

**A virtual meeting of the CENTRAL SOUTH CONSORTIUM JOINT EDUCATION SERVICE JOINT COMMITTEE will be held on:  
Tuesday, 19th March, 2024 at 3.30 pm**

Meeting Contact: Tracy Watson - Senior Democratic & Scrutiny Officer (07747 485567)

Please be aware that a meeting of the Committee shall only be quorate when at least three Members are present. Please advise the meeting contact, listed above, of any apologies in advance of the meeting.

Please note the meeting will be recorded and published (excluding any exempt items). Any Non-Members of the Committee wishing to attend this meeting as an observer, please notify the meeting contact, listed above, who will in turn seek authorisation from the Chair.

**1. DECLARATION OF INTEREST**

To receive disclosures of personal interest from Members in accordance with the Code of Conduct

Note:

1. Members are requested to identify the item number and subject matter that their interest relates to and signify the nature of the personal interest: and
2. Where Members withdraw from a meeting as a consequence of the disclosure of a prejudicial interest they **must** notify the Chairman when they leave.

**2. MINUTES 12.12.23**

To approve as an accurate record, the minutes of the meeting of the Central South Consortium Joint Education Service Joint Committee held on 12<sup>th</sup> December 2023.

**(Pages 3 - 12)**

**3. 2023/24 BUDGET MONITORING UPDATE AND 2024/25 GRANT UPDATE**

To receive a joint report from the Managing Director and Treasurer.

**(Pages 13 - 18)**

**4. CENTRAL SOUTH CONSORTIUM GRANTS REPORT**

To receive an update from the Deputy Managing Director in relation to variation received to Regional Consortia School Improvement Grant (RCSIG).

**(Pages 19 - 22)**

**5. CENTRAL SOUTH CONSORTIUM SUPPORT FOR IMPROVING ATTENDANCE ACROSS THE REGION**

To receive a presentation from the Assistant Director for Partnership and Improvement & Lead for Equity & Wellbeing (CSC)

**(Pages 23 - 26)**

**6. CENTRAL SOUTH CONSORTIUM SUPPORT FOR HIGH QUALITY TEACHING**

To receive a presentation from the AD for Curriculum & Professional Learning (CSC).

**(Pages 27 - 30)**

**7. CSC RISK REGISTER**

To receive a report from the Managing Director of the Central South Consortium.

**(Pages 31 - 36)**

**8. URGENT BUSINESS**

To consider any items, which the Chairman, by reason of special circumstances, is of the opinion should be considered at the meeting as a matter of urgency.

**To:** Members of the Central South Consortium Joint Education Service Joint Committee

Mae'r ddogfen hon ar gael yn Gymraeg / This document is also available in Welsh

## **RHONDDA CYNON TAF COUNCIL CENTRAL SOUTH CONSORTIUM JOINT EDUCATION SERVICE JOINT COMMITTEE**

Minutes of the virtual meeting of the Central South Consortium Joint Education Service Joint Committee meeting held on Tuesday, 12 December 2023 at 3.30 pm

This meeting was recorded, details of which can be accessed [here](#)

### **County Borough Councillors - Central South Consortium Joint Education Service Joint Committee Members in attendance:-**

Councillor R Birch (Vale of Glamorgan Council) (Chair)

Councillor R Lewis    Councillor J-P Blundell (Bridgend CBC)

Councillor M Jones (Merthyr Tydfil County Borough)    Councillor S Merry (Cardiff Council)

### **Officers in attendance**

Mr L. Harvey Lead Director of Education, Bridgend Council)

Ms S Davies – Service Director, Finance Services, Rhondda Cynon Taf CBC

Ms C Seery – Managing Director Central South Consortium

Ms L Blatchford Deputy Managing Director Central South Consortium

Mr E Cooper – Lead Chief Executive, Merthyr Tydfil County Borough

## **26        DECLARATION OF INTEREST**

In accordance with the Council's Code of Conduct, there were no declarations made pertaining to the agenda.

## **27        MINUTES 07.11.23**

It was **RESOLVED** to approve the minutes of the 7<sup>th</sup> November 2023 as an accurate reflection of the meeting.

## **28        BUDGET MONITORING UPDATE 2023/24**

The Service Director - Finance Services presented the report to provide Members with an updated position for the current financial year and a summary of the 2023/24 grants allocations.

The Service Director- Finance Services reminded Members that the core budget of the consortium was set in December 2022 based upon a 3% reduction in Local Authority contributions. In approving that budget, Members were also reminded of the use of a small proportion of the service re-modelling earmarked reserve providing one off transitional funding supporting the setting of a balanced budget. The value of this was £33k.

Members were informed for the current financial year; the outturn currently shows an underspend of £20k with no amounts required to be drawn down from the earmarked reserve.

