

Consortium Strategic Plan September 2008 – August 2009

Introduction

This document sets out the work which will be achieved through consortium working during 2008-2009 as a means of achieving the overarching outcome of improved pupil standards.

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.

Principles of Consortium Working

- Work of the Consortium is **determined by the six Authorities**
- Consortium working is a **joint working arrangement** Joint working can take **different forms** – from networking to full integration of services and seeks to add value to the work of each individual authority
- There are **clear lines of responsibility and accountability**, a strength of the Consortium working model
- Each Authority **retains its responsibilities** for Statutory delivery and standards of service

Continuum of consortium working

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

Positive Outcomes for Children and Young People	←	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

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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.

Key Outcomes

Strand 1

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

Strand 2

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

Strand 3

To establish robust and effective governance, management and quality assurance arrangements and to deliver a range of key developments in order to improve pupil standards, build capacity across the Consortium Authorities, and achieve efficiencies, through the development of consortium working that is innovative, flexible and responsive.

Areas of Consortium Working Include

Strand 1: Workforce Development	Strand 2: Advice, Support and Challenge	Strand 3: Governance and Organisational Development
1.1 Better Schools Fund 1.2 Joint Short Course Programme 1.3 Professional Development <ul style="list-style-type: none"> - Headteachers - Middle Leaders - Teachers - Support Staff 1.4 Performance Management <ul style="list-style-type: none"> - Headteachers - Teachers - Support Staff 1.5 Remodelling <ul style="list-style-type: none"> - Transformational - Transactional 	2.1 Advisory Services 2.2 RAISE 2.3 Transition 2.4 14 -19 2.5 Foundation Phase 2.6 Inclusion 2.7 Governor Support 2.8 School Effectiveness Framework Pilot	3.1 Governance Structure 3.2 Brokerage 3.3 Continuous Quality Improvement 3.4 Tri Level 3.5 Performance 3.6 Finance 3.7 Data & ICT 3.8 Planning School Places 3.9 Planning for Children & Young People 3.10 Infrastructure Development 3.11 Shared Operational Working <ul style="list-style-type: none"> - Music - Outdoor Education - ICT Curriculum - Community Focused Schools/Out of School Hours Learning

**Consortium Strategic Plan September 2008– August 2009
Draft Priority Actions**

Strand 1: Workforce Development

This section relates to the professional development of our human resources within the Consortium schools; the provision of support for the performance management of our school leaders and ongoing support for the remodelling of our school workforce.

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

Area	Success Criteria	Actions & Continuum Level	Responsibility	Resources	Completion
1.1 BSF	<ul style="list-style-type: none"> WAG BSF team officials invited to attend 2 meetings of the BSF Group by August 2009 	<ul style="list-style-type: none"> Further development consultative channels with WAG BSF team officials by holding regular joint meetings <i>Cooperation</i> 	Workforce Development Group with BSF Group	Facilitation	August 2009
	<ul style="list-style-type: none"> WAG BSF priorities for 2010/11 reflect some local priorities as championed by consortium working by July 2009 	<ul style="list-style-type: none"> Influence the setting of WAG BSF priorities for 2010/11 in order that they better reflect local priorities by jointly responding to WAG consultations and by itemising local priorities on the agenda of joint meetings <i>Cooperation</i> 	Workforce Development Group with BSF Group	Facilitation	August 2009
	<ul style="list-style-type: none"> Administrative requirements for BSF on LAs are streamlined by July 2009 	<ul style="list-style-type: none"> Influence the administrative requirements for BSF on LAs in order that requirements are more manageable and appropriate by itemising administrative arrangements on the agenda of joint meetings <i>Cooperation</i> 	Workforce Development Group with BSF Group	Facilitation	August 2009
	<ul style="list-style-type: none"> Joint materials and approach agreed and implemented for priority 2c and efficiencies identified by July 2009 	<ul style="list-style-type: none"> Pilot the development of joint materials and a joint approach to support spending plans in joint priority 2c for 2009/10 – thinking and assessment for learning. <i>Cooperation</i> 	Workforce Development Group with BSF Group	Facilitation and development time	August 2009
	<ul style="list-style-type: none"> Report Completed for the Strategic Group by end February 2009 	<ul style="list-style-type: none"> Audit consortium working in BSF activities to determine extent of alignment with SEF and its six key elements and contribute to an overarching report to the Strategic Group 	Workforce Development Group with BSF Group	Facilitation	February 2009

