

Consortium Strategic Plan September 2007 – August 2008

Introduction

This document sets out the work which will be achieved through Consortium working during 2007-2008 as a means of achieving the overarching outcome of improved pupil standards.

In 2006, the Consortium successfully bid for funding from the Welsh Assembly Government Making the Connections Improvement Fund to explore the potential for the further development of Consortium working. The grant received together with contributions from each of the six authorities has funded the Making Connections Project. This allowed the Consortium to undertake a range of research and development work. From this research, a number of priority areas for consortium working have been identified. (Additional detail can be seen in the Project Report).

The actions outlined in the plan will be achieved through Consortium working since we recognise that no one way of working together fits every situation and the continuum provides the flexibility to ensure effective and efficient working that adds value to work of each authority. We define Consortium working as the coming together in a range of ways of some or all services where each authority in the Consortium retains the responsibility for statutory delivery and standards of the service. The work of the Consortium is determined and supported by the six authorities.

Continuum of Consortium Working

The development of Consortium working is guided by a model comprised of different forms of working together, from networking to full integration which accommodates

Full Integration	This is where Consortium working delivers a common service across the participating authorities. The authorities pool budgets and resources to provide the service
Collaboration	This is where the authorities work together on specific initiatives, sharing resources and sharing responsibilities, risks and rewards.
Cooperation	This is where the authorities work together to solve problems, remove barriers and broker solutions
Coordination	This is where the authorities align policies and procedures, and develop consistent approaches
Networking	This is where the authorities share information, discuss approaches and identify best practice. They also build trust and positive professional relationships

Consortium Strategic Plan 2007-2008

In developing proposals for 2007-2008, it has been recognised that whilst from the service improvement perspective, many avenues for improvement have been identified, the ability of Consortium working to deliver improvement has to be set in the context of a realistic assessment of resources, both staffing and financial, likely to be available.

The Consortium Strategic Plan September 2007 – August 2008 identifies the following distinct strands for further development:

Strand 1: Workforce Development

Strand.2: Advice Support and Challenge

Strand 3: Governance and Organisational Development

To fully implement the plan, further start up funding will be required and progress will be limited without such funding. For this reason, actions have been prioritised and the plan separated into two distinct but interrelated parts.

Part 1 indicates those areas and key actions which can be achieved via authorities existing pooled resources.

Part 2 focuses on the work which cannot be delivered until additional funding is agreed.

Each authority is committed to the development of consortium working which will enable innovation and efficiencies through the empowerment of staff and authorities to collaborate and do things differently.

The work embraces the principles of tri level reform where all concerned have the common goal of improving outcomes for young people. It will enable innovation and efficiencies through empowerment of staff and authorities to collaborate to do things differently.

Consortium Strategic Plan September 2007 – August 2008

Strand 1: Workforce Development

This section relates to human resource development across the Consortium: advisory services, school leadership, professional development, workforce remodelling and performance management.

Aim

To develop the workforce across the Consortium; school based personnel, local authority based personnel and personnel engaged in Consortium working through professional development opportunities and performance management focused on the outcome of raising standards of attainment and achievement of all children and young people

Objectives

- 1.1 We will develop professional development opportunities for teachers, middle leaders and headteachers, through networking opportunities, short courses, accredited training and performance management.
- 1.2 We will develop professional development opportunities for teaching assistants and learning coaches through short courses, accredited training and assessment programmes for national professional status.
- 1.3 We will develop opportunities for staff working in local authorities and Consortium school improvement context through networking opportunities, short courses, accredited training and the establishment of agreed Consortium standards for school improvement professionals.

