Agree with Members & Chief Executives a three-year funding model	Deputy Managing Director	Bridgend	Agreed
3.0	<b>Strengthen the delivery arrangements in a number of areas:</b>			
3.1	Renew and refresh the vision and strategy for regional working and re-communicate this extensively to schools and other partners (Including Members)	ALL	Lead Director (Merthyr) / Cardiff	Senior staff have attended HT briefings and CSC was represented at all meetings we were invited to during lock down.  This is still an area for development to ensure that all HT, Members and

				<p>school staff are aware of the role and function of CSC</p> <p>Improved communications with schools, and cross regional consortia</p>
<b>3.2</b>	Implement the revised delivery model including the new role of clusters and strengthen further school-to-school working	Senior Lead for Curriculum Reform	RCT	CSWC model and funding for 2020-21 further refined in response to QA and evaluations. This was undertaken in discussion with Delegate HTs and CSC staff to ensure impact, value for money and appropriate capacity in all areas and appropriate QA processes – see CSWC paper February 2020. This was agreed by Directors
<b>3.3</b>	Review and revise the governance arrangements	Managing Director	Bridgend	This was cancelled due to Coved. However, we have new models available for JC in September

