

## CENTRAL SOUTH CONSORTIUM (CSC)

### REPORT FOR JOINT COMMITTEE

16<sup>th</sup> December 2020

### 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 a range of Governance Models
- To agree the best model to ensure that CSC governance is fit for purpose

### 2. RECOMMENDATIONS

- Review and accept the preferred model of governance

### 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.

#### 3.1 Current Structure



### 3.2 Membership of current governance groups

Table 1: Formal Governance Groups

Joint Committee	Directors' Group	Advisory Board (Currently suspended)
<ul style="list-style-type: none"> <li>• Lead member for Education x 5 (voting members)</li> <li>• Lead CEx</li> <li>• Director of Education x 5</li> <li>• Managing Director &amp; CSC staff as appropriate</li> <li>• WLGA Rep</li> <li>• LA officials as appropriate</li> </ul>	<ul style="list-style-type: none"> <li>• Director of Education/Chief officer x 5</li> <li>• Managing director</li> <li>• WLGA rep</li> <li>• Director of HR</li> <li>• LA &amp; CSC staff as appropriate</li> </ul>	

Table 2: Wider Governance groups

Representative Stakeholder Group (Head teachers)	Governor Steering Group	CSC Management Group
<ul style="list-style-type: none"> <li>• Chair of each Headteacher association across the region x 10</li> <li>• Managing Director &amp; CSC staff as appropriate</li> </ul>	<ul style="list-style-type: none"> <li>• Chair of each LA governor association</li> <li>• Managing Director &amp; CSC staff as appropriate</li> </ul>	<ul style="list-style-type: none"> <li>• CSC Senior leaders</li> </ul>

### 3.3 Recommendations from the ISOS report:

- **Consider the benefits of bringing different groups together into one overarching decision making board.** There are currently a number of separate and distinct groups offering advice

and making decisions across the Consortium. It may be necessary to maintain these different groups for a period of time whilst you re-establish momentum but we think there would be benefits in the longer term in bringing these groups together into one single overarching decision making body which would have representatives from each of the groups. In our experience the numbers would need to be kept small (8-12) to make this group effective so you would be unable to have all of the current parties represented in the same way. For example you could nominate 2 Directors, 2 CSC staff, 2 Delegate Heads, 2 Other Heads. You might also want to consider the benefits of having an independent chair for this group.

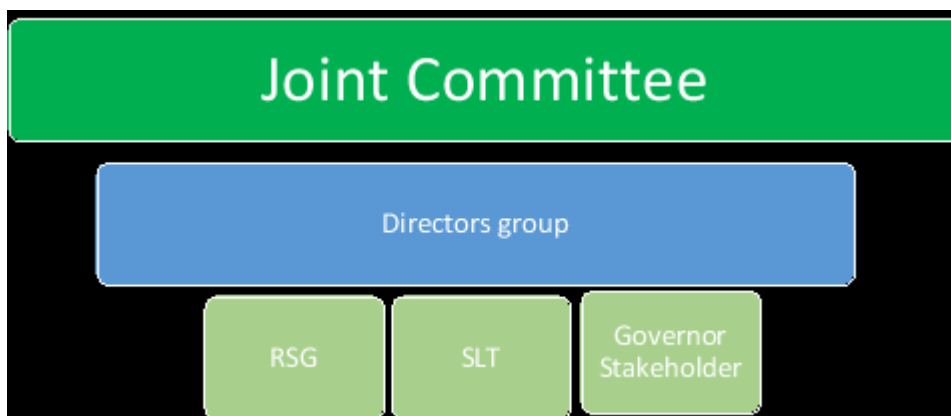
- **Review the role being played by Joint Consortium Committee and strengthen its function as a forum to share and problem solve together.** Whilst recognising the role that the JCC has to play in scrutinising and signing off on key Consortium decisions and documentation there is the potential for it to play a greater role in sharing approaches between Local Authorities and problem-solving issues together. This would help to demonstrate clearly to elected Members the value of regional working. There may also be a need to do more informally with Members to build relationships and deepen their understanding of the way the Consortium currently works so they can provide more informed challenge and support through JCC.
- **Strengthen the connection between clusters, local heads groups and the Consortium.** The local groups of heads that meet together to pull together the views of different heads seem to be providing a relatively effective mechanism at connecting to clusters and bringing in Local Authorities and Senior Challenge Advisers. But it is unclear where that intelligence then goes or how messages from the Consortium are fed down. There does also not appear to be any forum in which these heads are brought together to discuss issues and solutions across Local Authorities. This feels like a missed opportunity as these individuals are influential system leaders and could be advocating on behalf of the region and helping to drive forward implementation if they were well connected in. There seem to us to be two options here i) they could be added to the Delegate Heads Group ii) there could be another representative group of heads that meet less frequently (termly perhaps) and asked to feedback their collective views from heads meetings.

