

**CENTRAL SOUTH CONSORTIUM
REPORT FOR JOINT COMMITTEE**

27TH MAY 2021

JOINT EDUCATION SERVICE

REPORT OF THE DEPUTY MANAGING DIRECTOR – MONITORING AND REPORTING THE WORK OF CSC

Author: Louise Blatchford, Deputy Managing Director

1. PURPOSE OF REPORT

To provide Members an opportunity to review and scrutinise the Monitoring and Reporting Report

2. RECOMMENDATIONS

It is recommended that Members:

- Review the Monitoring and Reporting report for CSC and determine whether there are any further recommendations for inclusion within the report or any areas Members would like to discuss in further detail.
- Approve the development of an annual forward planner for reporting to stakeholders
- Approve for CSC to work with governance groups to review the purpose and content of each of the reports to stakeholders to ensure the reports meet the needs of the various governance groups.

3. BACKGROUND INFORMATION

Welsh Government (WG) confirmed on 7 July 2020 that the Statistical Releases were suspended for reporting on data from 2019-20. WG has subsequently confirmed that releases for 2021 has also been suspended so there will be no performance measures for Foundation Phases, Key

Stage 2, Key Stage 3 or Foundation Phase profile again this year, which will lead to no statistical releases for this information again this year.

In addition, the Statistical releases related to “EOTAS”, “Exclusions in Schools”, “Attainment by eligible for Free School Meals (eFSM)/ not eligible for Free School Meals (nFSM) (Foundation Phase (FP)-Key Stage 3 (KS3))” and “Absenteeism by pupil characteristics” were also suspended for 2019-20 data.

The Minister for Education confirmed on 3 July 2020 that WG would not be publishing performance measures related to the 2020 summer examinations series, which covers all school and post-16 performance measures for the 2019-20 academic year. In addition, given the clear implications that there will be ongoing disruptions for qualifications awarded next year, WG have suspended Key Stage 4 and legacy sixth form performance measures for 2020-21 academic year also.

Also, all Welsh National Tests will now be adaptive tests with only the individual school being able to access the data for diagnostic purposes.

PLASC 2021 has been delayed – this will delay the availability of any official statistics based on this data collection being made available for use in 2021.

4. CONCLUSIONS

Traditional performance data will not be available for inclusion in reports to Members and so further discussions will be required on the content of future reports.

Reporting will need to align to the **Draft School Improvement, Accountability and Evaluation Guidance Document**.

LOCAL GOVERNMENT ACT 1972

AS AMENDED BY

THE LOCAL GOVERNMENT (ACCESS TO INFORMATION) ACT 1985

RHONDDA CYNON TAF COUNTY BOROUGH COUNCIL

27th MAY 2021

CENTRAL SOUTH CONSORTIUM JOINT COMMITTEE

List of background papers

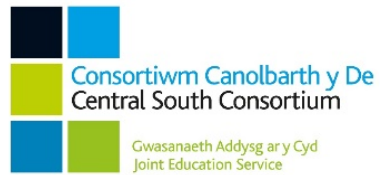
Freestanding matter

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Central South Consortium Business Planning / Self Evaluation Overview

April 2021 – March 2022



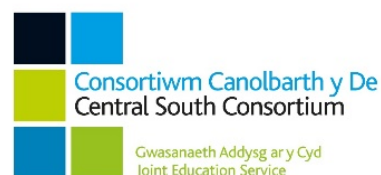
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1.0 THE CONSORTIUM

The Central South Consortium (CSC), established in September 2012, is a Joint Education Service for five local authorities:

- Bridgend
- Cardiff
- Merthyr Tydfil
- Rhondda Cynon Taf
- Vale of Glamorgan



The Consortium is commissioned by, and acts on behalf of, the five local authorities to develop a school improvement service that challenges, monitors and supports schools to raise standards.

The legal agreement was signed in April 2015 which established the CSC Joint Committee of the school improvement service.

