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Issue: Draft Business Plan Priorities 2020/21

BACKGROUND

The current business plan covers the period 1st April 2019 to 31st March 2020. It has six priorities based upon the enabling objectives within the document Education in Wales: Our National Mission.

- a) To develop a high-quality education profession;
- b) To develop inspirational leaders and to facilitate their working collaboratively to raise standards;
- c) To develop strong and inclusive schools committed to excellence, equity and well-being;
- d) To develop robust assessment evaluation and accountability arrangements supporting a self-improving system
- e) Provide professional learning opportunities to support Curriculum for Wales; and
- f) Improve the effectiveness and efficiency of Central South Consortium

For each of the priorities there is a detailed operational plan that outlines how and when the aspects of each priority will be delivered. These plans also indicate aspects that need to be addressed in 20/21.

Key success criteria and actions from the business plan and associated operational plans form the basis of the organisation's operational monitoring approach. Operational plans are updated by aspect leads through half termly meetings between the drive teams and the operations manager. In addition, each drive team meets with the managing director, senior lead for business and operations and the operations manager towards the end of each term for 'Impact Review Meetings'.

RECOMMENDATIONS

- Members to note the content of the business plan document and provide comment and recommendations for improvement;
- Members to provide a steer on the strategy outlined within the business plan;
- Note that further work will need to take place with the lead section 151 officer on the presentation of financial information, once indicative funding has been received from Welsh Government.
- Members to receive a final version of the business plan on March 19th 2020 for final approval, following consultation with stakeholders

SUMMARY

1. The national model requires that a draft business plan for 2020/2021 is presented to Joint Committee in December. However due to the timing of the General Election and subsequent delay in the publication of funding allocation, it was agreed to delay the presentation of the draft business plan priorities until the meeting in January. The final business plan will be submitted in full to the March Joint Committee meeting.
2. The business plan priorities for 2020/21 will need to take account of:
 - Aspects within existing business plan that were identified to be developed in 20/21;
 - The outcomes of self-evaluation, including performance analysis;
 - Emerging requirements of local authorities;
 - National priorities; and
 - Cross consortia planning;
3. Consortia receive revenue funding from the local authorities in order to carry out the challenge and support role on behalf of each authority. Consortia are also funded through grant by Welsh Government to deliver national priorities. At the time of writing this paper, agreement has not been reached on the overall funding envelope available to the Consortia. This will be presented to the committee in March 2020.
4. 97% of the current business plan is funded by grants. Awards of funding have terms and conditions which are incorporated into the planning process as well as the national development of success criteria for the enabling objectives. At this stage, it is not possible to provide detailed plans as some indicative funding allocations are yet to be confirmed.
5. Indicative funding has been received from Welsh Government, but there are still several areas to be confirmed. Once this is received, the grant funding section of the business plan will be completed and shared at a future meeting.

Business Plan Priorities 2020 - 2021

6. The draft business plan priorities were presented to Directors on the 13th December 2019 for initial consideration. Members of the Central South Consortium Drive Teams for each priority, presented areas for consideration with the 2020/21 Business Plan to Directors on the 10th January 2020. Recommendations from this meeting will be incorporated into future drafts of the business plan.
7. It is proposed to continue to follow the key improvement objectives but combine objectives 1 and 5. The proposed objectives for 2020/21 are outlined below:
 - a. To developing a high-quality education profession;

- b. To develop inspirational leaders and to facilitate them working collaboratively to raise standards;
- c. To develop strong and inclusive schools that are committed to excellence and wellbeing;
- d. To develop robust assessment, evaluation and accountability processes that support a self-improving system; and
- e. To improve the effectiveness and efficiency of CSC.

Development of the Business Plan

8. It is important in developing the new business plan the improvements and recommendations from the ISOS review, which were subsequently accepted by Joint Committee, are addressed.
9. Robust data analysis underpins rigorous self-evaluation. A link to the self-evaluation reports and summary of performance have been provided within the background papers. A detailed data commentary for each phase/key stage and for each local authority has been produced.
10. Education In Wales: Our National Mission, provided the Welsh Government's action plan for the period 2017-21, contains clear implications for local authorities and consortia. The business plan will build upon how the consortium is working with local authorities ensuring all schools are supported and challenged to deliver the national mission in line with key milestones.
11. Increasingly, consortia are required to work together to deliver key national priorities, the implications of which are built into the business plan proposals. Further, the monitoring and reporting arrangements for these plans are detailed within the terms and conditions of the funding. The business plan links the priorities within cross consortia improvement planning and the regional needs of CSC.
12. It is proposed to build upon the current system of business planning and monitoring, to ensure increased engagement of all stakeholders in the development of the detailed operational plans that sit beneath the high-level objectives. An engagement strategy has been developed to ensure effective, regular and robust challenge and discussion with all stakeholders. This will include a period of consultation with all schools in the Spring Term (via CSC website) as well as engagement with all governance groups.
13. Drive teams will meet with a variety of stakeholders to develop the business plan and detailed operational plans that sit beneath the business plan.
14. In addition, we will continue to develop the operational business plans with LAs during the LA performance meetings in the Spring Term. This will ensure LA priorities are identified and incorporated at an early stage as part of stakeholder engagement.

