

**Central South Consortium: Post Review Action Plan
December 2019**

Plan Reference	Action	CSC Lead	LA Director Lead
1.0	Decide the right organisational structure to drive forward the development of the self-improving system		
1.1	Undertake Independent Review and agree Organisational Structure	Acting Managing Director	All
1.2	Review CSC staffing structure in light of recommendations from ISOS	Acting Assistant Managing Director / HR Director	Vale of Glamorgan
1.3	Review and agree proposals on changes to the Challenge Adviser structure / role	Temporary Assistant Director	Lead Director (Merthyr)
1.4	Review and agree proposals on the function and role of the Senior Challenge Adviser	Acting Assistant Managing Director	Lead Director (Merthyr) / RCT
2.0	Determine the future funding model for the next three years		
2.1	Agree with Members & Chief Executives a three-year funding model	Acting Managing Director / Lead Chief Executive	Bridgend
3.0	Strengthen the delivery arrangements in a number of areas.:		
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
3.2	Implement the revised delivery model including the new role of clusters and strengthen further school-to-school working	Senior Lead for Curriculum Reform	RCT
3.3	Review and revise the governance arrangements	Acting Assistant Managing Director	Bridgend

1.0	Step 1: Decide the right organisational structure to drive forward the development of the self-improving system.				
1.1	Undertake Independent Review and agree Organisational Structure				
CSC Lead: Lead Chief Executive / Acting Managing Director		Director Lead: Lead Director (Merthyr)			
Action(s)	Success Criteria	Deadline Date / milestones	Aspect Lead (s)	Progress & Impact Evidence	Resourcing Commitment
<p>Present recommendations from Chief Executives to Joint Committee on initial findings</p> <p>September Joint Committee Meeting agenda item to outline any queries from Cabinet meetings</p> <p>Present Implementation plan to Joint Committee</p> <p>Chief Executives present recommendations to Cabinet and scrutiny committees</p> <p>Sign off implementation plan</p>	<p>Removal of uncertainty</p> <p>Clarity of role of the consortium</p> <p>Improvement in retention / recruitment to the consortium</p>	<p>Joint Committee 21st May 2019 & 25th November 2019</p> <p>Cabinet meetings in December / January 2019 / 20</p> <p>December 2019</p>	<p>Acting Managing Director (CSC)</p> <p>Lead Chief Executive</p>	<p>Initial findings and recommendations presented to Joint Committee in May 2019.</p> <p>Initial action plan shared with Directors June 2019</p> <p>Implementation of action plan developed in partnership with Directors from across the region.</p>	Officer time
<p>Develop business case for further shared services. (Chief Execs)</p>	<p>Identification of areas for consideration</p> <p>Business Case developed supported by ISOS</p>	TBC	Lead Chief Executive	<p>Discussion with Joint Committee May 2019 on future shared services.</p>	ISOS capacity

1.0	Decide the right organisational structure to drive forward the development of the self-improving system				
1.2	Review CSC staffing structure in light of recommendations from ISOS				
CSC Lead: Acting Assistant Managing Director / HR Director	Director Lead: Vale of Glamorgan				
Action(s)	Success Criteria	Deadline Date / milestones	Aspect Lead (s)	Progress & Impact Evidence	Resourcing Commitment
<p>Undertake review of staffing structures to include:</p> <p>Consideration of senior and middle leadership capacity</p> <p>Comparisons with other consortia</p> <p>Full review of job descriptions of Managing Director, Senior Leaders, Senior Challenge Advisers and Challenge Advisers</p> <p>Identify posts required for national reform linked to 2.1 and 2.2</p> <p>Consider financial implications including value for money</p> <p>Agree structure of senior leadership team</p>	<p>Managing Director appointed</p> <p>Permanent leadership team in place</p> <p>Confidence in CSC improves resulting in reduction in staff turnover as well as attracting stronger candidates during recruitment processes</p> <p>Clarity and stability of roles within CSC ensuing clear direction / vision articulated to staff and schools</p> <p>Clarity regarding the role of senior challenge adviser's / challenge advisers</p> <p>Organisation has the capacity to drive forward school improvement work across the system in partnership with Local Authorities and schools</p>	<p>Review starts 1st May</p> <p>Proposals presented to Directors (June 2019)</p> <p>Managing Director recruitment November 2019</p> <p>Senior Leadership structure agreed Feb 2020</p>	<p>Acting Assistant Managing Director (CSC)</p>	<p>Managing Director recruitment underway</p> <p>Review of senior staffing structure underway</p> <p>Review of roles and functions of senior challenge advisers undertaken with Directors in each Local Authority</p>	<p>ISOS to undertake work re role of the senior challenge advisers</p>
<p>Consult with recognised trade unions</p> <p>Consultation period with staff</p> <p>Recruitment process</p>	<p>Management of change supported by trade unions</p> <p>Staff provided with the opportunity to engage with the consultation process</p>	<p>Engagement with trade unions December 2019</p> <p>Staff consultation December 2019</p> <p>Structure fully implemented September 2020</p>	<p>Director of Human Resources (RCT) / Acting Assistant Managing Director</p>	<p>Consultation with senior challenge advisers underway</p> <p>Draft Job description for senior challenge advisers shared with trade unions as part of consultation process</p>	