1.1 CONTEXT

- Nearly one third of all Wales' school age children are in schools in Central South Consortium, around 149,500 learners
- There are just under 400 schools in the region with over 8,000 teachers and just over 7,000 learning support staff (PLASC 2020)
- In the region, 11% of people aged three or over say they can speak Welsh compared to the Wales average on 19% (Census, ONS, 2011)
- The percentage of pupils of compulsory age eligible for free school meals or transitionally protected is 22% for CSC, which is higher than the national percentage of 21.1%. This level of eligibility is the highest of the four regions (PLASC 2020)
- The percentage of pupils aged 5 or over, whose ethnic background was identified as minority ethnic origin is 17.4% in CSC, which compares against a Wales percentage of 11.8% (PLASC 2020)
- 2,350 children in the region are looked after (CLA) by an LA, which represents 35.3% of Children Looked After in Wales (31 March 2020 Looked After Children Census)

1.2 CSC INSPECTION

The previous [Estyn Inspection](#) was undertaken in February 2016 and provided the following recommendations:

1. Ensure that schools improvement services address the variability of performance across schools and local authorities, particularly at key stage 4.
2. Improve the accuracy of the evaluations of schools by challenge advisers in order to ensure a greater focus on improving teaching and leadership.
3. Strengthen the procedures for monitoring and evaluating the impact of school improvement work

- Evaluate progress against regional consortium’s operational plans more effectively.

A subsequent [Estyn monitoring visit](#) took place in September 2017. During the monitoring visit there was found to be strong progress in addressing three out of the four recommendations, with satisfactory progress made against the recommendation ‘Evaluate progress against regional consortium’s operational plans more effectively’.

1.3 CENTRAL SOUTH CONSORTIUM GOVERNANCE MODEL

The governance model for the consortium ensures all stakeholders have a voice in the system and that there are opportunities for each stakeholder group to meet to focus on issues related to their sector. Also, it recognises that the democratic accountability sits with elected members and that the strategic functions for school improvement sit with the Local Authorities.



The Managing Director was appointed in March 2020, with all other lead roles being held for a minimum period of two years. The current¹ leads roles are held by:

Chair Central South Consortium Joint Committee	Cllr C Smith
Managing Director, Central South Consortium	Ms C Seery
Lead Director on behalf of Central South Consortium Directors’ Steering Group	Ms S Walker
Lead Chief Executive on behalf of Central South Consortium Chief Executives	Mr P Orders
Chair of the Representative Stakeholder Group	Mr C Britton
Chair of the Governor Stakeholder Group	Ms J Stuckey

Membership of each governance group can be found in **Appendix A**

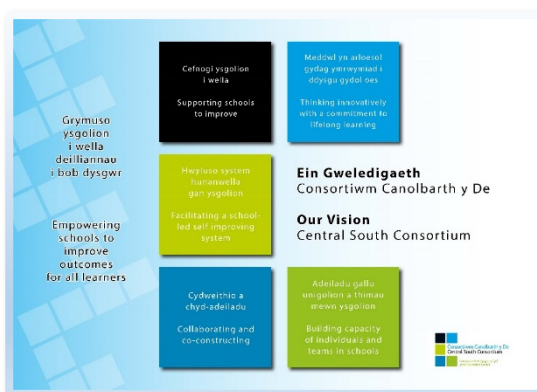
¹ Correct as 22nd April 2021

2.0 CENTRAL SOUTH CONSORTIUM PRIORITIES 2021/22

Vision, priorities, objectives, focus and principles

Working with stakeholders from across the region the vision for CSC remains: **“Empowering schools to improve outcomes for all learners”**. This is even more essential in the current climate.

The business plan is designed to meet the priorities of schools, local authorities and Welsh Government, against a backdrop of the pandemic, a new curriculum, new accountability frameworks, new approaches to supporting children with additional learning needs, the implementation of schools as learning organisations, the work of the National Academy for Educational Leadership, and a National Approach to Professional Learning (NAPL), as well as changes to the way in which Estyn will inspect schools and local authorities. The delivery strategy within CSC is outlined within the Central South Wales Challenge, and has been developed in light of the challenges schools are facing.



2.1 SELF EVALUATION

Self-evaluation is integral to all aspects of the work of CSC, to ensure business plan priorities are appropriate. Self-evaluation and business planning processes have been developed and refined over the past few years.