Part 1: To be achieved with Local Authority funding

	Success Criteria	Actions & Continuum Level	Responsibility	Resources	Completion
BSF Planning and Administration	<ul style="list-style-type: none"> • Consistent approaches to the requirements of the Better Schools Fund (BSF) agreed and implemented • Efficiencies identified and organisational plans agreed 	38. Develop consistent approaches to the requirements of the Better Schools Fund (BSF) Programme <i>Collaboration</i> <ul style="list-style-type: none"> • Develop proposals for consortium working <i>Collaboration</i> 	Task & Finish group	Facilitation	September 2008

	Success Criteria	Actions & Continuum Level	Responsibility	Resources	Completion
Short Courses and Network Events For Teachers	<ul style="list-style-type: none"> A high quality short course programme for teaching and learning agreed and in place at consortium and LEA level. 	28. Develop a swamwac short course programme, including networking events and both Consortium and individual Local Authority Courses/events <i>Collaboration</i> <ul style="list-style-type: none"> Work with GTC(W) to maximise opportunities for development of staff in schools and to disseminate outcomes of individual bursaries and sabbaticals <i>Collaboration</i> 	Task & Finish group	Facilitation	July 2008
Professional Development for School Middle Leaders	<ul style="list-style-type: none"> Minimum ten teachers successfully complete the module. Positive evaluations from participants and GTCW 	<ul style="list-style-type: none"> Pilot a module for the Chartered Teacher Programme <i>Full Integration</i> 	Commissioned	Tender with GTCW	July 2008
	<ul style="list-style-type: none"> A fit for purpose programme of professional development for middle leaders in schools agreed and in place. Positive evaluations from participants 	6. Develop a Consortium School Leadership and Middle Management training programme <i>Full Integration</i> 7. Deliver a Consortium School Leadership and Middle Management training programme <i>Full Integration</i>	Task & Finish group	Facilitation	December 2007 December 2008
Professional Development for School Senior Leaders	<ul style="list-style-type: none"> The developing needs of leaders in school researched and identified Research findings inform the development of headteacher and senior leader development programmes. 	29. Develop a Consortium programme for the Professional Development of Headteachers. Explore options of a programme of accreditation. <i>Collaboration</i>	Task & Finish group	Facilitation	March 2008

	Success Criteria	Actions & Continuum Level	Responsibility	Resources	Completion
Professional development for headteachers	<ul style="list-style-type: none"> Professional Headship Induction Programme (PHIP Programme accessed by all headteachers new to headship) 	3. Deliver the Professional Headship Induction Programme (PHIP) through consortium working, including mentor provision appropriate to setting <i>Full Integration</i>	Advisory Services Operational Group	SERCO/WAG funding	March 2008
Professional Development for School Support Staff	Third cycle of HLTA assessment completed	<ul style="list-style-type: none"> Continue Assessment for Higher Level Teaching Assistant Status (HLTA) <i>Full Integration</i> 	Coordinator	SLA with WAG	July 2008
	<ul style="list-style-type: none"> Improved and effective professional development programme for Teaching Assistants and Support Staff in place 	8 Audit training available from all providers for Teaching Assistants in the Consortium including provision for NVQ <i>Full Integration</i> 34 Audit training available from all providers for Support Staff in the Consortium including provision for NVQ <i>Collaboration</i> <ul style="list-style-type: none"> Use analysis to inform development of Framework <i>Collaboration</i> 	Commissioned	SLA with WAG	December 2007
		<ul style="list-style-type: none"> Develop a roll out plan for the implementation of existing TA training modules developed through consortium working 	Task & Finish group	Facilitation	March 2008
Workforce Remodelling	<ul style="list-style-type: none"> All authorities and schools implement the National Workforce Agreement 	<ul style="list-style-type: none"> Provide support, advice and guidance to schools on the implementation of the National Workforce Agreement <i>Cooperation</i> 	Workforce Remodelling Group	Facilitation	July 2008

Strand 1 Part 2 - unable to allocate actions until additional funding agreed

	Success Criteria	Actions	Provisional Responsibility	Resources	Completion
Professional Development for Advisory Services	<ul style="list-style-type: none"> Positive evaluation from participants Outcomes of the events inform future planning 	30. Pilot joint professional training events for Advisory Staff <i>Collaboration</i>	Advisory Services/CPD Operational Group		
	<ul style="list-style-type: none"> Authorities benefit from Consortium working Self evaluation procedures shared and a peer evaluation programme planned. Current use of ICT in Music service audited and good practice shared 	25. Further develop and deliver joint CPD for music services staff <i>Collaboration</i> 35. Organise and deliver joint performing opportunities across the Consortium <i>Collaboration</i> 62. Share good practice on self-evaluation and facilitate peer evaluation in the Music Services <i>Cooperation</i> 73. Explore the use of ICT across the Consortium, working towards sharing expertise, resources and equipment in Music Services <i>Coordination</i>	Advisory Services/CPD Operational Group		
Professional Development for school staff	<ul style="list-style-type: none"> Audit and identification of PD needs of teachers in place. 	33. Audit current school CPD training provision as a base for future planning. <i>Cooperation</i> <ul style="list-style-type: none"> Identify CPD needs at a range of levels to enable a matching of needs across the consortium <i>Cooperation</i>	Advisory Services/CPD Operational Group		

