

**CENTRAL SOUTH CONSORTIUM**  
**REPORT FOR JOINT COMMITTEE**  
**16<sup>TH</sup> DECEMBER 2021**  
**JOINT EDUCATION SERVICE**

**REPORT OF THE MANAGING DIRECTOR: CSC Staffing Overview**

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**1. PURPOSE OF THE REPORT**

The purpose of this report is to provide the Central South Consortium Joint Education Service Joint Committee (from hereon Joint Committee) with an overview of the current staffing structures and roles and responsibilities of staff within Central South Consortium

**2. RECOMMENDATIONS**

It is recommended that Members review the information contained within the report and:

- 2.1 Note the current staffing structures and roles and responsibilities of CSC staff
- 2.2 Note the changes outlined within the report following the management of change process in November 2021.

**3. CSC STAFFING STRUCTURES**

- 3.1 The staffing structure at CSC was originally proposed by Price Waterhouse Cooper when the consortium was established in September 2021. The structure provides support for the core functions of the national model for regional working (which are in the majority funded from the core contributions of the Local Authorities. In addition, a staffing structure aligned to the national priorities identified by Welsh Government was proposed (funded by grant funding streams).
- 3.2 Over time the staffing structures have been amended following a number of management of changes processes, to ensure CSC continues to have the capacity to support local, regional and national priorities.

- 3.3 The current staffing diagrams are included within this report for Member's information:

Senior Management Team	Appendix 1
Senior Leadership Team	Appendix 2
Principal Improvement Partner & Improvement Partner Team	Appendix 3
Curriculum Team	Appendix 4
Business Support Team	Appendix 5

#### 4. ROLES AND RESPONSIBILITIES

The current roles and responsibilities of the member of the CSC staff can be found on the website in the ['Meet the Team'](#) area of the site. The sections on the website include:

Senior Management [Team](#)

Improvement Partners and Strategic Curriculum [Teams](#)

Business Support [Team](#)

#### 5. MANAGEMENT OF CHANGE

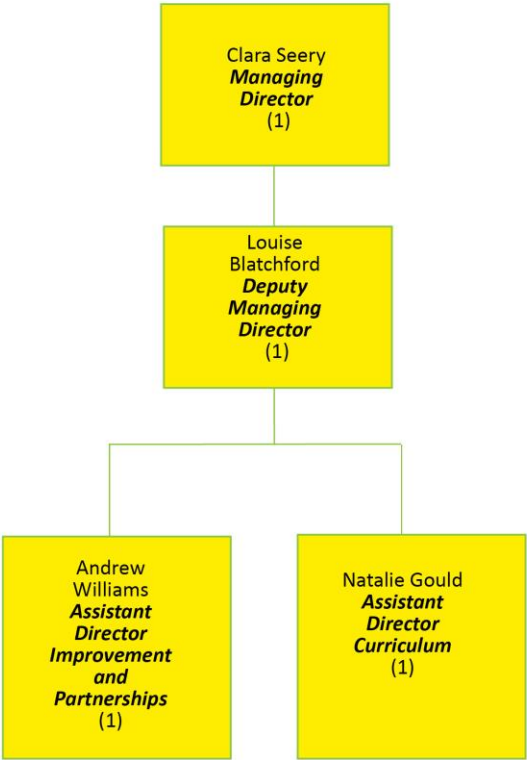
- 5.1 In November 2021 with the support of the CSC Management Board, the senior management of CSC began a management of change process to amend the senior leadership team (SLT) structure and clarify roles and responsibilities of members of the SLT.
- 5.2 Education in Wales continues to change at pace, and this has been impacted significantly by the pandemic. The [Curriculum Implementation Plan](#) sets out the expectations on schools and regional consortia for this term the review as required to ensure CSC's capacity to realise the Government's ambitions and provide direct support and professional learning for schools. There is an increasing need to provide regional and local (school or cluster level) training to support schools move from their current position to full implementation.
- 5.3 The review also clarified and renamed roles to ensure greater clarity on their purpose. All the current strategic team are involved in operational delivery of support across the region, this is in the form of school and cluster-based training and in school support. Leads are also key in identifying and brokering school to school support with is essential within a school lead improvement system. Capacity has been increased to engage in strategic activity with Welsh Government and LAs as well as meeting the needs of schools. There was a need to increase the operational and strategic capacity of the team to ensure that schools are supported to realise the Journey to 2022 as well as work with WG to shape the future agendas. As we move forward this year, we

know that the demands for professional learning will increase and we needed to ensure the capacity to meet the needs of the system.