It is proposed to produce a self-evaluation report on our performance during the 2021/22 financial year, in addition to the annual effectiveness and efficiency report. The areas identified for development will inform the 2022/23 Business Plan.

2.2 DEVELOPING THE BUSINESS PLAN 2021/22

The Business Plan 2021/22 runs from 1 April 2021 to 31 March 2022. The Business Plan 2021-2022 was approved by Joint Committee 18 March 2021. The Joint Committee had previously approved a medium-term financial plan which consisted of a 1% cut to the core contributions to the Consortium for 2021/22, as well as the recommendation for a further 1% cut in 2022/23.

Improvement planning processes included engagement with all CSC staff to ensure their expertise contributed to the development of the Business Plan and increased ownership. This included a series of all staff planning sessions as well as wider consultation with Headteachers, Governors, Directors and other local authority colleagues.

Supporting each priority is a detailed operational plan. Drive teams refine the detail of the operational plans, working with specific aspect leads, challenging on progress and impact of activities.

The annual business plan cycle can be found in **Appendix B**

2.3 PRIORITIES 2021/ 22

The overarching priorities for 2021–2022 were agreed with the Joint Committee on 16 December 2020. The detail of each priority is set in the context of COVID 19.

There are five improvement priorities that relate directly to the national mission:

1. Develop a high-quality education profession;
2. Develop inspirational leaders to facilitate working collaboratively to raise standards;
3. Develop strong and inclusive schools committed to wellbeing, equity and excellence;
4. To continue to develop robust assessment, evaluation and accountability arrangements; and
5. To improve the effectiveness and efficiency of Central South Consortium

Members of the senior leadership team of CSC form drive teams who leads each priority area to take ownership of delivery and achievement. To ensure effective monitoring and oversight of the Business Plan, the 2021/22 approach continues to align priorities with the budget monitoring process. A finance representative is allocated to each drive team.

A member of the data, quality and intelligence unit is aligned to each priority area to ensure data is available to evaluate process with success measures.

An overview of the Drive Teams can be found in **Appendix C**

2.4 LA PRIORITIES

Local Authority priorities are embedded within the CSC business plan. Detail of the priorities can be found in the appendix to the [business plan](#). These are included within the operational plans for each of the priority areas, and progress updates will be provided at each Local Authority Performance Meeting².

Alongside this business plan the consortium produces annual Local Authority (LA) Annexes which set out the support or dedicated work required in each LA which will be funded, led or resourced by the Consortium. This is agreed in the summer LA Performance Meetings and reviewed following the confirmed examination results in the early autumn term. Progress against the agreed actions are then produced as part of the LA performance reports.

In 2021/2022 a budget of £126,000 is allocated from the Regional Consortia School Improvement Grant (RCSIG) / Local Authority (LA) Contributions in order to fund this activity

² LA Performance Meetings take place termly with LA Directors and CSC senior leadership teams

and is apportioned to Local Authorities using Service Indicator Based Assessments (IBAs) published by Welsh Government.

Table 1 – 2021/2022 LA Annex allocations based on 2021/2022 Service Indicator Based Assessment.

Authority	19/20 IBA '000	Allocation %	19/20 IBA Budget
Bridgend	86,161	15.38%	19,284
Cardiff	202,756	36.20%	45,389
Merthyr Tydfil	35,440	6.33%	7,937
Rhondda Cynon Taf	153,094	27.33%	34,268
Vale of Glamorgan	82,702	14.76%	18,507
Total	560,153	100.00%	125,385

2.5 REGIONAL RECOMMENDATIONS

A process has been developed to ensure any recommendations for Consortia, published in a report are incorporated into the operational plans of the business plan. CSC has engaged with NewsDirect who provide a weekly report outlining any Consortia recommendations in reports published by organisation such as:

- Welsh Government
- Children’s Commissioner
- Estyn
- Etc

The senior leadership team then determine which priority areas the recommendations refer to and incorporate the recommendations into the monitoring cycle. As part of the monitoring of the business plan, a report will be provided outlining progress made with the recommendations at regular intervals (depending on the recommendations). These reports will be added to the forward planners for appropriate stakeholder groups to review, and consider whether further progress / impact reports are required.