	Success Criteria	Actions & Continuum Level	Responsibility	Resources	Completion
Professional development for Support Staff	<ul style="list-style-type: none"> • First cohort complete programme 	<ul style="list-style-type: none"> • Develop a consortium training programme/framework for classroom focused teaching assistants <i>Cooperation</i> 	Task & Finish Group		
	<ul style="list-style-type: none"> • First cohort complete programme 	<ul style="list-style-type: none"> • Develop Accredited training for support staff across the consortium including the provision of NVQ. <i>Cooperation</i> 	Task & Finish Group		

Strand 2 Advice, Support and Challenge

This section relates to Foundation Phase, 14-19 Learning Pathways, 2008 Curriculum orders, Transition Planning, Community Focused Schools, Inclusion and SEN, the Children's Agenda, Music Services and Outdoor Education

Aim
To provide advice, support and challenge to schools and Local Authorities in agreed areas to raise standards, sponsor innovation and secure organisational change

Objectives

2.1-2.11 We will provide advice, support and challenge to schools and Local Authorities in agreed areas to raise standards, sponsor innovation and secure organisational change

Part 1: To be achieved with Local Authority funding

	Success Criteria	Actions & Continuum Level	Responsibility	Resources	Completion
Standards for Advice Support and Challenge	<ul style="list-style-type: none"> Consistency in advice, support and challenge activities 	18. Confirm standards expected of school improvement professionals when working across boundaries in a Consortium capacity. Standards to be based on the draft National Professional Standards <i>Collaboration</i>	Task & Finish Group	Facilitation	Dec 2007
RAISE	<ul style="list-style-type: none"> Terms and conditions of WAG RAISE grant compiled with 	11. Coordinate the monitoring and evaluation of RAISE to include completion of year 1 monitoring and evaluation report and year 2 Action Plan <i>Full Integration</i>	RAISE Operational Group	WAG Grant funding	Aug 2008
Performance Management For Headteachers	<ul style="list-style-type: none"> Efficient and effective provision for the Performance Management of Headteachers maintained 	1. Further develop a range of guidance materials for Governors and Headteachers on Performance Management for Headteachers <i>Full Integration</i> 10. Continue the Management of Performance Management for Headteachers including deployment of External Advisers <i>Full Integration</i> 43. Deliver Performance Management training to Governors and Headteachers <i>Collaboration</i>	PM Operational Group	Coordinator time Administrator Time	March 2008 Aug 2008 Aug 2008

	Success Criteria	Actions & Continuum Level	Responsibility	Resources	Completion
Transition	<ul style="list-style-type: none"> Thinking skills integrated into Transition Plans 	37. Develop the Skills Framework across the KS2 – KS3 transition, focusing on the skills based curriculum <i>Collaboration</i>	Transition Operational Group	Transition funding	Sept 2008
	<ul style="list-style-type: none"> Information, advice and guidance for schools on the Common framework for Statutory Transition Plans. 	78. Share information on the Implementation of the Common Framework for Statutory Transition Plans and advice and guidance for schools. <i>Cooperation</i>		Transition funding	May 2007
	<ul style="list-style-type: none"> Cross border individual pupil tracking facilitated An effective system for cross border pupil data sharing in place. 	51. Establish a protocol for arrangements and resource management where there is cross-border transfer of pupils including secondary transitions <i>Cooperation</i>		Transition funding	Sept 2007
14 - 19	<ul style="list-style-type: none"> Second cohort of learning coaches complete programme 	4. Develop consistent Professional Induction Programme for Learning Coaches <i>Collaboration</i> 5. Deliver an accredited Professional Development Programme for Learning Coaches <i>Cooperation</i>	14-19 Operational Group	Facilitation	April 2008
	<ul style="list-style-type: none"> Key areas identified in each ANDP and clearly linked to Consortium working 	44. Jointly develop Annual Network Development Plans (ANDP) <i>Coordination</i> 72. Share models of delivery for the Learning Core for 14-19 <i>Cooperation</i> 74. Share approaches to Key Skills in 14-19 provision <i>Coordination</i>		Facilitation	June 2008 June 2008 June 2008