#### **4. OPTIONS**

Following consultation with wider stakeholders including the Chief Executives of Central South Consortium, the following proposed models have been developed:

##### **4.1 MODEL 1**

In line with the ISOS review this model increases the non-voting members of the Joint Committee (JC) ensuring that there is a fair representation at JC level and that members can access first-hand information and feedback from key stakeholders.



#### 4.1.1 Joint Committee Membership (MODEL 1)

The **Joint Committee** meets termly to agree the strategy and business plan, agrees and monitors budget and performance. The Inter Authority Agreement defines the governance arrangements for the Joint Committee, including its Terms of Reference and Delegated Powers. In doing so it also identifies which matters are specifically to the individual partner authorities to determine.

Table 3: Model 1 Joint Committee Membership (Model 1)

Members	Co-Opted Non-voting Members
<ul style="list-style-type: none"> <li>5 x Education Portfolio Members (<i>one from each LA</i>) Voting Members</li> </ul>	<ul style="list-style-type: none"> <li>Lead Chief Executive</li> <li>Lead Education Director</li> <li>CSC Managing Director &amp; Deputy with other staff as appropriate</li> <li>CSC staff as appropriate</li> <li>1 x Diocese Representative</li> <li>1x Chair of HT stakeholder Group</li> <li>1x Vice Chair of HT stakeholder Group</li> <li>1x Special school rep</li> <li>1x chair of governor stakeholder group</li> <li>1 x Welsh Government</li> <li>1x WLGA</li> <li>1 x Estyn</li> </ul>

#### 4.1.2 Advantages

- Brings key stakeholders together to problem solve issues together in line with ISOS recommendations and turns the Joint committee into the overarching management board.
- Ensures that all stakeholders have a voice that is heard first hand by elected members

#### 4.1.3 Disadvantages

- Joint Committee numbers would need to be kept small (10-15) to make this group effective so you would be unable to have all of the current parties represented in the same way. For example you could nominate 2 Directors, 2 CSC staff, 2 Governors, 2 Other Heads.
- Difficult to ensure that these members are representative and that there is a fair representation across the system
- Potentially seen as diluting democratic accountability

#### 4.2 MODEL 2

- Model 2 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. It 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.

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. 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.



#### 4.2.1 Joint Committee Membership (Model 2)

Table 4: Model 1 Joint Committee Membership (Model 2)

Members	Co-Opted Non-voting Members
<ul style="list-style-type: none"> <li>• 5 x Education Portfolio Members (<i>one from each LA</i>) Voting Members</li> </ul>	<ul style="list-style-type: none"> <li>• Lead Chief Executive</li> <li>• Education Directors</li> <li>• Chair of the Management board</li> <li>• CSC Managing Director &amp; Deputy with other staff as appropriate</li> <li>• S151 officer</li> </ul>

#### 4.2.2 CSC Management Board

##### Membership

- Local Authority- Directors/Chief Education Officers x 5 (Voting Members)
- CSC Managing Director (Voting member)
- CSC Deputy Managing Director
- WLGA representative
- Welsh government Representative
- Director HR host LA
- 1 x Diocese Representative
- 1x Chair of HT stakeholder Group
- 1x Vice Chair of HT stakeholder Group
- 1x Chair of governor stakeholder group
- 1 x Welsh Government
- 1 x Estyn
  
- CSC Finance Officer(*as an when required*)
- Monitoring Officer (*as and when required*)
- Others (*as and when required*)

##### 4.2.3 Advantages

- Preserves the clear democratic accountability of the Joint Committee
- Provides an management board that represents all key stakeholders and provides them with a voice within the organisation
- Develops a system wide understanding of the organisation and the relationships between partners in the system

##### 4.2.4 Disadvantages

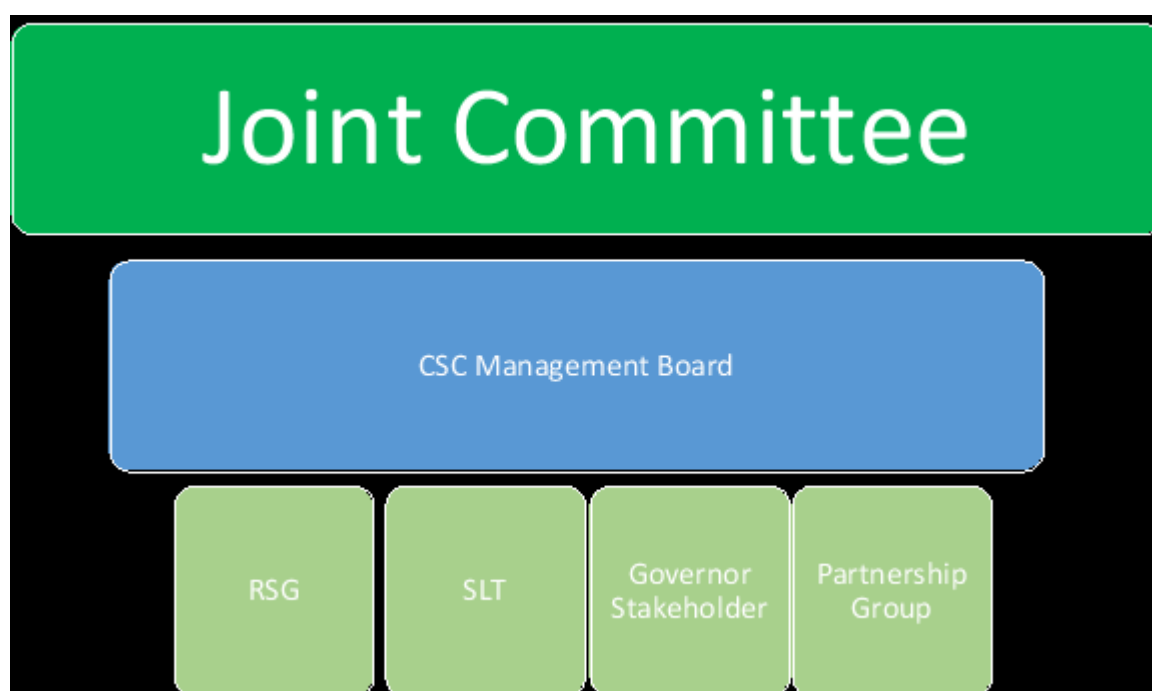
- CSC Management board would need to be kept manageable (10-15) to make this group effective
- The statutory functions in relation to school improvement sit with the LAs and we would