- 5.4 Alongside this there are changes to the Evaluation, Improvement and Accountability framework from Welsh Government. We have responded to this by altering the way that we support schools. All schools continue to have a named Improvement Partner (IP) and support from a Principal Improvement Partner (PIP), alongside this the IP can broker support from the strategic team and the wider extended team as appropriate. It is essential we can identify practice and to broker support from schools. The newly created Head of Curriculum and Qualifications has overall responsibility for brokerage and will ensure there are effective systems in place to identify, broker and QA any school-to-school support, ensuring that there is a fair and needs driven response to schools.
- 5.5 There is a significant focus on reform and supporting schools to ensure reform is implemented while enabling all learners to achieve. Within CSC we have developed an approach to Excellence and Equity that drives our teaching and learning programmes. This includes focusing on high quality teaching and learning support as well as appropriate pathways from TA to NPQH to ensure that we have high quality staff at all levels in the system.
- 5.6 Following the management of change process, the revised senior leadership team structure was amended. This revised structure will be fully implemented by 1<sup>st</sup> April 2022. The revised structure diagram can be found in Appendix 6.



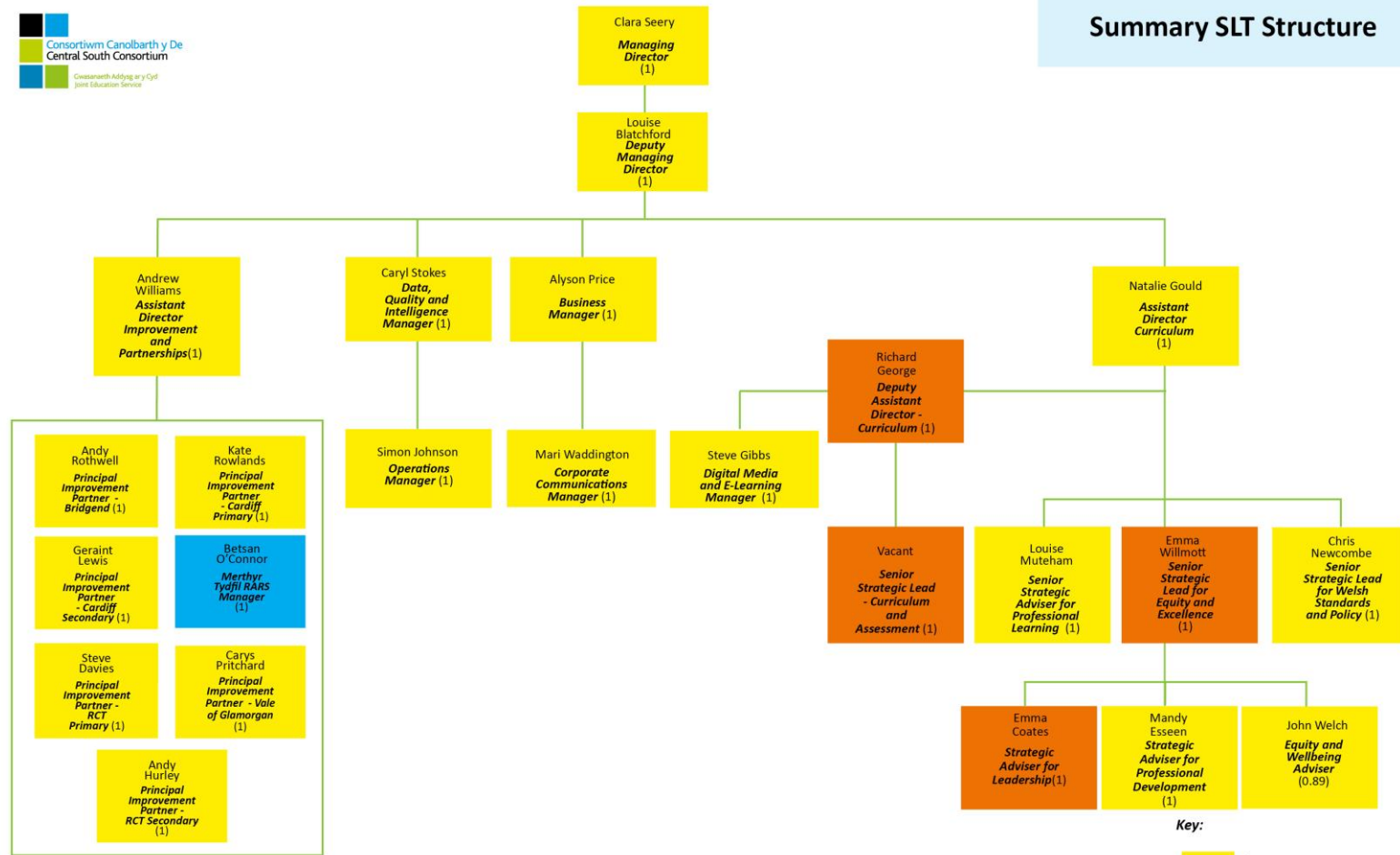
Senior Management Team Structure



- Key:
- Permanent
  - Temporary
  - Secondment
  - Consultants

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Summary SLT Structure

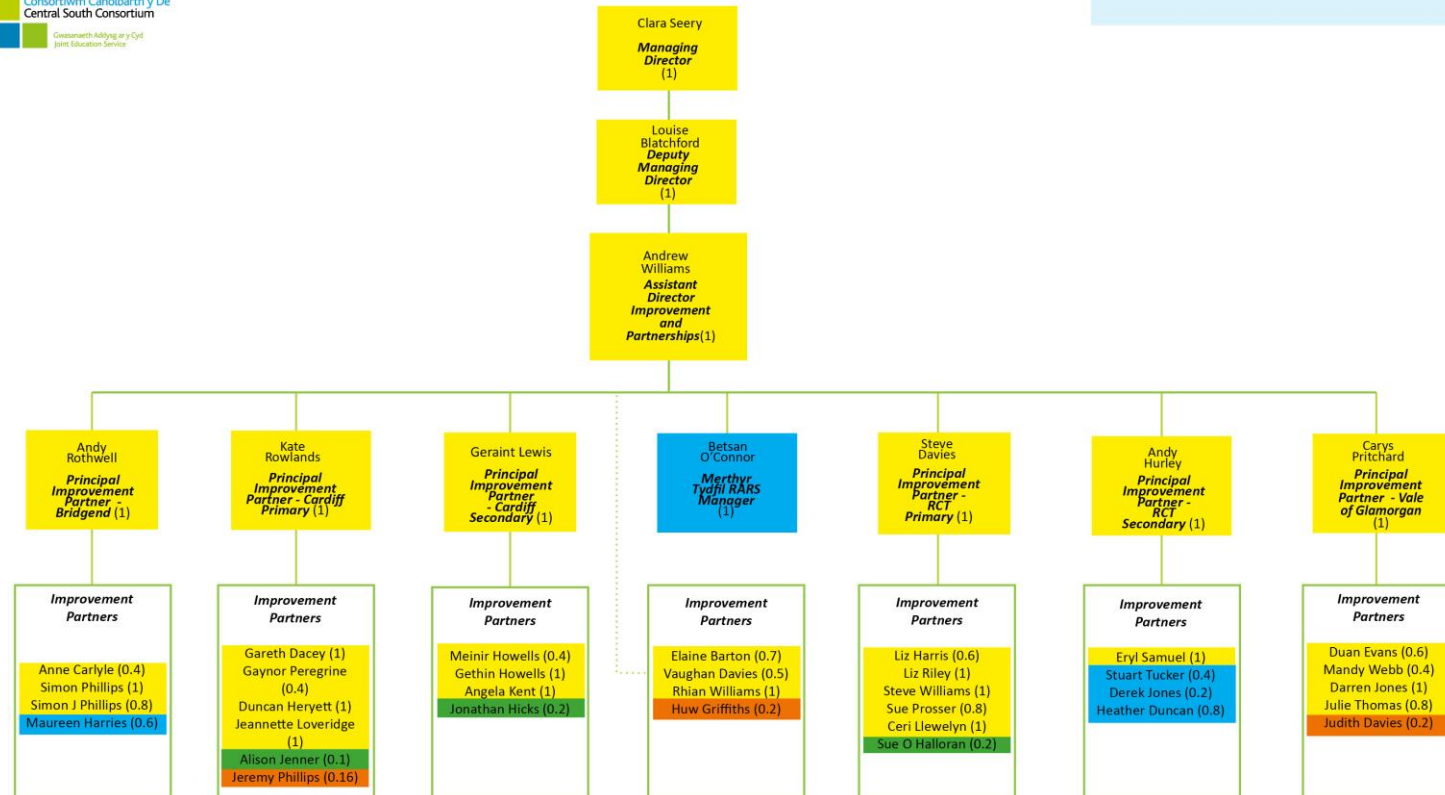
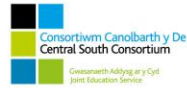


