

## **Central South Consortium Operational Plan – Summary Paper**

### **Introduction**

The Central South Consortium has developed an operational plan to enable effective measurement of achievement against the organisations business plan priorities. The Plan is broken down into the following seven areas:

1. Challenge Framework
2. Support Framework
3. Governance
4. Performance and Self Evaluation
5. Financial Management
6. High Performing Organisation

### **Achievement and Impact**

#### **1. Challenge Framework**

Key actions taken include:

- complete revision of the framework to bring in line with the direction of the Central South Wales Challenge;
- although delayed by the Welsh Government, full implementation of the national school improvement and categorisation system;
- implementation of the revised arrangements for the review, challenge and support meeting in each school using the school's self-evaluation as the starting point;
- more productive dialogue with head teachers and governors through this mechanism;
- in most cases, more engagement by schools with the categorisation process and identification of support needs;
- development of exemplar materials to inform what is recorded in the school improvement report, monitoring and progress reports;
- A more consistent approach across the region to the arrangements for reviewing amber and red schools' progress half-termly and termly.

Areas of focus during the current year will be:

- To demonstrate, through evidence, that amber and red schools are making good progress. Where there is evidence that progress is insufficient arrangements will need to be made to take swifter action to address concerns. The consortium will need to discuss this with the local authority so that the authority is in a position to consider use of its further statutory powers; and

- To further develop the capacity of green and yellow schools in the spring term.

## **Central South Wales Challenge**

### **2. Support Framework**

The CSW Challenge project management process (roles and responsibilities) is being reviewed.

All but one SIG has engaged in the process with a meeting held with unengaged group representatives. The vast majority of schools are actively engaged in collaborative activity, although the depth of activity varies currently.

Convenors have participated actively in the convenor meetings and have provided evidence of implementation of plans. Some have made more progress than others.

There has been an initial evaluation of the pathfinder pairings with encouraging evidence of progress.

A peer review pilot is underway involving over 20 schools across the region to be evaluated by an external reviewer for full roll out after the Spring term.

SIG budget monitoring is under way to identify and address under spends due to invoicing. All SIGs have a challenge adviser nominated as being attached to the SIG.

Significant progress has been made in establishing the initial school improvement hubs and specialist centres. From January, the hubs and specialist schools will be offering a number of programmes with leadership development as a main thrust. At least two of the school improvement hubs are specialising in leadership as their core strength.

Key next steps include:

- clarifying the expectations of the challenge adviser attached to each SIG;
- extending the pathfinder pairings so that this becomes a more prominent part of the support and intervention in red and amber schools;
- being in a position to provide evidence of impact of the spend from the school effectiveness grant that has been used to support the collaborative activity;
- Evaluating the peer review pilot and determining where this may fit within the challenge framework and the associated lines of accountability;
- Further developing the wider strategy for professional development led by hub schools;
- Reviewing the support framework to gauge impact in Welsh and the Foundation Phase.

### **3. Governance and Commissioning**

The new Governance model is in place and is being tested this term. The new Business plan will be clearer about delivery planning. 5 LA performance reports will be provided to local authorities for review meetings at or just after the end of term. Estyn's findings on Scrutiny outlined an underdeveloped model in terms of quality of function. New roles are being

scoped and appointed to lead across the region on governance, HR and 14-19 working with LA teams. The delivery model for this will be integrated into the business plan for the organisation in early 2015, along with a rolling review of progress.

#### **4. Performance and Self Evaluation**

The Estyn thematic review was undertaken and concluded with positive feedback relating to the organisations strategic leadership, clarity of roles and responsibilities in addition to robust financial management systems. The review also raised a number of areas for further focus including the need to see impact from the school led strategy over time.

The self evaluation approach this term is bringing greater links within the operational plan. The planning approach has been successful in developing internal systems of accountability and measurement against CSC strategic and operational priorities.

#### **5. Financial Management**

A lot of work has been done to strengthen the internal internal budget management processes which were recognised by the WAO/Estyn. Impact reports are being composed (SEG/WEG/PDG/FP) for each grant. The relationships between CSC and LA finance/education officers has taken time to develop but are improving. Future funding approach will be dominated by the merging of the individual grants and the impacts this will have on operations and service delivery approach.

#### **6. High Performing Organisation**

The new business planning approach we will need to ensure that there is greater synergy between all strategic and operational plans in line with the business plan priorities.

CSC has developed a range of information management systems which are in place to measure performance, finance, funding, and impact. These systems will need to develop further so that they provide timely information to inform strategic planning and the deployment of resources. A consultative group involving head teachers will review the use and format of PORTAL alongside other options including exploring IM systems in place in other consortia and wider school improvement services. The organisation is also developing its information dashboard; this has been well received although it is accepted as a starting point and in development.

CSC have worked hard at the communications this term but can be more streamlined. A new communications strategy is being developed with consortia and Welsh Government.

#### **Next Steps 2015/16**

The operational plan will be reviewed following the next business planning phase. Communication and consultation with staff and headteachers within will be vital. The operational plan will then serve as a live document and will feed the improving information management systems. The risk register will also be populated in real time to reflect the risks arising and evolving from strategic and operational activity.

Outlined overleaf is a list the organisations key milestones for the remainder of the academic year, this will be refreshed with the new business plan development over the coming months.