At the time of writing, the following report recommendations have been embedded into the operational plans:

Report title	Author	Date of Publication	CSC Lead Officer (Proposed)	CSC Update Initial Report Schedule (Proposed)
BAME Report Black, Asian and Minority Ethnic Communities, Contributions and Cynefin in the New Curriculum Working Group	Working Group for WG (led by Professor Charlotte Williams OBE)	March 2021	Assistant Director (Curriculum)	October 2021

Evaluation of the Welsh Language Sabbatical Scheme for education practitioners	WG	March 2021	Strategic Lead for Welsh	September 2021
English language and literacy in settings and primary schools	Estyn	March 2021	Strategic Lead for LLC	October 2021
Welsh language acquisition	Estyn	March 2021	Strategic Lead for Welsh	September 2021
Scrutiny of the Welsh Government Draft Budget 2021-22	WG CYPE	February 2021	SMT	July 2021
Post-16 partnerships: Shared planning and provision between schools, and between schools and colleges	Estyn	January 2021	Strategic Lead for Curriculum, Assessment & Qualifications	September 2021
Local Authority and regional consortia approach for schools and PRUs in response to COVID-19 (*)	Estyn	January 2021	Managing Director	May 2021
Building Blocks: Inclusion in the Foundation Phase	Children's Commissioner	December 2020	Strategic Adviser for Foundation Phase & Primary Literacy	December 2021
Learning to be a teacher for Wales: the induction of teachers into the profession	WG	November 2020	Strategic Adviser for Professional Development	September 2021
Business and social studies subjects at A level	Estyn	August 2020	Strategic Lead for Curriculum, Assessment & Qualifications	September 2021
The value of youth work training	Estyn	October 2020	TBC	June 2021
Celebrating diversity and promoting inclusion	Estyn	October 2020	Strategic Lead for Equity & Wellbeing	June 2021
A level Welsh First Language	Estyn	June 2020	Strategic Lead for Welsh	June 2021
Leadership development – case studies of professional learning for school leadership	Estyn	March 2020	Strategic Lead for Leadership	June 2021

Pupil Referral Unit management committees	Estyn	Feb 2020	TBC	July 2021
Partnerships with employers in secondary and special schools	Estyn	Feb 2020	TBC	July 2021
Knowing your children – supporting pupils with adverse childhood experience	Estyn	Jan 2020	Associate Adviser	July 2021
Federated schools: Common features of effective federation	Estyn	July 2019	Strategic Lead for Leadership	July 2021

2.6 WELSH GOVERNMENT IMPLEMENTATION PLAN

Curriculum for Wales: the journey to 2022 was published in October 2020 and can be accessed [here](#). This was then followed by the [implementation plan](#). The implementation plan sets out how regional consortia will support schools and settings in the different phases set out in Curriculum for Wales: The Journey to 2022.

This implementation plan bridges *Curriculum for Wales: The journey to 2022* and Our national mission, setting out how the wider education sector will support schools and settings to achieve expectations in accordance with Our national mission commitments. This implementation plan also helps to ensure that all parts of the education system in Wales have a common direction – supporting schools and settings towards the four purposes of the curriculum, and delivering that change for learners, practitioners, and the wider public. It sets out a plan of action for us as the Welsh Government and our middle tier partners to achieve

Shared Aspirations of the Education System

- Learners will realise the four purposes of the curriculum
- All schools will be the designers of their own successful curriculum
- Every curriculum will enable all learners to progress, facilitated by appropriate arrangements for assessment
- High-quality learning and teaching underpin every curriculum
- Every curriculum will raise the expectations for learners and support equity and inclusivity for all
- At every level, there will be a shared understanding and realisation of curriculum across Wales

The roles and responsibility of the consortia are detailed within the implementation plan as outlined below:

Consortia Roles & Responsibilities
Provide a professional learning programme for practitioners across all leadership milestones and the wider workforce, to support the realisation of Curriculum for Wales.
Offer bespoke support for schools and settings in developing an inclusive curriculum for all learners and on the basis of identified needs in line with the vision of the four purposes of the curriculum.