Area	Success Criteria	Actions & Continuum Level	Responsibility	Resources	Completion
1.2 Joint CPD Programme	<ul style="list-style-type: none"> Joint searchable database in place and consortium schools informed by December 2008 	<ul style="list-style-type: none"> Develop a joint consortium searchable database for the 08/09 CPD programmes of the six authorities <i>Collaboration</i> 	Workforce Development Group with CPD Group and Admin Group	Facilitation, website development and development time	December 2008
	<ul style="list-style-type: none"> Review and evaluation undertaken in order to inform future development of the CPD programme and consortium website by July 2009 	<ul style="list-style-type: none"> Review and evaluate the use of the consortium website for the 08/09 CPD programmes to inform future development and use of the website and the joint CPD programme <i>Collaboration</i> 	Workforce Development Group with CPD Group and Admin Group	Facilitation and development time	July 2009
	<ul style="list-style-type: none"> Joint CPD programme agreed, made available and used by all consortium schools by June 2009 	<ul style="list-style-type: none"> Develop, agree and publish one joint CPD programme for school staff for the six consortium authorities for the 2009/10 training year which will have appropriate provision, administrative and charging arrangements and QA systems <i>Collaboration</i> 	Workforce Development Group with CPD Group and Admin Group	Facilitation, website development, development time and commissioned	June 2009
	<ul style="list-style-type: none"> Report completed for Strategic Group by end February 2009 	<ul style="list-style-type: none"> Audit consortium working in the development of the joint CPD programme to determine extent to alignment with SEF and its six key elements and contribute to an overarching report to the Strategic Group 	Workforce Development Group with CPD Group and Admin Group	Facilitation	February 2009

Area	Success Criteria	Actions & Continuum Level	Responsibility	Resources	Completion
1.3 Professional Development					
1.3.1 Headteachers and School Leaders	<ul style="list-style-type: none"> Development and delivery meets the requirements of the programme 	<ul style="list-style-type: none"> Consider the findings of the review of the Professional Headship Induction Programme (PHIP) and act on these as appropriate <i>Collaboration</i> 	Workforce Development Group with Head Teacher Group	Facilitation and Commissioned	August 2009
	<ul style="list-style-type: none"> Investigation undertaken and findings prepared to inform future developments. Feasibility completed by August 2009 	<ul style="list-style-type: none"> Investigate the development of a register of mentors for newly appointed headteachers across the consortium. This to include a feasibility of becoming an accredited centre for coaches/mentors <i>Cooperation</i> 	Workforce Development Group with Head Teacher Group	Facilitation plus commissioned	August 2009
	<ul style="list-style-type: none"> High quality event 'people management' disseminated to schools by August 2009 	<ul style="list-style-type: none"> Investigate the development of 'people management' training/event for school senior leaders and develop training if appropriate <i>Collaboration/Full Integration</i> 	Workforce Development Group with Head Teacher Group	Facilitation, development time plus commissioned	August 2009
1.3.2 School Middle Leaders	<ul style="list-style-type: none"> Minimum ten teachers successfully complete the module by July 2009 	<ul style="list-style-type: none"> Second pilot module of the Chartered Teachers Programme developed and delivered <i>Full Integration</i> 	Workforce Development Group with Middle Leaders Group	Tender with GTCW (plus development time)	August 2009
	<ul style="list-style-type: none"> Positive evaluations from participants and GTCW by August 2009 A fit for purpose programme of professional development for middle leaders in schools agreed and delivery commenced in at least two LAs by December 2009 	<ul style="list-style-type: none"> Develop and begin the delivery of a Consortium Middle Management training programme <i>Full Integration</i> 	Workforce Development Group with Middle Leaders Group	Facilitation and Commissioned	December 2009
1.3.3 School Teachers	<ul style="list-style-type: none"> All Induction Programmes for Newly Qualified Teachers meet statutory requirements by August 2009 	<ul style="list-style-type: none"> Share practice and agree consistent approaches for the Induction Procedures for Newly Qualified Teachers <i>cooperation</i> 	Workforce Development Group		August 2009

Area	Success Criteria	Actions & Continuum Level	Responsibility	Resources	Completion
1.3.4 School Support Staff	<ul style="list-style-type: none"> • Fourth cycle of HLTA successfully completed and candidates advised of outcome by July 2009 	<ul style="list-style-type: none"> • Manage and run the fourth cycle of the Higher Level Teaching Assistants Programme <i>Full Integration/Cooperation</i> 	Coordinator/ Administrator/ Remodelling Group	SLA with WAG	August 2009
	<ul style="list-style-type: none"> • One article of the role and deployment of HLTAs in the Consortium Bulletin by March 2009 	<ul style="list-style-type: none"> • Promote the role of the Higher Level Teaching Assistants in schools 	Remodelling Group with Support Staff CPD Group	Facilitation	March 2009
	<ul style="list-style-type: none"> • Information on routes for staff to obtain Level 1 & 2 to schools by July 2009 	<ul style="list-style-type: none"> • Promote acquisition of Level 1 & 2 literacy and numeracy for all school support staff 	Remodelling Group with Support Staff CPD Group	Facilitation	August 2009
	<ul style="list-style-type: none"> • Training Modules for Teaching Assistants ready for use by schools in August 2009 	<ul style="list-style-type: none"> • Develop updated training modules for Teaching Assistants 	Workforce Development Group with Support Staff CPD Group	Facilitation, development time plus commissioned	August 2009
	<ul style="list-style-type: none"> • Report completed for Strategic Group by end February 2009 	<ul style="list-style-type: none"> • Audit consortium working in the area of school CPD to determine extent to alignment with SEF and its six key elements and contribute to an overarching report to the Strategic Group 	Workforce Development Group	Facilitation	February 2009