	Success Criteria	Actions & Continuum Level	Responsibility	Resources	Completion
Foundation Phase	<ul style="list-style-type: none"> Action plan for professional development and support for the Foundation Phase in place Planned training and support programme published for implementation of Foundation Phase 	<p>26. Develop an Action Plan to provide training and support across the Consortium for the implementation of Foundation Phase including Years 1 and 2 and transition to Year 3 and the implications for teaching and learning</p> <p style="text-align: right;"><i>Collaboration</i></p> <p>27. Deliver training and support across the Consortium for the implementation of Foundation Phase in Nursery and Reception</p> <p style="text-align: right;"><i>Collaboration</i></p> <ul style="list-style-type: none"> Work with GTC(W) to deliver a cross consortium dissemination event for schools on the implementation of the Foundation Phase 	Foundation Phase Operational Group	WAG Grant, GTC(W) & LA Funding	<p>Oct 2007</p> <p>Aug 2008</p> <p>Aug 2008</p>
Inclusion	<ul style="list-style-type: none"> Strategic direction on Consortium working for ALN and Inclusion agreed and in place 	<ul style="list-style-type: none"> Determine a strategic approach for consortium working for Inclusion matters. <p style="text-align: right;"><i>Cooperation</i></p>	Inclusion Strategic Group	Facilitation	Dec 2007

	Success Criteria	Actions	Provisional Responsibility	Resources	Completion
Development of Advisory Services	<ul style="list-style-type: none"> Recommendations of feasibility study implemented 	40. Conduct feasibility study into the establishment of a Consortium inspection service <i>Cooperation</i>	Development Team & Advisory Services Operational Group		
Performance Management	<ul style="list-style-type: none"> Performance management policies implemented and/or reviewed in all non-standard settings 	9. Provide advice, support and training for Performance Management for teachers in non standard settings <i>Collaboration</i> Provide guidance for schools on reviewing performance management policy <i>Collaboration</i>	Performance Management Operational Group Coordinator		
School Self Evaluation	<ul style="list-style-type: none"> Guidance distributed to all schools 	45. Develop Consortium guidance on school self-evaluation <i>Cooperation</i>	Advisory/CPD Operational Group		
Foundation Phase	<ul style="list-style-type: none"> Networking opportunities enable sharing of good practice 	77. Share outcomes of monitoring and evaluation from the pilot settings for the implementation of the Foundation Phase <i>Networking</i>	Foundation Phase Operational Group		

	Success Criteria	Actions	Provisional Responsibility	Resources	Completion
Curriculum Guidance	<ul style="list-style-type: none"> Consortium collaboration addressing needs across curriculum areas for KS2-5 	<p>32. Develop Consortium working to address the training needs related to the new curriculum requirements for KS2-5 <i>Cooperation</i></p> <p>36. Develop a mechanism to provide Consortium support, advice and guidance and produce an Action Plan for implementation for Foundation Subjects <i>Coordination</i></p> <p>47. Investigate and share effective strategies which have a positive outcome on pupils standards at</p> <ul style="list-style-type: none"> KS4 in ICT, DT, Science, Welsh First Language and Art KS3 in Welsh First Language, Maths and English KS2 in English, Welsh First Language and Science <p><i>Coordination</i></p> <p>58. Review the provision of Modern Foreign Languages across the Consortium with a view to improving access, uptake and standards <i>Collaboration</i></p>	<p>Development Team</p> <p>Advisory/CPD Operational Group</p>		