Actively engage with all schools and settings to support the development and preparations for Curriculum for Wales through regular communication as further guidance becomes available.
Facilitate opportunities for schools, settings, clusters, networks and alliances to reflect on their current curriculum provision and support strategic planning for 2022 and beyond in line with system expectations.
Share emerging practice in school improvement planning to enable successful implementation and realisation of Curriculum for Wales in schools and settings.
Encourage schools and settings to share innovative and effective practice with others, creating learning communities which reflect a sense of <i>cynefin</i> .
Work in close partnership with local authorities to support school improvement through a holistic and integrated approach to the wider reform
Enable networking opportunities for practitioners that provide a range of opportunities to develop a shared understanding of progression at individual school and funded settings, and at cluster level across the 3–16 continuum
Support all schools and settings to develop as learning organisations , to be adaptive; leading and planning for change while responding to the challenges presented by the COVID-19 pandemic.
Build capacity for professional enquiry so schools and settings can be research informed in their approach to curriculum; support practitioners to actively engage in the Qualified for the Future review and provide support in planning for implementation of future qualifications.
Collaborate with the Welsh Government and partners to develop a wider network of support for schools and settings for the development of aspects within curriculum, e.g. links to third sector organisations and businesses.
Further develop positive relationships with schools and settings to inspire them to develop their autonomy as they design an authentic, meaningful curriculum to engage and excite all learners
Promote collaboration so that schools and settings are able to work together with increased ownership and with high trust, using effective balance of coaching and mentoring.
Contribute to equality of opportunity for all schools and settings to access professional learning across the region.

3.0 MONITORING THE BUSINESS PLAN

Key objectives and actions from the Business Plan and associated operational plans form the basis of the organisation’s operational monitoring processes. Monitoring documents act as rolling templates, updated through half-termly meetings between the drive teams, the operations manager, finance representatives and the Senior Management Team.

A termly cycle of business planning has been adopted to ensure efficient evaluation of the CSC Business Plan and related budgets. The evaluative narrative produced at the termly review meetings complements the self-evaluation of aspects not covered in the Business Plan. This activity is undertaken by the leads for each aspect and discussed with the Senior Management Team.



In order for a shared understanding of roles and responsibilities regarding the development and monitoring of the business plan, a [play list](#) has been designed and developed with and for staff. This will be updated on an annual basis.

Following the end of term impact review meetings, a report is prepared to note progress made (and impact evidence where appropriate) as well as highlighting operational risks. Reports are presented to CSC staff and governance groups for comment and challenge as well as determine future areas for scrutiny and challenge.

Business Plan Progress Reporting 2021/22			
	Summer Term Progress Report	Autumn Term Progress Report	Spring Term Progress Report
SLT	Sept 3 rd	Jan 2022	April 2022
Directors	Sept 3 rd	Jan 2022	April 2022
Governors	Sept 2021	Jan 2022	April 2022
RSG	Sept 2021	Jan 2022	April 2022
Joint Committee	Sept 2021	Jan 2022	April 2022

Progress is measured using the following criteria:

Progress Judgements	
Very Good Progress	The priority action has been addressed in all respects. No aspects require further attention. This has resulted in measurable positive impact to the priority area.
Strong Progress	The priority action has been addressed in most respects. Only minor aspects require attention. It is expected that the work will result in measurable, positive impact to the priority area.
Satisfactory Progress	The priority action has been addressed in many respects. A few important aspects still require significant attention. The impact of the work is not yet strong enough. Many aspects are addressed but there is still significant work to do in important areas.
Limited Progress	The priority action has not been addressed. All or many important aspects are awaiting attention, or the original planned activity is no longer appropriate.
Not Yet Started	The priority action has not been started.

Status Judgements	
Risk	Potential risk or barrier identified.
On Track	Action on track for completion.
Completed	Action completed.
Not Due To Have Started	Action not due to have started.
Progress Affected By COVID	Action impacted by Covid 19 Pandemic.