need to ensure that there is an opportunity for Directors to meet to discuss specific LA/CSC related issues, this could be seen as establishing a two tier Management Board.

### 4.3 MODEL 3

Model 3 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.



#### 4.3.1 Joint Committee Membership (Model 3)

Table 5: Model 1 Joint Committee Membership (Model 3)

Members	Co-Opted Non-voting Members
<ul style="list-style-type: none"> <li>5 x Education Portfolio Members (<i>one from each LA</i>) Voting Members</li> </ul>	<ul style="list-style-type: none"> <li>Lead Chief Executive</li> <li>Lead Director</li> <li>Chair of the Management board</li> <li>CSC Managing Director &amp; Deputy with other staff as appropriate</li> <li>S151 officer</li> </ul>

### 4.3.2 CSC Management Board

#### Membership

- Local Authority- Director of Education/Chief Education Officer x 5
- CSC Managing Director
- CSC Deputy Managing Director
- Director HR host LA
  
- CSC Finance Officer(*as and when required*)
- Monitoring Officer (*as and when required*)
- Others (*as and when required*)

#### Representative Headteachers group

- Chair of each Headteacher association across the region x 10
- Managing Director & CSC staff as appropriate
- Nominated Director

#### Governor Steering group

- Chair of each LA governor association
- Managing Director & CSC staff as appropriate
- Nominated director

#### Partnership Group

- 5 LA Directors / Chief Education officers
- 1 x Diocese Representative
- 1x Chair of HT stakeholder Group
- 1x Vice Chair of HT stakeholder Group
- 1x Chair of governor stakeholder group
- 1 x Welsh Government
- 1 x WLGA rep

#### CSC Management

- CSC Senior leaders

### 4.3.3. Advantages

- Recognises the democratic accountability of the Joint committee
- Recognises the statutory functions of the LA
- Ensures that key stakeholders are given a voice

### 4.3.4 Disadvantages

- Capacity – need to ensure we avoid duplication and that there is a clear remit for each



committee and that this is followed.

#### 4.3.5 Meeting Frequency

Model	Joint Committee	Management Board	Partnership Group	RSG	GSG
Current	5 times a year	Monthly		Half Termly	
MODEL 1	5 times a year	Monthly		Termly	Termly
MODEL 2	5 times a year	Monthly		Half termly	Half Termly
MODEL 3	4 times a year	8 times a year	termly	Half termly	Half Termly

#### 5. Preferred Model

**MODEL 3** – this model ensures that all stakeholders have a voice in the system and that there are opportunities for each stakeholder group to meet to focus on issues related to their sector.

#### 6. Next steps

- Agree the model in principle
- Review and modify the terms of reference for each group to ensure they
  - reflect the purpose of each group
  - enable effective and timely governance
  - meet the requirements of our legal agreement

**Joint Committee - Terms of Reference**

<b>Objective</b>	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
<b>Membership</b>	Local Authority Elected Representatives  Lead Chief Executive  Lead Director  CSC Managing Director  Welsh Government Link Official  CSC Senior Management Team (as appropriate)
<b>Frequency</b>	Initial period – bi-monthly
<b>Chair</b>	Rotating Lead Authority (fixed for 2 years maximum)

**Purpose of the group:**

1. To support the establishment of effective services delivered by Central South Consortium Joint Education Service (CSCJES).
2. To ratify consortium targets and priorities and approve the recommended budget for the delivery of the service.
3. 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.
4. To track the improvement of all schools and ensure recommended actions are reported to Local Authorities.
5. 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.
6. To approve any plans to extend the delivery of service CSCJES offers to within the region.