	Success Criteria	Actions	Provisional Responsibility	Resources	Completion
Standards	<ul style="list-style-type: none"> Consistent teacher assessment in place 	12. Develop systems to facilitate consistency in assessment in order to have a positive impact on standards <i>Coordination</i>	Task & Finish sub-group		
	<ul style="list-style-type: none"> Findings analysed and appropriate course of action agreed 	<ul style="list-style-type: none"> Effective strategies to develop subjects where there is a significant difference of performance across the consortium at KS4 investigated and shared by Advisory groups. <i>Coordination</i>	Task & Finish sub-group		
Outdoor Education	<ul style="list-style-type: none"> Consortium based training for Outdoor Education organised National advice and guidance to all schools disseminated. An agreed monitoring system on the effectiveness of the Outdoor Education Service in place. 	48. Disseminate and support new national guidance issued by the authority for Outdoor Education <i>Coordination</i> 61. Co-ordinate and organise Consortium based training for Outdoor Education <i>Coordination</i> 65. Monitor the effectiveness of Outdoor Education in terms of quality and safety <i>Coordination</i> 71. Contribute to the Outdoor Education Advisors Panel (OEAP) <i>Networking</i>	Operational Group		

	Success Criteria	Actions	Provisional Responsibility	Resources	Completion
Additional Learning Needs	<ul style="list-style-type: none"> Improved regional provision for low incidence disabilities that meets the need Agreed Plan for a joint approach to Emotional, Social and Behavioural in Difficulties in place Approaches to ALN shared 	<p>46. Conduct a review of the progress of children with SEN and from socially and economically deprived areas <i>Cooperation</i></p> <p>49. Review regional provision for Low Incidence Disability (Capital Funding) <i>Cooperation</i></p> <p>50. Develop joint approaches in respect of Emotional, Social and Behavioural Difficulties (ESBD) provision <i>Coordination</i></p> <p>53. Develop Protocols and Practice for working with children in own Authority's schools but 'belonging' to other authorities <i>Cooperation</i></p> <p>63. Jointly respond to new initiatives in SEN <i>Networking</i></p> <p>75. Share practices for working with other agencies to support Children and Young People with SEN <i>Networking</i></p> <p>76. Share approaches to the educational attainment of LAC (Looked after Children) <i>Networking</i></p>	Operational group		

	Success Criteria	Actions & Continuum Level	Responsibility	Resources	Completion
Governance Structure	<ul style="list-style-type: none"> Governance mechanisms demonstrate responses to issues raised by headteachers and other relevant groups 80% attendance at all meetings of headteacher forum 	<p>22. Sustain and further develop the headteacher forum, with strategic voice and representation from all educational sectors <i>Full Integration</i></p> <p>17. Listen to head teachers and other educational professionals about their views on how services to schools can be extended and improved. <i>Full Integration</i></p> <p>21 Schedule at least 6 meeting per year <i>Full Integration</i></p>	<p>Wider Strategic Group</p> <p>Development Team</p>	Development Team time	Aug 2008
Continuous Quality Improvement	<ul style="list-style-type: none"> A committed, pro active and accountable Strategic management group fully operational 100% attendance at monthly meetings of the strategic group Robust infra structure and systems ensure effective quality assurance at all levels Staff and elected members recognise the value of and actively contribute to the implementation of Plans 	<p>16 Sponsor consortium working to take forward identified specific areas of development <i>Full Integration</i></p> <ul style="list-style-type: none"> Provide strategic direction to enable commencement of implementation plan <i>Full Integration</i> Develop a Continuous Quality Improvement system and supporting action plan which will deliver agreed outputs and outcomes <i>Collaboration</i> <p>22 Involve elected members and senior officers in the scrutiny of the work of the Consortium. <i>Full Integration</i></p> <p>23 Develop and implement a fit for purpose communications strategy which utilises a range of communication approaches to reach schools, staff, and Authorities <i>Full Integration</i></p> <p>14 Maintain clear lines of communication and accountability with elected members and senior officers in each authority <i>Full Integration</i></p>	<p>Strategic Group Development Team</p>	Development Team time	Aug 2008