3.1 BUDGET MONITORING

In order to ensure robust financial management, each budget holder within the business plan is provided with training and guidance materials outlining their roles and responsibilities

Budget holders meet with their finance representative on a regular basis (according to risk) to monitor the budgets and a summary report is provided within the management dashboard³ on a half termly basis. In addition, the finance leads are present at the half termly monitoring meetings and the senior accountant attends the Impact Review Meetings to highlight any areas of concern.

Reports are provided to SMT on underspends / additional funding requirements for consideration.

3.2 REPORTING IN YEAR PROGRESS

Reporting on the progress made of the specific objectives (within the priority areas) throughout the year will include:

³ From September 2021

- Progress with individual priority areas
- Progress with LA Priorities
- Progress with Regional Recommendations

Appendix D & E outline the various reporting cycles and additional documentation produced by CSC. Forward planners can be accessed [here](#).

3.2.1 Progress with Priority Areas

Drive teams will be invited to present progress with the priority area to stakeholders groups throughout the year.

Audience	Priority 1	Priority 2	Priority 3	Priority 4	Priority 5
SLT (agenda item)	September 2021 & January 2022	September 2021 & January 2022	October 2021 & February 2022	October 2021 & February 2022	July 2021 & November 2021
CSC Staff (Briefing Session)	October 2021	October 2021	November 2021	December 2021	September 2021
Directors (Agenda Item)	October 2021	October 2021	November 2021	December 2021	September 2021
Stakeholder Groups (Agenda Item)	October 2021	October 2021	November 2021	December 2021	September 2021

3.2.2 Progress with LA Priorities

Local Authority Performance meetings will include a report on the progress made regarding the specific LA priorities. This will be on a termly basis and incorporated into the LA Performance report.

3.2.3 Progress with Regional Recommendations

Progress reports will be produced at intervals throughout the year (see section 2.3 above). These reports will be shared with relevant stakeholders and included within the forward planners for stakeholder meetings

4.0 ANNUAL REPORTING

The following Annual reports will be produced to present an overview of progress of each priority areas as well as the impact of the work of CSC:

- Effectiveness & Efficiency report

- Scrutiny Reports
- Business Plan Annual Report

5.0 RISK MANAGEMENT

A further paper is being developed for this and will include how we propose to:

- Incorporate LA risks
- Incorporate WG risks

APPENDIX A: GOVERNANCE OF CSC

Governance Group	Members	Co-Opted Non-voting Members	Meeting Frequency
Joint Committee	<ul style="list-style-type: none"> 5 x Education Portfolio Members (<i>one from each LA</i>) Voting Members 	<ul style="list-style-type: none"> Lead Chief Executive Lead Director Chair of the Management board CSC Managing Director & Deputy with other staff as appropriate S151 officer 	4 times a year
CSC Management Board	<ul style="list-style-type: none"> Local Authority- Director of Education/Chief Education Officer x 5 CSC Managing Director CSC Deputy Managing Director Director HR host LA CSC Finance Officer (<i>as an when required</i>) Monitoring Officer (<i>as and when required</i>) Others (<i>as and when required</i>) 		8 times a year
Representative Headteachers group	<ul style="list-style-type: none"> Chair of each Headteacher association across the region x 10 Managing Director & CSC staff as appropriate Nominated Director 		Half Termly
Governor Steering group	<ul style="list-style-type: none"> Chair of each LA governor association Managing Director & CSC staff as appropriate Nominated director 		Half Termly
Partnership Group	<ul style="list-style-type: none"> 5 LA Directors / Chief Education officers 1 x Diocese Representative 1x Chair of HT stakeholder Group 1x Vice Chair of HT stakeholder Group 1x Chair of governor stakeholder group 1 x Welsh Government 1 x WLGA rep 		Termly
CSC Management	<ul style="list-style-type: none"> CSC Senior leaders 		Weekly