15. Success criteria and milestones will be clearly defined and an enhanced process of in-depth evaluation to inform self-evaluation has been developed to enable effective challenge.
16. Draft national success criteria are yet to be received from Welsh Government but will be shared with drive teams to ensure alignment with national expectations.
17. Each of the improvement priorities will be underpinned with associated objectives, as indicated in the following tables. The associated objectives will be delivered through several key tasks for the different aspects. These will be further developed to construct the detailed operational plans.
18. The business plan will reflect the model upon which CSC is built. That model gives schools the means and the responsibility for driving improvement in their own schools and in the wider system, encouraging a culture where schools care about the success of all schools as much as they care about their own. Local authorities hold the consortium to account for the impact of the work and act as the 'conscience' of the system
19. Following a decision by the Joint Committee on the Local Authority financial contributions to Central South Consortium, the financing section will be updated.

Monitoring the Business Plan

20. Progress against each priority will be reported to the Joint Committee on a termly basis. In addition, we will:
 - a. Provide at least one performance report to the five Scrutiny Committees, ideally in January of each year;
 - b. Monitor a monthly dashboard against in year data collections and inspection outcomes;
 - c. Review the performance of red and amber schools termly with local authorities; and
 - d. Report termly to the Welsh Government's Challenge and Review sessions.

IMPLEMENTATION ISSUES – COST, TIMESCALE ETC.

21. The Consortium will continue to work closely with Welsh Government to ensure that funding is used effectively to support the strategic priorities set out within the draft business plan.
22. Consultation with stakeholder groups will run from 21st January until the 14th February 2020.
23. Consultation with all schools will take place from 14th February – 6th March via the CSC website
24. The final version of the business plan will be presented to Joint Committee on the 19th March 2020 for approval.

Background papers

- Business Plan 2019/20

CENTRAL SOUTH CONSORTIUM BUSINESS PLAN PRIORITIES 2020/2021

Priority 1: To develop a high-quality education profession	
Objectives	How will we know if we've made progress?
1.1 The regional professional learning offer is available to all schools to support national and regional priorities.	The offer is aligned to the principles of the Central South Wales Challenge model and National Approach to Professional Learning to support all national, regional and local authority priorities.
1.2 Schools are supported to manage change and develop as learning organisations.	School Engagement in the professional learning offer is supplemented by School Improvement Team feedback on progress made.
1.3 Professional learning opportunities align to the Professional Standards for Teaching and Leadership and Assisting Teacher Standards to improve the quality of teaching.	All professional learning explicitly references opportunities to progress against the standards.
1.4 A refined Teaching Assistant Learning Pathway (TALP) and NQT induction process facilitates appropriate learning pathways for practitioners.	The TALP and Statutory Induction process increases the number of HLTA accreditations and enables all NQTs to pass induction.
1.5 Partnership working with ITE providers and schools improves the quality of initial teacher education.	Student teachers achieve QTS within jointly accountable school/HEI partnerships that model the professional standards through enquiry led practice.
1.6 Schools are supported to engage with the National Strategy for Educational Research and Enquiry.	Schools in the region are increasingly evidence-informed and research-engaged.
1.7 Support schools in the implementation of the Curriculum for Wales.	Schools are supported to develop pedagogy and curriculum aligned to the Curriculum for Wales. Support offered to schools is reflected in engagement with the professional learning offer.
1.8 Develop and implement a regional professional e-learning strategy.	E-learning and digital professional learning resources are available to all schools as part of the professional learning offer.