Area	Success Criteria	Actions & Continuum Level	Responsibility	Resources	Completion
1.4 Performance Management					
1.4.1 Headteachers	<ul style="list-style-type: none"> • Training delivered to Headteachers and Governors in at least 2 LAs and guidance materials produced and distributed to schools by June 2009 	<ul style="list-style-type: none"> • Deliver training and develop further guidance material on the Performance Management of Headteachers <i>Cooperation</i> 	PM Group	LA Performance Management Funding	June 2009
	<ul style="list-style-type: none"> • Sufficient external assessors trained and deployed to ensure all Headteachers are allocated an external assessor in 2008/09 by June 2009 	<ul style="list-style-type: none"> • Manage the external assessor element of the Performance Management of Headteachers <i>Full Integration</i> 	PM Group	LA Performance Management Funding	August 2009
1.4.2 Teachers	<ul style="list-style-type: none"> • Audit completed by June 2009 	<ul style="list-style-type: none"> • Audit performance management arrangements for teachers <i>Cooperation</i> 	PM Group	PM Group and commissioned	June 2009
	<ul style="list-style-type: none"> • PM arrangements developed in line with statutory requirements by July 2009 • Good practice disseminated to schools by July 2009 	<ul style="list-style-type: none"> • Consistent approaches developed for Teachers 	PM Group	Facilitation	July 2009
1.4.3 School Support Staff	<ul style="list-style-type: none"> • Review completed by July 2009 	<ul style="list-style-type: none"> • Review and develop performance management arrangements for school support staff 	PM Group	PM Group and commissioned	June 2009
	<ul style="list-style-type: none"> • Good practice disseminated to schools by July 2009 	<ul style="list-style-type: none"> • Consistent approaches developed for support staff PM 	PM Group	PM Group and commissioned	June 2009
	<ul style="list-style-type: none"> • Report completed for the Strategic Group by February 2009 	<ul style="list-style-type: none"> • Audit consortium working in the area of school CPD to determine extent of alignment with SEF and its six key elements and contribute to an overarching report to the Strategic Group <i>Cooperation</i> 		Facilitation and development time	February 2009

Area	Success Criteria	Actions & Continuum Level	Responsibility	Resources	Completion
1.5 Workforce Remodelling	<ul style="list-style-type: none"> Support Documentation produced and issued to schools by April 2009 	<ul style="list-style-type: none"> Provide support, advice and guidance to schools on the implementation of the National Agreement <i>Cooperation</i> 	Workforce Remodelling	Facilitation	April 2009
	<ul style="list-style-type: none"> Materials distributed to all schools and training offered to Headteachers and Governors in at least two LAs by July 2009 	<ul style="list-style-type: none"> Develop materials to support headteacher 'work life' balance and develop and deliver training/briefing sessions to headteachers and governors <i>Collaboration</i> 		Facilitation plus other support or development time	July 2009
	<ul style="list-style-type: none"> Report completed for the Strategic Group by February 2009 	<ul style="list-style-type: none"> Audit consortium working in the area of school workforce remodelling to determine extent of alignment with SEF and its six key elements and contribute to an overarching report to the Strategic Group <i>Cooperation</i> 	PM Group	Facilitation and development time	February 2009

Strand 2 Advice, Support and Challenge

This section relates to Foundation Phase, 14-19 Learning Pathways, 2008 Curriculum orders, Transition Planning, Inclusion and SEN and governor support

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

Area	Success Criteria	Actions & Continuum Level	Responsibility	Resources	Completion
2.1 Advice Support and Challenge	<ul style="list-style-type: none"> Consistent use of procedures and protocols relating to standards expected of school improvement professionals evidenced in each authority by August 2009 	<ul style="list-style-type: none"> Shared outcomes of pilot activity. Extend activity to at least three other service areas. Text and use alongside internal PM procedures <i>Collaboration</i> 	Advisory Services Group	Facilitation	August 2009
	<ul style="list-style-type: none"> Standards for cross consortium working agreed and consistently implemented in all LAs by January 2009 	<ul style="list-style-type: none"> Agree core standards expected of school improvement professionals when working across boundaries. Develop monitoring protocols and procedures <i>Collaboration</i> 	Advisory Services Group	Facilitation	End January 2009
	<ul style="list-style-type: none"> Areas where joint working could add value and assist in raising standards identified and agreed by November 2009 	<ul style="list-style-type: none"> Review consortium and individual LA performance overview KS1-5 and identify trends. Prepare report and submit to Strategic Group <i>Collaboration</i> 	Advisory Services Group	Facilitation	December 2009
	<ul style="list-style-type: none"> Report completed and delivered to Strategic Group by end of February 2009 	<ul style="list-style-type: none"> Audit consortium working in the key area to determine extent of alignment with the SEF and its six key elements. 	Advisory Services Group	Facilitation	February 2009