APPENDIX B: DRIVE TEAM OVERVIEW

	Priority	CSC SLT Drive Team	Lead Director	Finance Lead	Data Lead	Project Support
1	To develop a high-quality education profession	Natalie Gould, Richard George, Mandy Esseen, ,	Mel Godfrey (Cardiff)	Craig Flynn	James Patten	Bev Blackburn
2	Develop highly effective leadership to facilitate working collaboratively to raise standards	Kate Rowlands, Steve Davies, Emma Coates,	Paula Ham (Vale of Glamorgan)	Alison Winter	Margaret Parrish	Alison Tovey
3	To develop strong and inclusive schools committed to excellence, equity and well-being	Emma Willmott, John Welch, Carys Pritchard	Gaynor Davies (Rhondda Cynon Taf)	Carl Webber	Margaret Parrish	Sharon Parker
4	To continue to develop robust assessment, evaluation and accountability arrangements supporting a self-improving system	Andy Rothwell, Caryl Stokes, Andy Hurley, Geraint Lewis	Lindsay Harvey (Bridgend)	Carl Webber	Amy Williams	Kate Nash
5	To improve the effectiveness and efficiency of Central south consortium (CSC)	Andrew Williams, Alyson Price, Louise Muteham, Mari Waddington,	Sue Walker (Merthyr Tydfil)	Alyson Price	Caryl Stokes	Sam Harris

APPENDIX C: CSC REPORTING OVERVIEW (MARCH 2021)

	Report	Frequency	Audience	Content
1	School EFI	On going	CSC Staff, School and LA	To record school based support and progress towards school priorities
2	School Causing concern Progress review	Termly or half Termly	School and LA	To summarise agreed judgements of the progress made against each of the Estyn recommendation / school improvement priorities along with a brief overview of the actions taken, evaluation of the impact of those actions on improving outcomes, supporting evidence and next steps. To evaluate the effectiveness of the support, making revisions, identifying any further actions and commission additional support where necessary
3	LA Performance Reports	Termly	LA	To provide LA with an in-depth understanding of the support provided by CSC to schools in their LA and the impact this has had
4	Annual LA Scrutiny report	Annual	LA Scrutiny Committees	To provide an overview of the work of CSC and to update Members with the contribution of CSC working in partnerships with eth LA to raise standards in schools across each LA
5	Central South Wales challenge Review	Annual	Directors & Joint Committee	To provide an update on the delivery models and the impact on schools across the region & agree funding envelope
6	Team around the school reports	Termly	LA	To provide updates to LA officers on the concerns/risk associated with specific schools
7	Other Ad Hoc LA reporting		LA and CEx	
8	Estyn Pre Inspection reports	As required	LA to share with Estyn	
9	Business Plan Termly progress reports	Termly	LA & Joint Committee	To update stakeholders on the progress towards the objectives in the business plan
10	Business Plan annual report	Annual	LA & Joint committee	To provide stakeholders with an update of the progress on the action plan and the impact this has had on schools across the region
11	Governance Statement	Annual	Joint Committee	Legal requirement as part of the 'Delivering Good Governance in local government framework 2016'. Provides an accurate representation of the governance arrangements in place for the financial year in line with the governance framework
12	Governance Progress report	Annual	Joint Committee	To provide updates on the progress towards the recommendations in the Governance statement
13	Effectiveness and Efficiency report	Annual	LA & Joint committee, also published on CSC website	Annual report to stakeholders on the performance and funding received byCSC. It provides a commentary on the efficiency and effectiveness of the work of CSC and its contribution to school improvement. It analyses key streams of work and provides qualitative and quantitative evidence .
14	Risk Register Report	Termly	LA Directors propose changes to Joint committee	To present proposals for changes to the risk registers (as identified in the monitoring cycles within CSC) to Directors and subsequently to Members of the joint Committee for ratification
15	Annual Statement of Accounts	Annual	Joint Committee	Legal requirement as part of the financial procedure rules. Includes the Audit report from Wales Audit Office
16	Budget Update reports	At least 3 times a year	Directors & JC	To provide regular updates on the financial position of CSC (ratified by the Treasurer)
17	Award of funding reports and additional financial reporting as required	Annual and as required to accept awards of funding	Directors & JC	To seek approval for proposed funding allocations received from welsh Government. Includes Terms and Conditions and proposed funding allocations
18	PDG Support Plan & Evaluation	Annual	WG	To provide a comprehensive support plan for the PDG Grant. Evaluation report produced at the end of the financial year re impact of the spend.
19	Central South Wales challenge Review	Annual	Directors & JC	To provide an update on the delivery models and the impact on schools across the region
20	Additional reporting to WG	As required	WG	
21	Challenge & Review Reports	Twice Yearly	WG	Progress and impact of CSC aligned to the national missing
22	CYPE Committee	As required	WG	