Clarify and communicate roles	Capacity established within CSC to provide effective and efficient service to stakeholders	Ongoing	Acting Managing Director (CSC)		
Produce communication plan	Clarity regarding roles and responsibilities within consortia, LAs and schools. Stronger connections between the Consortium and the work of Local Authorities.	Spring Term 2020			
Produce structure diagrams and share on CSC website	Clarity of information provided regarding the roles within the middle tier and within CSC	Spring Term 2020	Acting Managing Director (CSC)		
Produce pen portraits of key personnel with contact information on the website	Improved channels of internal and external communication established		Communications Manager (CSC)		
Link to LA websites from CSC					
Include key LA staff and their contact details					
Develop strategies to engage all parties more effectively to understand the developing role of the consortium within the national reform agenda.	Acknowledgement of potential tensions between WG / Consortia /Other Middle Tier Organisations/ LAs and schools	Ongoing	Acting Managing Director (CSC)	Acting Managing Director attended meetings with headteachers in every local authority to deliver consistent key messages	
Termly meeting between WG, CSC, Lead Director & Lead Chief Executive	Greater clarity and understanding of schools regarding how their priorities fit alongside and/or are different from national priorities			Termly meetings with WG arranged	
Establish formal process of recording these meetings and feeding back to Directors / Heads	Improved clarity about the respective roles of the Consortium, Other Middle Tier Organisations, Schools, Local Authorities and Welsh Government and how they all work together as part of one overall system contributing to improved outcomes				
Publish dates of these meetings and ask for agenda items from Directors / delegate heads etc	Transparency of the use of funding to support national, regional and local priorities.				

1.0	Decide the right organisational structure to drive forward the development of the self-improving system				
1.3	Review and agree proposals on changes to the Challenge Adviser structure / role				
CSC Lead: Acting Assistant Director		Director Lead: Lead Director (Merthyr)			
Action(s)	Success Criteria	Deadline Date / milestones	Aspect Lead (s)	Progress & Impact Evidence	Resourcing Commitment
Update challenge and review framework detailing what CAs are expected to focus on ensuring greater emphasis on the 'support' side of the role to strengthen brokering and signposting schools to appropriate professional development support and connecting them to other schools that they could learn from.	Framework reflects the interim arrangements for School Support and Authentication. Consistent clarity on support and expectations understood by LAs, Schools, CSC	June 2019	Acting Assistant Director (CSC)	<p>Framework re written and renamed as Framework for School Improvement</p> <p>Clarity over termly focus included.</p> <p>Protocol for resource board amended to ensure diligence is given to professional learning offer</p> <p>Central South Wales challenge relaunched with 4 training sessions for all CSC staff</p>	
As full time challenge advisers leave the organisation replace with seconded senior staff from schools.	Workforce is skilled in current practice, with current and relevant experience.	July 2019	Acting Assistant Director (CSC)	Aug 2019 CA Vacancies were filled with 1 FT secondment and 4 PT secondments.	
Allocate Challenge Advisers to clusters of schools and facilitate working between secondary and primary CAs	CAs working to support peer engagement models with groups and clusters of schools. Evidence of shared development work between schools facilitated by one CA.	July 2019	Acting Assistant Director (CSC)	CA deployment focussed on clusters where possible to enable efficiencies through group working	
Review QA processes, line management and Performance management process and ensure consistency across the organisation	Rationalise processes and paperwork in place to track effectiveness and areas for individual development	August 2019	Acting Assistant Director (CSC)	<p>Performance management targets agreed with staff to focus on 2 corporate areas and third focussed on an area of the business to ensure improvement in service delivery and outcomes for young people.</p> <p>Line management linked to PM and SCAs in specific LAs, equitable spread of line management responsibilities to SCAs</p>	
<p>Improve the quality and consistency of Challenge Adviser advice, support and challenge to schools through effective line management and appropriate effective professional learning</p> <p>Ensure robust process are in place to ensure all CAs are accountable for the support they provide to schools</p>	A plan is in place, CAs prioritise attending meetings and training ensuring all schools are benefitting from positive external professional scrutiny and challenge of their performance	September 2019	Acting Assistant Director (CSC)	Programme of professional learning in place to ensure content and knowledge is continually updated as well as skills to be able to facilitate, enable and coach schools.	