Area	Success Criteria	Actions & Continuum Level	Responsibility	Resources	Completion
2.2 RAISE	<ul style="list-style-type: none"> WAG grant accountability requirements met for 2008/09 by August 2009 	<ul style="list-style-type: none"> Undertake regional analysis of school year 2 self evaluation forms. Undertake regional analysis of year 3 bids <i>Full Integration</i> 	RAISE Group	RAISE consortium lead and admin	August 2009
	<ul style="list-style-type: none"> The strategy for building and sustainability of RAISE activities extended beyond the life of the project in all LAs by April 2009 	<ul style="list-style-type: none"> Make all LAs and schools in receipt of funding aware of radical approaches to tackling social and economic disadvantage. Share the outcomes of the National evaluation and Estyn interim recommendations with all LAs. Examine the linkage between PAISE, SEF and other potential grant income focused on tackling disadvantage. <i>Full Integration</i> 	RAISE Operational Group	RAISE consortium lead	April 2009
	<ul style="list-style-type: none"> WAG grant accountability requirements met for 2009/10 	<ul style="list-style-type: none"> Implement the planned model for the approval of collaborative bids by groups of schools and LAs for funding 2009/10 <i>Full Integration</i> 	RAISE Group	RAISE Consortium lead and admin support	September 2009
	<ul style="list-style-type: none"> Report completed for Strategic Group by end February 2009 	<ul style="list-style-type: none"> Audit consortium working in the key area to determine extent of alignment with the SEF and its six key elements. <i>Cooperation</i> 	RAISE Operational Group	RAISE Consortium lead and admin support	February 2009

Area	Success Criteria	Actions & Continuum Level	Responsibility	Resources	Completion
2.3 Transition	<ul style="list-style-type: none"> All LAs aware of the level to which the skills framework is being implemented in schools by August 2009 Good practice in effective transition KS2/3 identified and shared by October 2008 At least two areas identified for joint working by February 2009 Protocol for arrangements and resource management where there is cross border transfer of pupils including secondary transitions established by August 2009 Report completed for Strategic Group by end February 2009 	<ul style="list-style-type: none"> Share approaches to implementation of skills framework Develop monitoring and evaluation procedures <i>Collaboration</i>	Transition Group	Facilitation	October 2009 April 2009
		<ul style="list-style-type: none"> Case studies agreed and placed on swamwac website. Make all consortium schools aware of website entries. <i>Full Integration</i>	Transition Operational Group	Facilitation Web development officer support	October 2008
		<ul style="list-style-type: none"> Review further opportunities for sharing good practice and joint working in order to raise standards 	Transition Group	Facilitation Web development officer support	February 2009
		<ul style="list-style-type: none"> Undertake data analysis. Develop staff protocol and procedures. Complete pilot activity and use information to inform final documentation. Work with data group as appropriate <i>Collaboration</i>	Transition Operational Group	Facilitation data support	August 2009
		<ul style="list-style-type: none"> Audit consortium working in the transition area to determine extent of alignment with the SEF and its six key elements. <i>Cooperation</i>	Transition group	Facilitation	February 2009

Area	Success Criteria	Actions & Continuum Level	Responsibility	Resources	Completion
2.4 14-19	<ul style="list-style-type: none"> Regional approach to the development of VLE achieved by July 2009 	<ul style="list-style-type: none"> Work through the national project to ensure quality and structure of the systems enable transferability Share resources and good practice through updating or development where appropriate and relevant <p><i>Full Integration</i></p>	14–19 Group	Facilitation	July 2009
	<ul style="list-style-type: none"> Regional approach to QA agreed and implemented by January 2009 	<ul style="list-style-type: none"> Review and further develop the QA Framework so that is can be used in all regions networks Jointly develop ANDPs in relation to QA procedures <p><i>Full Integration</i></p>	14–19 Group	Facilitation	July 2009
	<ul style="list-style-type: none"> Regional approach to learning coach and coordination implemented successfully by June 2009 	<ul style="list-style-type: none"> Evaluate strategy for learning coach training and use outcomes to inform future developments Jointly develop ANDPs in relation to Learning Coaches <p><i>Full Integration</i></p>	14–19 Group	Facilitation	August 2009
	<ul style="list-style-type: none"> Overview of developments clearly understood by March 2009 	<ul style="list-style-type: none"> Map links between 14-19 ANDP activities and CYPP extending entitlement activity 	14–19 Group	Facilitation	March 2009
	<ul style="list-style-type: none"> Report completed for Strategic Group by end February 2009 	<ul style="list-style-type: none"> Audit consortium working in the 14 -19 area to determine extent of alignment with the SEF and its six key elements <p><i>Cooperation</i></p>	14 – 19 Group	Facilitation	February 2009

Area	Success Criteria	Actions & Continuum Level	Responsibility	Resources	Completion
2.5 Foundation Phase	<ul style="list-style-type: none"> Innovative approaches to learning in the foundation phase shared across the consortium by April 2009 	<ul style="list-style-type: none"> Plan and organise a regional pedagogy conference. Develop collaborative working in at least three areas <p><i>Full Integration</i></p>	Foundation Phase Group	Facilitation admin support	April 2009
	<ul style="list-style-type: none"> Outcomes from monitoring and evaluation incorporated in the action plan for roll out by January 2009 	<ul style="list-style-type: none"> Share outcomes from the monitoring and evaluation from pilot settings for the implementation of the foundation phase. <p><i>Collaboration</i></p>	Foundation Phase Group	Facilitation	January 2009
	<ul style="list-style-type: none"> Roll out into years 1 and 2 and transition effectively planned by March 2009 	<ul style="list-style-type: none"> Review models and respond to WAG as appropriate. Develop a joint action plan to include implications for teaching and learning <p><i>Collaboration</i></p>	Foundation Phase Group	Facilitator support Foundation Phase training officers	March 2009
	<ul style="list-style-type: none"> Report completed and delivered to Strategic Group by end February 2009 	<ul style="list-style-type: none"> Audit consortium working in the Foundation Phase to determine extent of alignment with the SEF and its six key elements. <p><i>Cooperation</i></p>	Foundation Phase Group	Facilitation	February 2009

