

## CENTRAL SOUTH CONSORTIUM JOINT EDUCATION SERVICE

### REPORT FOR JOINT COMMITTEE

23 MAY 2023

## REPORT OF THE MANAGING DIRECTOR – CENTRAL SOUTH CONSORTIUM GOVERNANCE STRUCTURES

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### 1. PURPOSE OF THE REPORT

To provide Members with an updated terms of reference for the governance structure of Central South Consortium.

### 2. RECOMMENDATIONS

To review and accept the terms of reference for the various governance groups within Central South Consortium.

### 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 [16<sup>th</sup> December 2020](#), Members approved the below 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 Local Authorities 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

<b>JOINT COMMITTEE</b>	<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>	<ul style="list-style-type: none"> <li>• Local Authority Elected representatives</li> <li>• Lead Chief Executive</li> <li>• Lead Director of Education</li> <li>• CSC Managing Director</li> <li>• CSC Deputy Managing Director</li> <li>• Welsh Government Link Official</li> <li>• S151 officer</li> <li>• CSC Senior Management Team (as appropriate)</li> </ul>
	<b>Frequency</b>	4 times a year
	<b>Chair</b>	Rotating Lead Authority 2 Year Term
	<b>Purpose of the group:</b>	<ul style="list-style-type: none"> <li>• To support the establishment of effective services delivered by Central South Consortium Joint Education Service (CSCJES).</li> <li>• To ratify consortium targets and priorities and approve the recommended budget for the delivery of the service.</li> <li>• 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.</li> <li>• To track the improvement of all schools and ensure recommended actions are reported to Local Authorities.</li> <li>• 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.</li> </ul>

		<ul style="list-style-type: none"> <li>To approve any plans to extend the delivery of service CSCJES offers to within the region.</li> </ul>
<b>CSC MANAGEMENT BOARD</b>	<b>Objective</b>	<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 main function is to ensure that the Joint Committee's decisions are actioned, CSC's policies and strategies reflect current priorities, efficiency is promoted and effective partnership working with external bodies is encouraged.</p>
	<b>Membership</b>	<ul style="list-style-type: none"> <li>Directors of Education/Chief Education officers from Each LA - <b><i>If necessary a substitute can attend but it is essential they are empowered to make decisions.</i></b></li> <li>CSC Managing Director</li> <li>CSC Deputy Managing Director</li> <li>CSC Assistant Directors</li> <li>Director of Human Resources, host local authority</li> <li>WLGA Head of Education</li> <li>CSC Staff as required</li> </ul>
	<b>Frequency</b>	8 times per year, including a termly meeting of the Partnership Group.
	<b>Chair</b>	Lead Director 2 Year term
	<b>Purpose of the group:</b>	<ul style="list-style-type: none"> <li>To support the development of Consortium Strategic Plans and Operational delivery mechanisms.</li> <li>To consider and monitor the effective deployment of Consortium staff across the five authorities.</li> <li>To consider and agree operational delivery mechanisms and standards.</li> <li>To manage access to Local Authority resource and information necessary for the Consortium to operate.</li> <li>To develop and implement initiatives to raise educational standards.</li> <li>To track the progress of school improvement and to support the Managing director in removing identified obstacles.</li> </ul>
<b>REPRESENTATIVE STAKEHOLDER GROUP (RSG)</b>	<b>Objective</b>	<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>

	<b>Membership</b>	<ul style="list-style-type: none"> <li>• The chairs of the primary and secondary school leaders conferences in each local authority.</li> <li>• School leaders representing special schools/PRUs and Welsh medium schools.</li> <li>• Other school leaders as appropriate to ensure that all sectors/phases are represented.</li> <li>• CSC Managing Director</li> <li>• Deputy Managing Director</li> <li>• CSC staff as required</li> <li>• Nominated Local Authority Director</li> </ul> <p><b><i>If necessary a substitute can attend but it is essential they are empowered to make decisions.</i></b></p>
	<b>Frequency</b>	Half termly
	<b>Chair</b>	Elected by Members of the group, 2 year term
	<b>Purpose of the group:</b>	<ul style="list-style-type: none"> <li>• To represent the views of the wider school leader workforce at RSG meetings.</li> <li>• To provide school leader views on organisational and operational models.</li> <li>• To consider and advise on the consortium's business plan.</li> <li>• To support the development of a high quality school improvement offer through effective engagement with school leaders.</li> <li>• To consider and advise and respond to Welsh Government initiatives to improve standards.</li> <li>• To receive reports on the progress of the Consortium against agreed performance targets.</li> <li>• To assist in building Consortium capacity and resilience.</li> <li>• To report back the discussions of the RSG to the wider school leader workforce in each of the local authorities.</li> </ul>
<b>GOVERNOR STAKEHOLDER GROUP (GSG)</b>	<b>Objective</b>	<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>
	<b>Membership</b>	<ul style="list-style-type: none"> <li>• Two representatives from each Local Authority Governor Association.</li> <li>• One representative from the Diocese of Llandaff and Monmouth</li> <li>• CSC Managing Director</li> <li>• CSC Deputy Managing Director</li> <li>• CSC staff as required</li> <li>• CSC Lead for Leadership</li> <li>• Nominated Director</li> </ul> <p><b><i>If necessary a substitute can attend but it is essential they</i></b></p>