APPENDIX D: MONITORING & REPORTING CYCLES

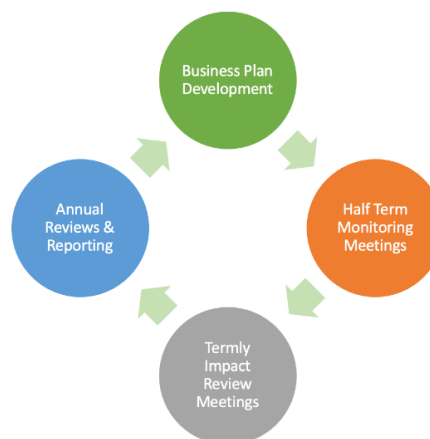
Self-Evaluation, Monitoring & Reporting 2021/ 2022

Business Plan Development incorporates:	
Local Authority Priorities & LA Annex	Welsh Government Priorities
Recommendations from published reports (Inc. Estyn Thematic Reports, Children's Commissioner Reports, WG Implementation plans etc.	PDG Support Plan
Local Authority WESPS	Stakeholder Feedback



- Published Business Plan
- Operational Plans

Annual Self–Evaluation Activity
Report / Activity Title
CSC Annual Business Plan Report
LA Performance Reports
Effectiveness & Efficiency Report
LA Scrutiny Reports
PDG Support Plan Evaluation
Central South Wales Challenge Review
Annual Governance Statement
Annual Statement of Accounts
Communication Strategy
Digital Strategy
Managing Information Strategy
LA Annex



Half Termly Monitoring
Report / Activity
Financial Reporting
School Improvement Forums
Progress Meeting / Reviews
Information Sharing Meetings
BP Progress to SLT
EFI Reports
LA Support Review / Report
Schools Causing Concern Progress Review

Termly Monitoring / Impact Activity	
Report / Activity Title	
Business Plan Progress Reports	Financial Reporting
LA Performance Reports	Challenge & Review with Welsh Government
Risk Register Reports	Team around the school reports

Examples of Ad Hoc Reporting						
Local Authority Reporting		Estyn	Welsh Government	CSC Governance	Other	
Barriers to Learning	IP Engagement with Schools	Core Support Risk Log	Estyn review report	Progress Reports on Funding Streams	Awards of Funding Reports	CYPE
Report to Chief Executives	EMT Schools Causing Concern	FAQs	Pre-Inspection reports			
Cabinet Presentations	Additional Scrutiny Reports	Support for WM				
	Reports for SIG	School Build Consultation				

APPENDIX E: DEFINITIONS

Definitions		
OP Heading	Definition	Example
Priority	The overarching key aim/desired result for CSC to achieve as set out within the Business Plan.	Priority 5: To improve the effectiveness and efficiency of Central South Consortium (CSC).
Objective	The aim/desired result of the associated priority area.	Align the business planning and self-evaluation processes, focussing on value for money in relation to both progress and impact.
Action	The task to be undertaken in order to achieve the objective set out within the Business Plan.	Business Plan guidance notes produced including definitions.
Outcome	The aim/desired result of the associated action.	Consistent reporting of progress and impact of activity within the business plan can be presented to all internal and external stakeholders.
Impact	The long term effect/influence that your actions have made in relation to the objective set out within the Business Plan.	Improved method of business planning and self-evaluation. Business Plans and reports now focus on value for money in relation to both progress and impact across CSC.
Evidence	Documentation to support the impact made against the objective set within the Business Plan.	Hyperlink to the Business Plan guidance notes document.
Evaluation of Progress	A summary of the work undertaken and the outcomes achieved against the relevant action during the term.	Business Plan guidance document created and includes definitions. Document approved by Joint Committee in April 2021.
Progress Judgement	Categorisation of the level of progress made against the relevant action during the term.	Strong Progress.