Area	Success Criteria	Actions & Continuum Level	Responsibility	Resources	Completion
2.6 Inclusion	<ul style="list-style-type: none"> IQM successfully meets tender specification by March 2010 Protocols for working with children in own authority schools but belonging to other LAs agreed and implemented in all LAs by August 2009 Consistent approaches to the improvement of educational achievement of LACs assist LAs to meet targets in CYPPs Report completed for Strategic Group by end of February 2009 	<ul style="list-style-type: none"> Complete development phase by March 2009. <i>Collaboration</i> Liaise with Estyn. <i>Cooperation</i> Complete pilot activity and use inform implementation phase. <i>Collaboration</i> Report as detailed in Project Plan <i>Cooperation</i> 	Inclusion Group with IQM Group	Project Leader and admin support	March 2010
		<ul style="list-style-type: none"> Develop draft protocols. Complete pilot activity and use information to inform final documentation. <i>Collaboration</i> 	Inclusion Group	WAG Project Funding Facilitation	August 2009
		<ul style="list-style-type: none"> Identify and share successful approaches Develop and formalise protocols for working across LAs <i>Collaboration</i> 	Inclusion Group	Facilitation	March 2009
		<ul style="list-style-type: none"> Audit consortium working in the key area to determine extent of alignment with the SEF and its six key elements. <i>Cooperation</i> 	Inclusion Group	Facilitation	February 2009
2.7 Governor Support	<ul style="list-style-type: none"> Materials developed and training offered to at least two LAs by July 2009 Materials developed and training offered to at least two LAs by July 2009 	<ul style="list-style-type: none"> Develop outdoor education training for governors <i>Collaboration</i> 	Governor support Group and Outdoor Education group	Facilitation	July 2009
		<ul style="list-style-type: none"> Develop work/life balance materials and deliver training/briefing sessions to governors <i>Collaboration</i> 	Governor support group and Workforce remodelling group	Facilitation	July 2009
2.8 SEF	<ul style="list-style-type: none"> Pilot programme meets WAG Tender requirements by August 2009 	<ul style="list-style-type: none"> Develop a business case and action plan <i>Full Integration</i> Develop approach and consult with all stakeholders <i>Cooperation</i> Develop guidance materials for pilot schools, Improvement Facilitators, Link Advisers and LAs Manage the pilot process for Improvement Facilitators <i>Full Integration</i> 	SEF Group	Project Leader, Admin Support	August 2009

Strand 3 Governance and Organisational Development

This section relates to determining the strategic direction of Consortium working, building the capacity to enable Consortium working to be achieved, ensuring robust governance, management and quality assurance arrangements, and contributing to development against key national priorities

Aim
To establish robust and effective governance, management and quality assurance arrangements and to deliver a range of key developments in order to improve pupil standards, build capacity across the Consortium Authorities, and achieve efficiencies, through the development of consortium working that is innovative, flexible and responsive.

Area	Success Criteria	Actions & Continuum Level	Responsibility	Resources	Completion
3.1 Governance	<ul style="list-style-type: none"> • A fit for purpose governance structure fully accepted, supported and implemented by elected members, Directors and officers by August 2009 • Governance mechanisms demonstrate responses to issues raised by headteachers and other relevant groups by August 2009 • Report completed for Strategic Group by end of February 2009 	<ul style="list-style-type: none"> • Review consortium governance model with particular emphasis on Regional reporting structures and developing links with RLP for SWW <i>Full Integration</i> 	Strategic Group and Development Team	Facilitation and development time	August 2009
		<ul style="list-style-type: none"> • Undertake evaluation of support for, and understanding of consortium working of members, senior officers, and staff via a survey of a representative sample <i>Cooperation</i> 	Strategic Group and Development Team	Facilitation, development and administrative time, questionnaire, external evaluation	December 2008
		<ul style="list-style-type: none"> • Develop and implement a self review system for Operational groups <i>Cooperation</i> 	All Consortium Group Strategic Group and Development Team	Facilitation, development and administrative time	March 2009
		<ul style="list-style-type: none"> • Use outcomes to develop an action plan to improve communication, support and understanding as part of the CQI development <i>Collaboration</i> 	Strategic Group and Development Team	Facilitation and development time	August 2009
		<ul style="list-style-type: none"> • Sustain and further develop the Headteacher Group, with strategic voice and representation from all educational sectors <i>Full Integration</i> 	Strategic Group Development Team, Headteacher Group	Facilitation and development time	August 2009
		<ul style="list-style-type: none"> • Review impact of Headteacher Group on development of consortium working using both self review and external evaluation 	Strategic Group Development Team, Headteacher Group	Facilitation, development and administrative time, external evaluation	March 2009
		<ul style="list-style-type: none"> • Improve communication/feedback to all headteachers <i>Cooperation</i> 	Strategic Group Development Team, Headteacher Group	Facilitation and development time	August 2009
		<ul style="list-style-type: none"> • Audit consortium working in respect of Governance activities to determine extent of alignment with SEF and its six key elements and contribute to an overarching report to the Strategic Group 	Development Team	Facilitation	February 2009