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PIPs and IPs Structure

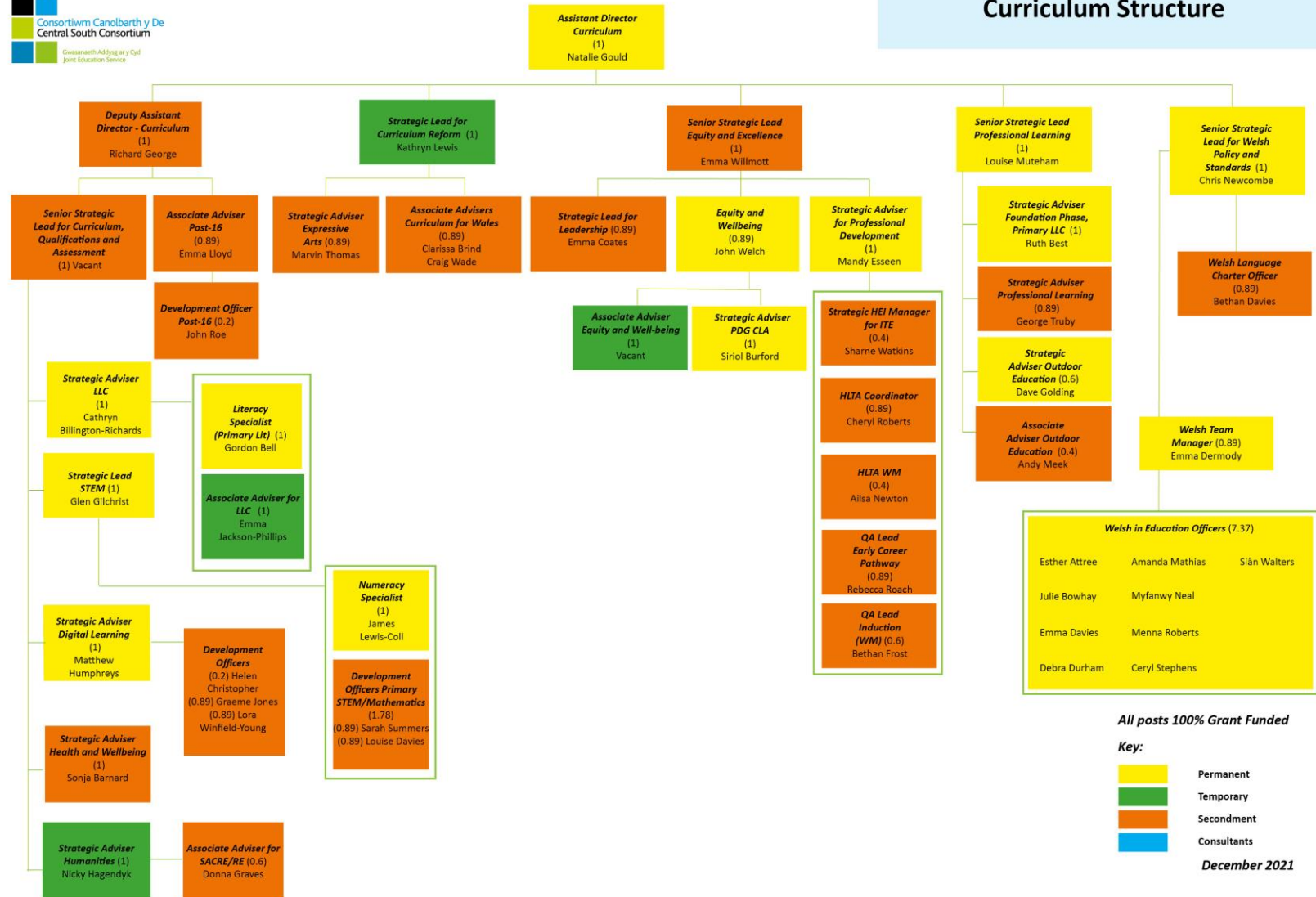
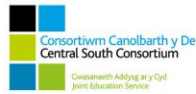