		<b><i>are empowered to make decisions.</i></b>
	<b>Frequency</b>	Half termly
	<b>Chair</b>	Elected by Members of the group, 2 year term
	<b>Purpose of the group:</b>	<ul style="list-style-type: none"> <li>• 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.</li> <li>• To provide governors views on organisational and operational models</li> <li>• To consider and advise on the consortium's business plan.</li> <li>• To support the development of a high quality school improvement offer through effective engagement with school governors.</li> <li>• To consider and advise and respond to Welsh Government initiatives</li> <li>• To receive reports on the progress of the Consortium against agreed performance targets.</li> <li>• To assist in building Consortium capacity and resilience.</li> </ul>
<b>CSC PARTNERSHIP GROUP</b>	<b>Objective</b>	<p>To ensure that all partners are effectively engaged in the work of the consortium.</p> <p>This meeting will replace 3 of the CSC 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>
	<b>Membership</b>	<ul style="list-style-type: none"> <li>• 5 Local Authority Directors / Chief Education Officers</li> <li>• Diocese Representative</li> <li>• Chair of RSG</li> <li>• Chair of GSG</li> <li>• 1 x Welsh Government</li> <li>• WLGA Head of Education</li> <li>• CSC Managing Director</li> <li>• CSC Deputy Managing Director</li> <li>• CSC staff as required</li> </ul> <p><b><i>If necessary a substitute can attend but it is essential they are empowered to make decisions.</i></b></p>
	<b>Frequency</b>	Termly
	<b>Chair</b>	Chair of the Management Board
	<b>Purpose of the group:</b>	<ul style="list-style-type: none"> <li>• To ensure that there is a two way flow of information between CSC and key stakeholders.</li> <li>• To provide stakeholder views on organisational and operational models.</li> <li>• To consider and advise on the consortium's business plan.</li> </ul>

		<ul style="list-style-type: none"> <li>To support the development of a high quality school improvement offer through effective engagement with partners.</li> </ul>
<b>CSC SENIOR LEADERSHIP TEAM (SLT)</b>	<b>Objective</b>	<p>The CSC SLT will be a key driver in ensuring that CSC operationalises the strategic direction of CSC. The main function is to ensure that the Joint Committee’s decisions are actioned,</p> <p>The leadership team will ensure that CSC staff have access to support and professional learning to ensure they can carry out their roles and to ensure there is a culture of wellbeing across the organisation.</p>
	<b>Membership</b>	<ul style="list-style-type: none"> <li>CSC Managing Director</li> <li>CSC Deputy Managing Director</li> <li>CSC Assistant Directors</li> <li>CSC Local Authority Principal Improvement Partners</li> <li>CSC Head of Curriculum and Qualifications</li> <li>CSC Business Manager</li> <li>CSC Head of Data, Quality, and Intelligence Unit</li> </ul>
	<b>Frequency</b>	<ul style="list-style-type: none"> <li>Weekly</li> </ul>
	<b>Chair</b>	<ul style="list-style-type: none"> <li>Rotating Managing Director, Deputy Managing Director, Assistant Directors.</li> </ul>
	<b>Purpose of the group:</b>	<ul style="list-style-type: none"> <li>To develop and implement Consortium Strategic Plans and Operational delivery mechanisms.</li> <li>To consider and monitor the effective deployment of Consortium staff across the five authorities.</li> <li>To implement operational delivery mechanisms and ensure there is effective Quality Assurance in place.</li> <li>To develop and implement initiatives to raise educational standards.</li> <li>To track the progress of school improvement and to support the Managing director in removing identified obstacles.</li> <li>To identify and provide support and professional learning for staff across the organisation, including ensuring a focus on staff well-being</li> </ul>

## 5. NEXT STEPS

- Agree the updated Terms of Reference for each group.
- Establish the calendar of meetings from September 2023.
- Continue to maintain forward planners for meetings of each group.