Area	Success Criteria	Actions & Continuum Level	Responsibility	Resources	Completion
3.2 Brokerage	<ul style="list-style-type: none"> A fit for purpose brokerage service provides support to all Authorities, assists in building capacity and demonstrates efficiencies by August 2009 Brokerage support arrangements for Outdoor Education advisory support agreed and in place and all LAs able to access support by April 2009 	<ul style="list-style-type: none"> Identify specific areas where research data indicates underperformance or shortage subjects and develop pilot brokerage arrangements focusing on meeting the identified needs. Link with analysis to support Advisory Services and CYPP work <i>Full Integration</i> 	Advisory/WFD/Data Groups	Facilitation and development time and research support	August 2009
		<ul style="list-style-type: none"> Review Advisory Services to determine appropriate areas for mutual support/capacity building <i>Collaboration</i> Implement the Brokerage Action Plan <i>Full Integration</i> 	Advisory and Strategic Groups Strategic Group and Development Team	Facilitation and development time and research support	August 2009
		<ul style="list-style-type: none"> Develop a system of advisory support for curriculum outdoor education across the consortium <i>Full Integration</i> 	Development Team, Advisory and Outdoor Education Groups	Facilitation and development time and research support	April 2009
3.3 Continuous Quality Improvement	<ul style="list-style-type: none"> Robust infra structure and systems ensure effective quality assurance at all levels by August 2009 Consortium working initiatives are subject to regular scrutiny as set out in the Governance structure by August 2009 Consortium group members support consortium working arrangements and understand the benefits 	<ul style="list-style-type: none"> Develop a Continuous Quality Improvement system and supporting action plan which will underpin consortium working initiatives and link to the brokerage service. <i>Collaboration</i> 	Strategic Group Development Team	Facilitation and development time and research support	August 2009
		<ul style="list-style-type: none"> Further develop and embed communications systems to ensure staff and elected members recognise the value of and actively contribute to the implementation of Strategic Plans and in accordance with quality systems <i>Collaboration</i> 	Members, Directors, and Strategic Groups Development Team	Facilitation and development time	August 2009
		<ul style="list-style-type: none"> Further develop and implement scrutiny arrangements for consortium working involving elected Members, senior officers and appropriate regional fora. <i>Full integration</i> 	Members, Directors and Strategic Groups Development Team	Facilitation and development time and research support	August 2009
		<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	Facilitation and development time and research support	August 2009

Area	Success Criteria	Actions & Continuum Level	Responsibility	Resources	Completion
3.4 Tri level Agenda	<ul style="list-style-type: none"> Consortium working arrangements align with and embed the Core themes and Key elements of The School Effectiveness Framework by August 2009 	<ul style="list-style-type: none"> Analyse the results of the individual area audits of alignment with School Effectiveness Framework and develop proposals to ensure alignment and embedding of the Framework in future Strategic Plans and activities <p><i>Cooperation</i></p>	Directors and Strategic Groups, Operational Groups, Development Team	Facilitation and development time	August 2009
	<ul style="list-style-type: none"> A unified voice on national policy arrangements and key consultations is achieved by August 2009 	<ul style="list-style-type: none"> Facilitate the opportunity for all groups to respond to national policy issues and national consultation on a consortium basis Engage with WAG on a consortium basis in respect of key initiatives and provide regular updates on consortium working achievements <p><i>Cooperation</i></p>	Directors and Strategic Groups, Operational Groups, Development Team	Facilitation and development time and research support	August 2009
	<ul style="list-style-type: none"> Relationships with WAG, regional Partnership Fora, and other key partners align with SEF, and support consortium working in order to contribute to improved pupil standards by August 2009 	<ul style="list-style-type: none"> Facilitate dialogue between WAG Policy Leads and other Key partners with relevant consortium strategic and operational groups Undertake cooperative working in respect of the development of the RLP for SWW, assisting with maximising potential for access to convergence funding for swamwac authorities. Develop links with WAG Area Teams and provide regular updates on consortium working achievements <p><i>Cooperation</i></p>	Directors and Strategic Groups, Operational Groups, Development Team	Facilitation and development time	August 2009