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Curriculum Structure



All posts 100% Grant Funded

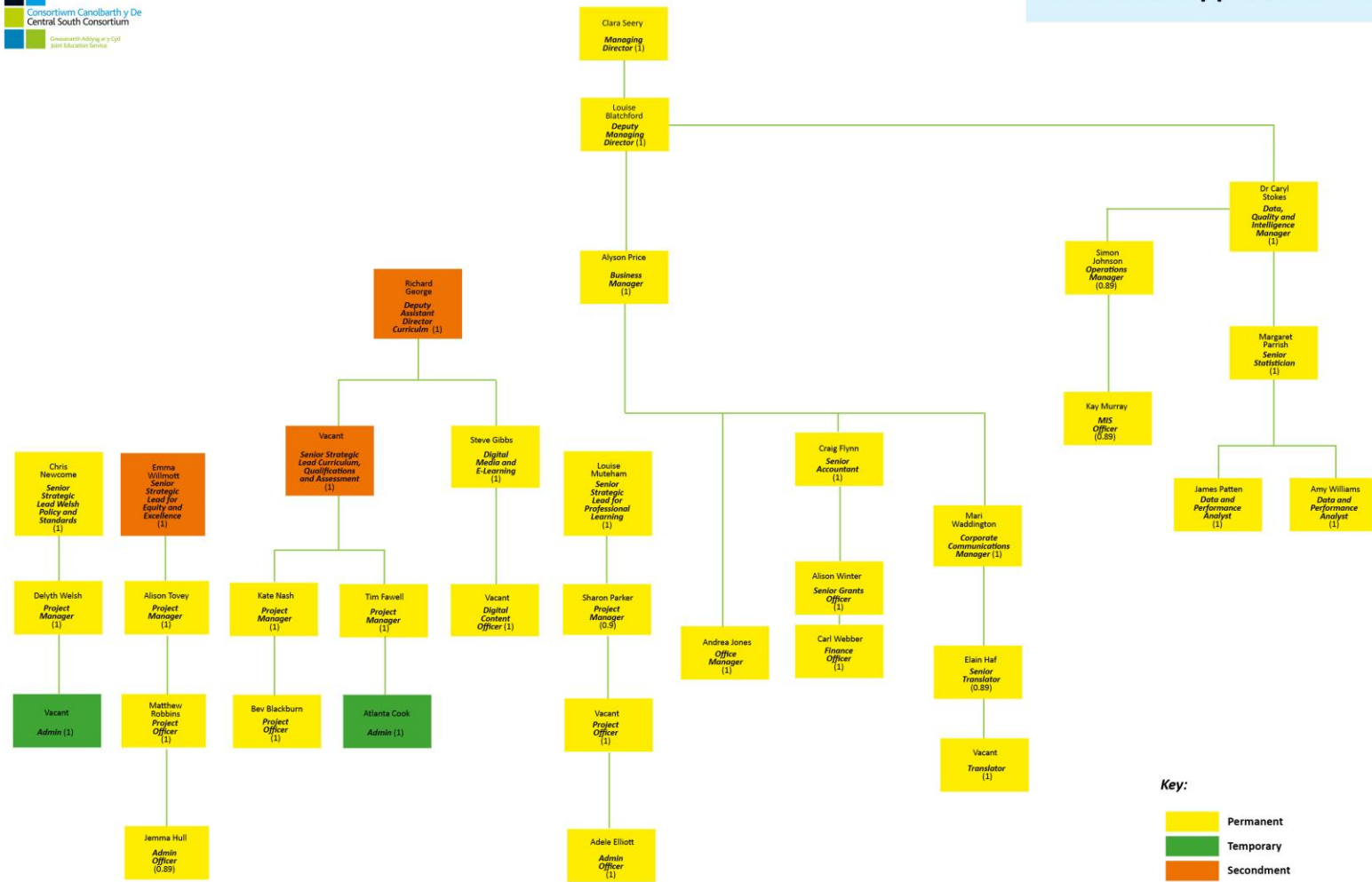
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# APPENDIX 5

## Business Support Structure



- Key:**
- Permanent
  - Temporary
  - Secondment
  - Consultants

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# APPENDIX 6

Red Box - SLT  
 Blue Box - SMT  
 Green Box - New Posts