Review the allocation of days to CA tasks taking into account, admin time, senior appointments, Estyn preparation/inspections, LA Meetings and direct work with schools. Clarify how long a day or a session is. Consider if a limit on number of schools a CA can work with is appropriate	CAs deployed effectively with improved efficiency. Potential reduction in overall number of CAs. The time allocation model enables line managers to hold CAs to account for their time.	January 2020	Acting Assistant Director (CSC)		
Review termly the working of the peer engagement groups.	Information gathered shows the work of CAs and peers identifying any duplication.	January May July 2020	Acting Assistant Director (CSC)		
Consult within CSC and with LA colleagues on the name for Challenge Advisers and Strategic Advisers. Consider changing the name to an overarching school improvement title.	The name of the school improvement professional in CSC reflects the work carried out and acknowledge the impact strategic advisers have on school improvement work	January 2020	Acting Assistant Director (CSC)		
Review CA Job Description to reflect the needs of the changing role and the commitment to supporting CSC	Expectations of the role are clear and the JD is used to inform PM. Full time core CAs have a strategic role within the organisation.	February 2020	Acting Assistant Director (CSC)	Challenge Adviser job description shared with Directors and Trade Unions	

1.0	Decide the right organisational structure to drive forward the development of the self-improving system				
1.4	Review and agree proposals on the function and role of the Senior Challenge Adviser				
CSC Lead: Acting Assistant Director		Director Lead: RCT & Lead Director (Merthyr)			
Action(s)	Success Criteria	Deadline Date / milestones	Aspect Lead (s)	Progress & Impact Evidence	Resourcing Commitment
Interview all Directors to explore requirements and expectations of each LA of the functions of Senior Challenge Advisers	A set of agreed functions and roles across all LAs which documents clearly the clearly the expectation of Directors	September 2019	Acting Assistant Managing Director (CSC)	Options on future roles and functions of senior challenge advisers presented to Directors October 2019	ISOS capacity
Review and revise job descriptions linked to 1.2 in collaboration with Directors	Job descriptions agreed with staff and Trade Unions	December 2019	Acting Assistant Managing Director (CSC)		
Consult with Senior Challenge Team on proposed amendments to job descriptions	Job descriptions agreed with staff and Trade Unions	January 2020	Acting Assistant Managing Director (CSC)	Senior Challenge Advisers consulted on revised job descriptions	
Using the work profile for each SCA identify additional strategic roles within the Consortium.	SCAs better connected to the wider reform agenda to deliver support. Improved SCA ability to empower Challenge Advisers to connect, broker and signpost schools to the wider support available through the Central South Wales programs	September 2019	Acting Assistant Managing Director (CSC)	Senior Challenge Advisers allocated strategic responsibilities according to service need and skillset	

2.0	Determine the future funding model for the next three years				
2.1	Agree with Members & Chief Executives / Members a three-year funding model				
CSC Lead: Lead Chief Executive / Acting Managing Director		Director Lead: Bridgend			
Action(s)	Success Criteria	Deadline Date / milestones	Aspect Lead (s)	Progress & Impact Evidence	Resourcing Commitment
Prepare medium term financial plan for consideration of chief executives & Members	Forward budget projections set in advance	January 2020	Service Director – Finance and Improvement Services (RCT)	Medium Term financial plans presented to Joint Committee	
Review and amend how funding models are presented to show a combined budget (rather than core / grant)	<p>Transparency of spending and delegation rates to schools to ensure effective reporting to LAs</p> <p>Schools effectively report against spending by development of online tracking system which all school improvement officers have access to from CSC and LA</p>	<p>Financial year 2020/21</p> <p>Pilot the use of the tracking system from March 2020</p>	<p>Assistant Business Manager (CSC)</p> <p>Service Director – Finance and Improvement Services (RCT)</p>	<p>Reducing bureaucracy and workload task and finish group established to review streamlining of reporting.</p> <p>Online tool trialled with members of the budget forum – further development required, and feedback incorporated from the reducing workload group.</p>	
Attendance at budget forums at least once per year. Attended by the MD and SMT	Clarity of understanding of the budgets available to CSC and the delegation rates across the region	Dates throughout academic year	Acting Managing Director (CSC)	SMT member attending budget forum meetings	
<p>Establish more systematic reporting on value for money</p> <p>Possible consideration to shorter theme specific reports spread throughout the year including case study evidence</p> <p>Analysis of VfM in respect of performance / inspection outcomes to be considered in Autumn Term</p>	<p>Detailed information regarding the impact of different initiatives is shared in a timely manner to inform future planning</p> <p>Stakeholders able to make judgements on the effectiveness of support</p>	March 2020	Acting Managing Director (CSC)		
Chief Executives engage in discussions with WG regarding the flexibility of grants to cover fixed costs of CSC	<p>Improved flexibility of grant funding</p> <p>Greater flexibility over funding envelope</p>	July 2019	Lead Chief Executive	Lead Chief Executives have met with Welsh Government to discuss (July 2019). Ongoing discussions with Acting managing Director and Director of Education (Steve Davies) November 2019. Discussions with Minister in Challenge and Review session 07th November 2019	