**Key Milestones 2014/15**

Strategy Area	Operational Area	Progress / Deliverables	RAG Status Red = Milestone Missed Yellow=at risk of slippage Green = On Schedule/Completed	Review/Delivery Date
<b>Challenge Framework</b>	<b>Challenge Framework Development</b>	New Framework produced	Completed	01/09/2014
		New Framework communicated to schools and governors however need to agree extent of further circulation.	In Progress	12/01/2015
		Support role of CAs in relation to SIGs established. Implementation requires further discussion with CA's.	In Progress	12/01/2015
	<b>Challenge Adviser Structure</b>	Challenge Advisers trained	Completed	09/09/2014
		Senior Challenge Advisers recruited - The senior level structure will be reviewed (BP process 2015)	In Progress	31/03/2015
		CAs matched with SIGs, tasks agreed	Completed	30/09/2014
	<b>Business Plan Priorities</b>	P5 - Intervention programme strengthened - Verifying status of identification of support in amber and red schools and identifying overarching patterns	In Progress	12/12/2014
		P4 - Improvement plans agreed with schools. Need to ensure these are completed and returned.	In Progress	19/12/2014
	<b>Interventions</b>	Provision for support for governors - briefings planned and held - next 2 terms being planned	In Progress	20/12/2014
		Target setting workshops planned and published	Completed	30/09/2014
		Bespoke support for individual governing bodies planned and provided - Working to identify capacity and Governors who can support other schools	In Progress	31/12/2014
	<b>Metrics</b>	Framework review and refresh mechanisms confirmed as part of the Challenge Adviser development days	In Progress	01/05/2015
		Annual refresh process for CSC success monitoring metrics	In Progress	01/07/2015
		All heads surveyed on framework and associated mechanisms	In Progress	05/01/2015

Strategy Area	Operational Area	Progress / Deliverables	RAG Status Red = Milestone Missed Yellow=at risk of slippage Green = On Schedule/Completed	Review/Delivery Date
<b>Support Framework</b>	<b>CSW Challenge</b>	Reasons for non-engagement with school-to-school (SIG) work identified, solutions provided and in process	In Progress	20/12/2014
		Convenor meetings and further pathfinder programme planned	In Progress	24/12/2014
	<b>Support Models (Offer &amp; Commissioning)</b>	Model of wider strategic support agreed, identified and delivered (lit, num, WEG, FP, Technology)	In Progress	31/12/2014
		Support model developed for Peer Review Model - Process ready in draft form to be piloted next term	In Progress	31/03/2015
		Support model developed for Teaching & Learning Hubs as longer term strategy	In Progress	31/12/2015
		QA process for monitoring and improving the Support Framework designed and implemented	In Progress	01/01/2015
	<b>Business Plan Priorities</b>	P6 - Implement Teaching & Learning Framework - consultation underway, using Hubs and specialist schools as vehicle	In Progress	15/01/2015
		P5 - Work with LAs to implement governance programme underway	In Progress	15/02/2015

Strategy Area	Operational Area	Progress / Deliverables	RAG Status Red = Milestone Missed Yellow=at risk of slippage Green = On Schedule/Completed	Review/Delivery Date
<b>Governance &amp; Commissioning</b>	<b>Direction setting for CSC</b>	Vision/strategy/plan for the organisation produced and communicated	Completed	30/09/2014
	<b>Governance</b>	Rolling agenda plan agreed	Completed	30/09/2014
	<b>LA Annexes</b>	Accountability framework agreed and in action	Completed	30/09/2014
	<b>Development &amp; Planning</b>	Scope the current scale and budget for the new HR/14-19 and Governor support	Completed	31/12/2014

Strategy Area	Operational Area	Progress / Deliverables	RAG Status Red = Milestone Missed Yellow=at risk of slippage Green = On Schedule/Completed	Review/Delivery Date
Performance and Self Evaluation	ESTYN Review	Estyn Thematic review undertaken with feedback provided/circulated	Completed	27/11/2014
	Continuous Improvement	RH to work with a team to develop self evaluation and links with business planning and other operational planning for improvement	In Progress	12/12/2014
		Operational planning behind business plan structure established and will be broadened to encompass new CSC business plan priorities	In Progress	24/12/2014

Strategy Area	Operational Area	Progress / Deliverables	RAG Status Red = Milestone Missed Yellow=at risk of slippage Green = On Schedule/Completed	Review/Delivery Date
Financial Management	Financial Reporting	Agreement with directors of a way forward with claw back request from WG	Completed	17/10/2014
	Retained Grant Funding	Consortia spending plans approved, T&C's confirmed awaiting announcement regarding the in year claw-back	In Progress	24/11/2014

Strategy Area	Operational Area	Progress / Deliverables	RAG Status Red = Milestone Missed Yellow=at risk of slippage Green = On Schedule/Completed	Review/Delivery Date
<b>High Performing Organisation</b>	<b>HR Charter and Processes</b>	First draft of HR Charter produced	Completed	14/09/2014
	<b>Performance Management</b>	New PM process communicated to all staff	Completed	19/09/2014
		All staff have objectives-setting meetings (inc. documentation written up)	In Progress	05/12/2014
		Consistent Termly 1:1 meetings - meeting plans in place across the org	In Progress	17/12/2014
	<b>IT Development Roadmap</b>	New development roadmap for key IT systems (Portal, DevDeck, etc.) produced	In Progress	31/01/2015
		Review being undertaken of Information Management Systems -	In Progress	28/02/2015
	<b>IT Strategy</b>	'Single Customer' approach developed for CSC with regard to dealings with Webbased	Completed	05/12/2014
	<b>IT Change Management</b>	Next iteration of the CSC Portal (Target Setting) implemented	In Progress	01/07/2015
		Next iteration of the CSC Portal (Monitoring & SIR) implemented - Awaiting Beta version from Webbased for testing to roll out 2015	In Progress	12/12/2014

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