Area	Success Criteria	Actions & Continuum Level	Responsibility	Resources	Completion
3.5 Performance	<ul style="list-style-type: none"> Cash releasing efficiencies of £200,000 achieved for 2008-09 academic year through consortium working 	<ul style="list-style-type: none"> Further develop methodology for identifying, achieving and recording cash releasing efficiencies 	Strategic Group Development Team, Finance Operational Group	Facilitation and development time and research support	August 2009
	<ul style="list-style-type: none"> Non cash releasing efficiencies achieved and specific areas identified where capacity is increased and duplication reduced by August 2009 	<ul style="list-style-type: none"> Further develop methodology for identifying, achieving and recording non cash releasing efficiencies 	Development team and commissioned support	Facilitation and development time and research support	August 2009
	<ul style="list-style-type: none"> Impact of consortium working is measured against benchmarking targets by August 2009 	<ul style="list-style-type: none"> Set benchmarking targets for consortium working for 2008 – 09 academic year <i>Full Integration</i> Benchmarking data updated and utilised to determine efficiencies and impact of consortium working <i>Collaboration</i> Undertake an annual evaluation of swamwac performance, including using benchmarking information <i>Full Integration</i> 	Development team and commissioned support	Facilitation and development time and research support	August 2009
	<ul style="list-style-type: none"> Performance of swamwac authorities in key areas shows improvement in consistency between 2007 – 08 and 2008 - 09 academic year 	<ul style="list-style-type: none"> Further develop methodology to support authorities to achieve improved and consistent performance in identified key areas <i>Collaboration</i> 	Development team and commissioned support	Facilitation and development time and research support	August 2009

Area	Success Criteria	Actions & Continuum Level	Responsibility	Resources	Completion
3.6 Planning for Children and Young People	<ul style="list-style-type: none"> Opportunities for consortium working to add value and/or efficiencies to implementation of Childrens Plan identified and delivered by August 2009 	<ul style="list-style-type: none"> Ensure clear topic and outcome focus for each of the 5 scheduled consortium meetings in 2008 – 09, enabling alignment and consistency of approach to Childrens' Plan implementation issues <i>Coordination</i> 	CYP Partnership Group	Facilitation and development time and research support from Partnership Coordinator	August 2009
	<ul style="list-style-type: none"> At least 2 consortium working approaches and/or activities identified, developed and delivered jointly by August 2009 	<ul style="list-style-type: none"> Develop and deliver approaches and activities on a regional or sub-regional basis in respect of implementation of Childrens' Plans. <i>Collaboration</i> 	CYP Partnership Group	Facilitation and development time and research support from Partnership Coordinator	August 2009
	<ul style="list-style-type: none"> At least two agencies identified, and sub regional or regional meetings convened by August 2009 	<ul style="list-style-type: none"> Develop links with statutory and non statutory partnership organisations to contribute to each authorities Childrens' Plan <i>Coordination</i> 	CYP Partnership Group	Facilitation and development time and research support from Partnership Coordinator	August 2009
	<ul style="list-style-type: none"> Links made with RLP for SWW, WAG Area Teams, and at least one other wider Partnership formalised, and level of potential benefits to children and young people from this closer partnership working evaluated and reported by August 2009 	<ul style="list-style-type: none"> Improve liaison with statutory and non statutory partnership agencies engaged in contributing to Children and Young Peoples Plans across the region. <i>Coordination</i> 	CYP Partnership Group	Facilitation and development time and research support from Partnership Coordinator	
	<ul style="list-style-type: none"> Initial review of potential for joint commissioning via consortium working completed and reported by August 2008 	<ul style="list-style-type: none"> Identify existing examples of commissioning via joint working, and evaluate potential for joint commissioning between swamwac Authorities to add value <i>Coordination</i> 	CYP Partnership Group	Facilitation and development time and research support from Partnership Coordinator	August 2009
	<ul style="list-style-type: none"> Report completed for Strategic Group by February 2009 	<ul style="list-style-type: none"> Ensure alignment between CYPP partnership working and SEF and its six key elements and contribute to an overarching report to the Strategic Group 	CYP Partnership Group	Facilitator	February 2009

Area	Success Criteria	Actions & Continuum Level	Responsibility	Resources	Completion
3.7 Planning School Places	<ul style="list-style-type: none"> Consortium working contributes to capacity in authorities to undertake school modernisation programmes by August 2009 	<ul style="list-style-type: none"> Provide joint response to planning school places legislation proposals and develop joint approaches to implementation Develop joint approach to key data requirements for school place planning Develop joint approach to cross border school place planning issues 	PSP Operational Group	Facilitation and development time	August 2009
	<ul style="list-style-type: none"> Shared approaches to school transport and admissions issues contribute to increased capacity and consistency in authorities by August 2009 	<ul style="list-style-type: none"> Share good practice, data and information on school place planning, school closure and school transport issues 	PSP Operational Group	Facilitation and development time	August 2009
	<ul style="list-style-type: none"> Report completed for Strategic Group by February 2009 	<ul style="list-style-type: none"> Audit consortium working to determine extent of alignment with SEF six elements and contribute to an overarching report to Strategic group <i>Cooperation</i> 	PSP Operational Group	Facilitation and development time	February 2009
3.8.1 Shared Operational Working - Data, - IT Finance	<ul style="list-style-type: none"> Consortium working adds value, contributes to improved performance and provides efficiencies via data sharing, shared approaches to ICT support to schools, and financial networking by August 2009 	<ul style="list-style-type: none"> Maintain and improve effective processes for cross-border pupil data sharing <i>Collaboration</i> 	ICT and Data Groups with Transition and Advisory Groups	Facilitation and development time and research support	August 2009
		<ul style="list-style-type: none"> Develop joint approaches to WAG requirements for ICT hardware and software support for schools <i>Collaboration</i> 	ICT Group	Facilitation and development time and research support	August 2009
		<ul style="list-style-type: none"> Implement agreed financial approaches for consortium working <i>Cooperation</i> 	Finance Group	Facilitation and development time and research support	August 2009
		<ul style="list-style-type: none"> Scrutinise and evaluate efficiencies achieved via consortium working <i>Cooperation</i> 	Finance Group	Facilitation and development time and research support	August 2009
	<ul style="list-style-type: none"> Report completed for Strategic Group by February 2009 	<ul style="list-style-type: none"> Audit consortium working to determine extent of alignment with SEF six key elements and contribute to an overarching report to Strategic Group <i>Cooperation</i> 	Finance, ICT and Data Groups	Facilitation and development time	February 2009