3.0	Step 3: Strengthen the delivery arrangements in a number of areas.				
3.1	Renew and refresh the vision and strategy for regional working and re-communicate this extensively to schools and other partners				
CSC Lead: Senior Management Team		Director Lead: Lead Director (Merthyr) & Cardiff			
Action(s)	Success Criteria	Deadline Date / milestones	Aspect Lead (s)	Progress & Impact Evidence	Resourcing Commitment
Attendance by SMT at engagement events to include: <ul style="list-style-type: none"> Headteacher meetings LA Budget forum Welsh Government briefings (to promote CSC message) Member events Develop and agree a core script for the key messages about the future direction.	<ul style="list-style-type: none"> Re-launched vision and purpose Clarify of the purpose of different groups Consistent delivery of key messages Renewed commitment to regional working Shared vision delivered by all (including Directors / chief execs / Members)	Summer Term 2019 Autumn Term 2019 - ongoing	Acting Managing Director	SMT attendance at Head Teacher Briefings in the summer term supported by Directors and Lead Chief Executive Agreement on shared key messages with Directors Continued senior management team attendance at all local authority headteacher meetings	
Clarify roles and responsibilities and be clear about who does what in the overall system (see 1.2 above)					
Ensure communications channels are clear to all and seek regular feedback Comprehensive communication strategy in place	All heads and schools are clear about the channels they can use to get information from the Consortium and also to feed it back. This includes their Challenge Adviser and Senior Challenge Advisers; their local cluster; and their network or group of local heads and their local Delegate Head or equivalent Consistent set of messages out to the system –agreed at monthly SLT meeting & used as a regular source of information and intelligence to feed back into the Consortium.	Spring Term 2020 Spring Term 2020 publication	Communications Manager		
Development of publication materials to support attendance at events: <ul style="list-style-type: none"> Presentation Newsletters Social media presence Video / case study materials Blog 	All heads and schools are clear about the channels they can use to get information from the Consortium and also to feed it back. Consistent set of messages developed	Ongoing	Communications Manager	Refresh of vision and branding at all events	

Attendance at wider LA meetings					
Attendance at wider LA meetings	Holistic school Improvement and partnership working	Ongoing	Acting Assistant Director		Officer Time

3.0 Decide the right organisational structure to drive forward the development of the self-improving system

3.2 Implement the revised delivery model including the new role of clusters and strengthen further school-to-school working