	Success Criteria	Actions	Provisional Responsibility	Resources	Completion
Tri level Agenda	<ul style="list-style-type: none"> A unified voice on national policy arrangements achieved All national consultation on Welsh education issues responded to on a Consortium basis National Bodies, including WAG engage with Authorities on a consortium basis Efficiencies identified Capacity maximised and duplication reduced 	<p>15 Contribute to Welsh education and Tri Level Reform Policy and strategy <i>Full Integration</i></p> <p>39 Continue the review of the Advisory Services <i>Collaboration</i></p>	Strategic Group	Strategic Group time	August 2008
Performance	<ul style="list-style-type: none"> Relevant data shared between finance teams 	<p>79. Share authority finance data, procedures and practices <i>Networking</i></p>	Finance Operational Group	Facilitation	July 2008
	<ul style="list-style-type: none"> Impact of Consortium working measured against benchmarking targets 	<ul style="list-style-type: none"> Set benchmarking targets <i>Full Integration</i> Review targets <i>Full Integration</i> 	Development Team and Commission	Development team time	December 2007 July 2008
Community Focussed Schools	<ul style="list-style-type: none"> Improved understanding and appreciation of the principles of Community Focussed Schools by all stakeholders Training packages available for Headteachers, Governors and Elected Members. 	<p>64 Increase awareness of Community Focused Schools opportunities amongst Headteachers, Governors and Members <i>Cooperation</i></p> <p>68. Share good practice in Community Focused Schools <i>Networking</i></p> <p>69. Share strategies used to encourage schools to become community focused appropriate to their own needs and those of the Consortium <i>Networking</i></p>	Community Focused Schools' Group	Facilitation	Aug 2008

	Success Criteria	Actions	Provisional Responsibility	Resources	Completion
Planning for Children and Young People	<ul style="list-style-type: none"> Consortium working maximised to ensure consistent high quality training and support 	<p>20. Ensure capacity to manage change, respond to new initiatives, secure new funding and contribute to the 5 Key Outcomes of Every Child Matters and the 7 Key Aims of the Welsh Assembly Government. <i>Collaboration</i></p> <p>59. Cooperate on developing the Single Plan for Children and Young People <i>Cooperation</i></p> <p>60. Develop links with statutory and non-statutory partnership organisations to contribute to each authority's Single Plan for Children <i>Coordination</i></p> <p>67. Facilitate and develop shared responses and approaches to the Children's Act in respect to the development of Children's Services <i>Coordination</i></p>	Partnership Operational Group	WLGA Funded Regional Post	<p>Aug 2008</p> <p>Dec 2007</p> <p>Aug 2008</p> <p>Aug 2008</p>

Strand 3 Part 2 - unable to allocate actions until additional funding agreed					
	Success Criteria	Actions & Continuum Level	Provisional Responsibility	Resources	Completion
Change Management	<ul style="list-style-type: none"> A Consortium Management of Change programme and customer care policy in place Staff understand the processes and work within their parameters 	<ul style="list-style-type: none"> Develop and implement a Consortium Management of Change programme and customer care policy <i>Collaboration</i> 	Strategic Group Development Team		
Performance	<ul style="list-style-type: none"> Recommendations of study considered and decision made as to appropriate course of action 	19 Investigate and develop school performance data to improve Consortium working through a feasibility study <i>Full Integration</i> 52. Establish systems to maintain effective processes for cross-border pupil data sharing <i>Cooperation</i>	Advisory/CPD Operational Group commission		
Development of ICT	<ul style="list-style-type: none"> Efficient and effective ICT structure in place that facilitates Consortium working 	<ul style="list-style-type: none"> Existing ICT infrastructure reviewed and proposals for new infrastructure developed and costed <i>Full Integration</i> 	Strategic Group Coordinator Commission		
Development of Brokerage System	<ul style="list-style-type: none"> Brokerage arrangements assist in building capacity 	<ul style="list-style-type: none"> Develop Database of available skills within consortium Authorities <i>Collaboration</i> Develop Procurement arrangements for brokerage <i>Collaboration</i> Implement brokerage arrangements <i>Collaboration</i> 	Strategic Group Development Team		
Development of Joint Purchasing	<ul style="list-style-type: none"> Economies of scale effected in the joint purchase of high quality supplies for school meals 	66. Establish protocols for joint procurement for schools meals <i>Cooperation</i>	School Meals Operational Group		