<p>1.9 Provide regional professional learning in pedagogy, curriculum, assessment and qualifications.</p>	<p>Schools implement national and regional strategies in Expressive Arts; Health & Wellbeing; Humanities; Language, Literacy and Communication; Mathematics & Numeracy, Science & Technology and Digital Competence including the foundation phase and post-16.</p>
<p>1.10 Support the implementation of national and regional strategies for developing Welsh in schools.</p>	<p>Professional learning offer for improving Welsh competency aligned to regional needs with appropriate continuum in place. Improvement in Welsh language competency for staff in schools. Increased use of informal and incidental Welsh in schools across the region.</p>
<p>1.11 Support the preparation for the Additional Learning Needs and Education Tribunal (Wales) Act.</p>	<p>Schools are supported to enact changes to policy and practice in line with the Additional Learning Needs and Education Tribunal (Wales) Act.</p>

Priority 2: Develop highly effective leadership to facilitate working collaboratively to raise standards	
Objectives	How will we know if we've made progress?
2.1 Enhance current and future leadership through a comprehensive pathway.	All available places on Professional Learning Pathways occupied by leaders at the appropriate stage in their career.
2.2 Develop effective collaboration models to increase leadership capacity	Evidence shows that collaboration models have a positive impact on leadership capacity.
2.3 Strengthen school governance to provide effective leadership, challenge and support.	Governors understand and effectively fulfil their role within individual settings.
2.4 Improve the use of coaches and mentors to further develop school leaders	The use of coaches and mentors is effective, as one strand of a package of support to improve school leaders
2.5 Develop and strengthen effective leadership through peer engagement.	Peer engagement has a positive impact on leadership through effective self-evaluation leading to appropriate improvement priorities.
2.6 Use the Professional Teaching Awards Cymru to recognise and celebrate highly effective practice.	Strong representation across the region in all categories of the Professional Teaching Awards Cymru.

Priority 3: To develop strong and inclusive schools committed to excellence, equity and wellbeing	
Objectives	How will we know if we've made progress?
3.1 Improve outcomes for vulnerable learners through effective strategic support	To have used the current learning to provide strategic direction in provision for vulnerable learners.
3.2 Ensuring consistency of approach for Central South Consortium in supporting provision for vulnerable learners.	Strategic support across the organisation including professional learning for all areas will be aligned and focused to enable schools to be strong and inclusive.
3.3 To prepare schools for the Additional Learning Needs and Educational Tribunal Wales Act through effective partnership working.	Schools supported appropriately to ensure no disruption to identification or provision for ALN learners.
3.4 The new Teaching and Learning strategy encompasses the wellbeing strategy and reflects the approach of the local authorities including links with attendance and exclusion leads.	There is a clear understanding of quality first teaching across CSC and schools and how that can impact on progress for vulnerable learners.
3.5 To improve outcomes for MAT learners by implementing the national strategy.	Improvements in provision for and progress of MAT learners.
3.6 To highlight good practice in supporting children looked after (CLA) through appreciative enquiry	Enquires will highlight positive outcomes for CLA learners and will inform future Professional Learning needs.

Priority 4: To continue to develop robust assessment, evaluation and accountability arrangements supporting a self-improving system	
Objectives	How will we know if we've made progress?
4.1 Enable and support schools to access appropriate support to respond to the changing accountability measures	Schools have a good understanding of accountability measures this is reflected in the use of policies and procedures within schools
4.2 National Evaluation and Improvement Resource (NEIR) is used by schools as an effective tool to support school improvement	Schools use the NEIR in a way that supports school improvement and focuses on improved learner outcomes
4.3 Continue to develop, establish and embed changes to the Central South Wales Challenge	Relevant support is deployed and progress against the schools' improvement priorities is at least strong, leading to fewer schools needing the highest level of support
4.4 Strengthen the effectiveness of the existing national governance model/structure	Quality assurance procedures, through the regional governance structure, show positive impact from the range of services that consortia provide
4.5 Consortia as a Learning Organisation – Developing an enquiry approach to learning	Central South Consortium reflects the principles of CLO in the way it operates

Objective 5: To improve the effectiveness and efficiency of CSC	
Objectives	How will we know if we've made progress?
5.1 Realise the value and relevance of research and evaluation on key aspects of CSC work.	Work with a higher education institution to focus on the evaluation of our work focussing on vulnerable learners and Central South Wales Challenge.
5.2 Wider accountability of CSC improved through appreciative enquiry protocol, developed for effective supervision and quality assurance of all staff.	CSC develops a flexible and fully informed staff base through an appropriate professional learning programme focussed on delivering information and developing the skills of all staff.
5.3 Effectively review the governance structure of Central South Consortium and related change management implications.	Review results in a clear strategic direction which engages all of CSC staff and stakeholders.
5.4 Align the business planning and self-evaluation processes, focussing on value for money in relation to both progress and impact.	Undertake evaluation of the business planning and self-evaluation processes to increase accountability and process efficiency.
5.6 Increase awareness of CSC key messages and communication channels.	Communication strategy to be developed for CSC to improve engagement on an internal and external basis, supporting the sharing of information relating to best practice, standards and reform.