Area	Success Criteria	Actions & Continuum Level	Responsibility	Resources	Completion
3.8.2 Shared Operational Working – Community Focused Schools and Out of School Hours Learning	<ul style="list-style-type: none"> Increased number of sustainable CF schools which meet WAG Guidelines by August 2009 	<ul style="list-style-type: none"> Share strategies used to encourage schools to become community focused <i>Networking</i> Jointly develop PIs and approaches to monitoring and evaluating the impact of CFS/OSHL funding. <i>Coordination</i> Jointly develop ways of improving sustainability of CFS/OSHL initiatives <i>Coordination</i> 	Community Focused Schools' Group	Facilitation and development time and research support	August 2009
		<ul style="list-style-type: none"> Report completed for Strategic Group by February 2009 	<ul style="list-style-type: none"> Audit consortium working to determine extent of alignment with SEF six key elements and contribute to an overarching report to Strategic Group <i>Cooperation</i> 	Community Focused Schools' Group	Facilitation and development time and research support
	<ul style="list-style-type: none"> Consortium working contributes to capacity in authorities to support music curriculum 	<ul style="list-style-type: none"> Identify and share good practice in curriculum music support <i>Cooperation</i> Facilitate peer evaluation across the Music Services <i>Cooperation</i> 	Music Group	Facilitation and development time	August 2009
		<ul style="list-style-type: none"> Report completed for Strategic Group by February 2009 	<ul style="list-style-type: none"> Audit consortium working to determine extent of alignment with SEF six key elements and contribute to an overarching report to Strategic group <i>Cooperation</i> 	Music Group	Facilitation and development time
3.8.4 Shared Operational Working – Outdoor Education	<ul style="list-style-type: none"> Consortium working adds capacity to enable authorities to meet National Guidelines for EVC and visit leaders, by August 2009 	<ul style="list-style-type: none"> Develop and deliver consistent joint training for Educational Visit Co-ordinators (EVCs) and Visit leaders which meets all national guidelines <i>Full integration</i> 	Outdoor Education Group	Facilitation and development time	August 2009
		<ul style="list-style-type: none"> Develop consistent systems for monitoring outdoor activities <i>Collaboration</i> 		Facilitation and development time	August 2009
	<ul style="list-style-type: none"> Report prepared for Strategic Group by February 2009 	<ul style="list-style-type: none"> Audit consortium working to determine extent of alignment with SEF six key elements and contribute to an overarching report to Strategic Group <i>Cooperation</i> 	Outdoor Education Group	Facilitation and development time	February 2009

Area	Success Criteria	Actions & Continuum Level	Responsibility	Resources	Completion
3.9 Organisation and Infrastructure Development	<ul style="list-style-type: none"> Efficient and effective ICT structure in place that facilitates consortium working and supports brokerage requirements by August 2009 	<ul style="list-style-type: none"> Existing ICT infrastructure reviewed and proposals for new infrastructure developed and costed to accommodate sharing of good practice and consortium working <i>Full integration</i> 	Coordinator Development Team	Facilitation and development time and research support	August 2009
	<ul style="list-style-type: none"> Web site enables sharing good practice, access to course catalogue, brokerage and consortium working by March 2009 	<ul style="list-style-type: none"> Existing website reviewed and redeveloped to accommodate sharing of good practice, course catalogue, brokerage requirements and consortium working <i>Full Integration</i> 	Coordinator Development Team	Facilitation and development time and research support	March 2009
	<ul style="list-style-type: none"> Consortium funding arrangements are clear and sustainable, and subject to scrutiny and monitoring by December 2008 	<ul style="list-style-type: none"> Review and restructure consortium budget, including sustainability arrangements and scrutiny and monitoring arrangements <i>Full Integration</i> 	Strategic Group, coordinator	Management and administrative time	December 2008
	<ul style="list-style-type: none"> Consortium structure and staffing supports achievement of the Strategic Plan by December 2008 	<ul style="list-style-type: none"> Review consortium structure and staffing to enable appropriate skills and resources to support achievement of the Strategic Plan and resource to consider how consortium working can support SEF core Themes and Key elements 	Strategic Group, coordinator	Management and administrative time	December 2008
	<ul style="list-style-type: none"> Report completed for Strategic Group by February 2009 	<ul style="list-style-type: none"> Audit consortium working to determine extent of alignment with SEF six key elements and determine any action needed to improve alignment and contribution to improved pupil performance 	Strategic Group, coordinator	Management and administrative time	February 2009