

Business Plan Progress – Assessment March 2017 AGENDA ITEM 4

Central South Consortium Joint Education Service Joint Committee - 14th March 2017

RAG STATUS	
Noteworthy Progress	
On Track	
Barriers/Risks	

IMPROVEMENT OBJECTIVES		WHAT WILL WE DO IN 2016/17	RAG Status	Comment
1.1 To raise standards in literacy/ English/ Welsh; numeracy and mathematics	1.1.1	Raise standards for all learners (particularly boys' literacy and outcomes for girls and boys in mathematics), monitoring progress regularly against detailed targets set out in the underpinning action plans.		Achievement against targets of business plan progressing well. Schools that have not made expected progress have been identified and support being tailored to address. Some concern about new GCSE specifications causing uncertainty in target setting.
	1.1.2	Improve the quality of teaching in these areas using support from the relevant hub school programmes; support schools leaders to meet the requirements of changes to the curriculum and external qualifications.		Vast majority of aspects achieved however due data not being received until summer term will be difficult to mark all milestones as completed. Need to reflect on this within next wave of business planning.
	1.1.3	Provide professional development programmes to improve the impact of subject leadership through the curriculum hub schools.		Majority of milestones achieved and will need to wait for summer data to clarify outcomes.
	1.1.4	Increase the supply of secondary mathematics teachers in the region through a dedicated recruitment drive.		Concern from TUs and difficulties recruiting out of season, but additional capacity has been successfully added working in partnership with Cardiff University. Further recruitment strategies are in place for the spring term. Teach First contract secured to add 25 x 2 cohorts with two thirds specialising in mathematics and science.

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1.2 To improve the outcomes achieved by specific groups of learners	1.2.1	Build schools' capacity to improve the outcomes achieved by pupils eligible for free school meals (eFSM) through the regional Closing the Gap Strategy, promoting high expectations, sharing effective practice and monitoring progress against detailed targets in the underpinning action plans.	Green	Strong progress on eFSM performance across region at all levels, more to do at KS4. CTG strategy and guidance shared with head teachers via conference and through the Cronfa system.
	1.2.2	Improve the outcomes of pupils with English as an additional language (EAL), pupils with a special educational need (SEN) and more able and talented pupils (MAT) by identifying and sharing best practice and working with schools where the need for support is greatest.	Yellow	ALN inclusion group established and working well, vulnerable pupils data pack in place for all schools need for further focus on support for CAs on improving inclusion and join up with LA services into the future.
	1.2.3	Improve the outcomes achieved by Looked After Children (LAC) by providing effective support for individual pupils and tracking their progress, by sharing best practice and developing the skills of all those providing support for these learners.	Yellow	Regional LAC plan agreed and provided to schools, some early uncertainty about decision making between authorities and consortia now resolved.

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2.2 To improve the quality of learning and teaching	2.2.1	Support the development of good and excellent teaching and share effective practice across the region through the regional hub schools.	Yellow	New lead on learning and teaching to develop regional strategy. PL hubs engaged in action research. Programme for 17/18 underway now.
	2.2.2	Develop a continuum of professional learning pathways for all school-based staff – head teachers, senior leaders, teachers and support staff – through hub schools linked to the New Deal Pioneer schools. Continue work with Higher Education Institutions (HEIs) to provide classroom-based initial teacher training.	Green	Continuum of professional learning pathways is in place evaluations underway by April 2017.
	2.2.3	Develop learning and teaching at subject level in line with regional needs, working to the regional teaching and learning strategy.	Green	Lead practitioners recruited and trained. Providing a range of support across the region at subject level, again evaluations underway for April 17

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2.3 To raise expectations further in a self-improving system	2.3.1	Develop further the provision of high quality and timely school and pupil level data.	Red	Despite difficulties target setting process has been concluded. Significant issues have been identified and are being addressed, complicated by uncertainty about performance measures and TA going forward. Continued delay to procurement of pupil level data warehouse - likely to move forward in partnership with EAS and split tender.
	2.3.2	Strengthen challenge and support of teacher assessment to promote greater accuracy and consistency.	Yellow	Challenge advisers considered the accuracy of teacher assessment in schools when considering evidence for categorisation. This included looking at tracking systems, target setting and national test results.
	2.3.3	Develop further the work of challenge advisers in challenging and supporting schools to raise standards and reduce the variations in outcomes, particularly in the secondary sector, concentrating resources increasingly on the most vulnerable schools.	Green	Minor changes to the framework have been made, particularly for green and yellow schools. Need to ensure that a review of both deployment and role of challenge adviser is a key priority within the new business plan. Secondary strategy has been revised in light of head teacher engagement. Strategy developed, leading to proposed workforce changes around the secondary team, will be implemented to bring about a clear focus of secondary schools work.
	2.3.4	Promote high expectations and improve performance across the region post-sixteen.	Yellow	Agreed to extend Alps provision, a place on the Alps conference for all secondary schools has been purchased and further training for challenge advisers has been undertaken.
	2.3.5	Promote high expectations and secure further improvement in attendance rates	Yellow	Training sessions delivered to CAs – all LA audit toolkits have been shared with all Snr CAs and CAs. On completion where schools have a concern with attendance follow up visits to schools are completed by EWS, and CA's.

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3.1 To improve performance management	3.1.1	Improve procedures to evaluate the impact of school-to-school working on standards, teaching and leadership and systems to monitor progress against operational plans.	Yellow	SER continually refreshed for the organisation. Research contract in place with overall survey and programme level evaluations of impact to report in summer 17. More systematic reviewing each area against Estyn recommendation.
	3.1.2	Strengthen performance management through the development of an evaluation and research programme.	Yellow	Framework for research and evaluation programme now in place. Questionnaire developed and used in sample schools. Key aspects of work identified and evaluation planned.
	3.1.3	Procure a new IT information management system.	Green	System procured and release completed. Comprehensive training programme for schools has been scheduled throughout the academic year. Further development phase now being investigated to gather greater intelligence from system in support of school improvement.
	3.1.4	Develop further procedures for individuals' performance management.	Yellow	System introduced to prioritise content of development day/staff briefings. Process for performance management agreed and implemented late Autumn term early Spring term. Termly reviews underway.
	3.1.5	Embed processes for assuring quality and evaluating teaching and leadership in written reports.	Green	Clear QA of reporting in the autumn term improved position, stronger inspection outcomes so far this year. New structure to development days at the beginning of the year have proven effective.

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3.2 To strengthen governance and accountability	3.2.1	Work with local authorities to improve further the reporting to scrutiny committees and the sharing of effective practice between committees to promote consistency.	Amber	Scrutiny receive consistent report annually from Consortium and 'coordinated scrutiny' have shared common areas for challenge which will form the focus of future meetings. Greater consistency emerging across the work of scrutiny regionally.
	3.2.2	Strengthen further the arrangements for governance and accountability through the Joint Committee and Advisory Board.	Amber	Greater collaboration is evident, CSC have also reviewed the governance process and have a session planned for June with head teachers to trial a way forward (including directors).
	3.2.3	Continue work to identify and report the effect of measures to mitigate risk.	Green	Clear risk management processes in place from business plan to Joint committee

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3.3 To strengthen further the management of resources and improve efficiency	3.3.1	Continue to develop arrangements for monitoring the use and impact of financial resources against regional priorities; maintain a systematic focus on value for money that demonstrates the link between the deployment of resources and the impact on outcomes.		Vim reviews completed for Peer enquiry, closing the gap following decisions of research and evaluation board. Challenge advisers value for money review also completed.
				Final proposals on efficiency savings and services identified.

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