CSC Lead: Senior Lead for Curriculum Reform		Director Lead: RCT			
Action(s)	Success Criteria	Deadline Date / milestones	Aspect Lead (s)	Progress & Impact Evidence	Resourcing Commitment
Implement the revised delivery model <ul style="list-style-type: none"> Ensure all are clear about the revised delivery model for CSWC including role of clusters Improve the quality and consistency of implementation of current strands like SIGs and Hubs Give careful time and attention to ensure the successful implementation of new role for clusters - consideration of the role of LAs in support of this Re-design the Challenge Adviser model 	Consistency and quality of delivery across each of the aspects of the Central South Wales Challenge Robust quality assurance processes in place (for all aspects of the challenge) Systematic reporting of impact which can be used to effectively inform future planning Effective management of risk	Summer Term 2019	Senior Lead Curriculum Reform (CSC)	Model revised and implemented summer 2019. Robust process of application and selection for hubs and lead practitioners. Senior Lead presented revised model in CSC staff professional learning sessions and at all Local Authority headteacher meetings, except for Penarth Cluster and RCT Primary HTs. Evaluation strategy developed and implemented for SIGs, Cluster, Hubs using Kirkpatrick model – beyond participation into impact, i.e. learning, behaviours and results. Evaluation strategy for peer engagement developed using appropriate model during autumn 2019. Challenge Adviser involved in Professional Learning signposting and brokerage of Central South Wales Challenge for schools. Collaborative working between Challenge Advisers and Professional Learning teams further strengthening with improved processes and Central South Consortium professional learning opportunities.	
Strategy developed to ensure all stakeholders understand the revisions to the CSWC Clusters are provided with effective communication regarding the role of the cluster & cluster convenor Identification of training needs of the cluster convenors Identification of the role of the challenge adviser in SIG	Shared understanding of the revised Central South Wales Challenge Model Communication materials available to all schools Training needs analysis undertaken Agreed role of the CA in the process	Autumn Term 2019	Senior Lead Curriculum Reform (CSC)	Senior Lead presented revised model in CSC staff professional learning sessions and at all LA headteacher meetings, with the exception of Penarth Cluster and RC Primary HTs. Also presented at a number of other stakeholders' meetings, e.g. Cardiff scrutiny, Trade Unions, Vale of Glamorgan Governors, etc. Cluster convenor training Sept 19 attended by 46	

/ Cluster working				clusters and all communications and resources shared with all clusters. 46/56 cluster plans submitted to date. Further cluster convenor training session planned for Spring 20.	
Further refine the strategy for supporting schools to implement the new curriculum. Development and implementation of cross-regional PL programme for Curriculum for Wales	Effective school to school support structures are in place engaging pioneers, hubs and clusters All delivery partners have sufficient expertise and capacity Effective engagement with the consultation process by the majority of schools Effective engagement with PL for curriculum reforms by majority of schools	March 2020	Senior Lead Curriculum Reform (CSC)	<p>School to school support embedded within hubs, SIGs and clusters. Regional AOLES leads appointed from pioneer schools and to also participate in National Networks.</p> <p>Development of regional strategy to fully utilise the expertise and capacity of the pioneers beyond January 2020 is ongoing during autumn 19 for full implementation 2020. Professional Learning pioneers identified to support a minority of SIGs and/or clusters.</p> <p>78% of school participated in engagements events June 19. 72% school to date are engaging with the hub programmes (2019/20).</p> <p>Cross-regional programme is being developed for Professional Learning for curriculum reforms. Programmes will be written autumn 19-spring 20 and delivered from spring 20 onwards.</p> <p>Require further capacity within the CSC team to deliver and quality assure the CSW Challenge and further develop the cross regional programme of professional learning for the curriculum reforms.</p>	

3.0	Decide the right organisational structure to drive forward the development of the self-improving system				
3.3	Review and revise the governance arrangements				
CSC Lead: Acting Assistant Managing Director		Director Lead: Bridgend			
Action(s)	Success Criteria	Deadline Date / milestones	Aspect Lead (s)	Progress & Impact Evidence	Resourcing Commitment
Strengthen Governance Audit the role and remit of all the groups comprising the governance structure of the Consortium	Strengths and areas for improvement identified of current governance arrangements identified	October 2019		Review of governance undertaken with options for roles and remit of the different groups at each level currently under consideration	ISOS Capacity
Present options paper to Directors with recommendations for strengthening governance at all levels Undertake workshop with Members facilitated by ISOS on possible governance options Present recommendations to Joint Committee for approval	More effective decision-making process established	November 2019 January 2020 March 2020		Paper presented to Directors November 2019	
Seek legal advice before any changes are implemented	Governance structure in line with Welsh Government requirements	January 2020			
Strengthen the engagement and understanding of all headteachers on the work of the Consortium	Increased engagement of headteachers in the revised governance structure	Ongoing			
Improve the business planning process to ensure shared ownership of the plan. Joint scrutiny of progress and identification/celebration of good practice	Improved engagement with local authorities in the development of the business plan LA priorities explicit within the BP Business Plan consultation is wide ranging and includes all stakeholders. Views and suggestions are incorporated as the BP consultation process develops SLT forward planner identifies opportunity for each operational plan to	Ongoing	Acting Managing Director		

	<p>be systematically scrutinised by peers</p> <p>Progress of the specific LA priorities within the business plan is reviewed at termly local authority performance meetings</p>				
Develop relationships with members	Members have a deeper understanding of the way the Consortium currently works so they can provide more informed challenge and support through JCC	Summer Term	Acting Managing Director with Directors of Education		