Members were taken through line-by-line variances as highlighted in section 3.2

of the report with the Service Director- Finance Services sharing the following:

Employee costs are underspending by £41k resulting from changes in Improvement Partner (IP) salary costs – budgets are based upon salary points when the budgets are set but are updated with actual salaries during the year. Different IP's will be at different salary progression points. In addition, there are underspends where there have been temporarily vacant IP posts.

There are also savings in Business Support on an administrative post and a finance post (senior admin assistant) where additional support is being bought in from the host authority.

There is a slight underspend on Premises of £3,299 by utilising the space at Valleys Innovation Centre rather than incurring external premises hire costs. These savings are partly offset by one-off adaptation costs to create additional meeting space to enable the accommodation to be fit for purpose for agile working.

Transport is underspending by just over £4k due to savings on staff travel.

Supplies and services shows a net underspend of £8,324 being one off underspends mainly due to savings on data analytics offset by general office expenses.

Support services are overspending by £30k mainly due to additional services being bought in from the host authority for business support and ICT.

Income is overachieving its target levels by £27k due to income received for inspection work undertaken and unbudgeted bank interest.

Members were directed to paragraph 3.4 of the report which requests that the committee continues to authorise any underspend in financial year 2023/24 to be allocated to the service remodelling earmarked reserve to support the challenging financial outlook going forward.

Members were directed to section 4 of the report which highlights the use of the grant funding; the Service Director, Finance Services informed Members that in addition to the information provided, the consortium has also received a further £185,425 as detailed in Agenda item 21 at the last meeting.

To conclude, the Service Director, Finance Services advised Members that the projected outturn position for the full year is £20k underspend and the Consortium will continue to closely monitor and manage its resources and report updates to Joint Committee through to year-end.

The Central South Consortium Joint Education Service Joint Committee **RESOLVED** to:

- Note the current projected outturn position for 2023/24.
- Authorise the lead Section 151 Officer to allocate any year-end underspend, after taking account of specific financial risks, to the existing Service Remodelling Earmarked Reserve to support the setting and delivery of balanced budgets over the medium-term.

- Note the current grant funding position for 2023/24

## **29 CSC Medium Term Financial Update (Indicative 3-Yr Budget, 24/25 - 26/27) and Budget Setting 2024/25**

The Service Director, Finance Services presented the report to Members providing an update to the Medium-Term Financial Plan update for the period 2024/25 to 2026/27 and a proposed revenue budget for 2024/25.

The Service Director – Finance Services outlined the background financial position acknowledging that the public sector has faced a sustained period of real term reductions in funding levels for a number of years and unprecedented challenges continue for services across local government.

Members were informed that the indicative all Wales settlement level provided by Welsh Government for 2024/25 is currently 3.1% and it is clear that this position is significantly out of line with inflationary and service pressures being faced across local government. The Consortium's medium term financial planning is positioned to operate within this challenging financial outlook, with the continuation of robust arrangements to identify and deliver budget savings over this period.

Members were referred to paragraph 3.4 of the report which details the earmarked reserve for service remodelling which currently stands at £609k as at 31/03/2023 and is likely to be topped up this financial year for any in year underspends.

The Service Director – Finance Services outlined section 4 of the report which provides the details of the Medium-Term Financial Planning (MTFP) assumptions. Members were informed that the 2023/24 approved budget is the starting point for the projections. When applying inflationary increases for pay and non-pay spend, the annual inescapable budget pressures are £124k for 2024/25, £103k for 2025/26 and £106k for 2026/27 as detailed in Table 1 of the report.

Members were informed that the Chief Executives of the constituent local authorities recommend that the Consortium should model its medium-term budget planning arrangements for 2024/25 based on a gross 10% reduction to the core budget position. This position reflects the financial challenges faced by constituent local authorities and amounts to approximately £350k. This includes the consortium absorbing the inflationary pressures as detailed in Table 1 plus absorbing required cost reductions resulting from 2024/25 core contributions reducing by 6.6%.

The Service Director – Finance Services shared that the estimated budget reductions required, resulting from a reduction in contributions of 6.6% plus absorbing the inflationary pressures are detailed in Table 2. The budget gap for the next financial year is £357k, then £169k in 2025/26, and £170k in 2026/27 showing cumulative impact of £696k. Members were advised that subject to the approval of the Joint Committee, the Lead Section 151 Officer will formally notify constituent local authorities.

Members were also referred to section 5 of the report which focussed on Budget setting for 2024/25 and reminded that the legal agreement requires Joint

Committee to approve the following year's budget by the preceding 31<sup>st</sup> December. The draft budget at Table 5 was constructed based upon a 10% core budget reduction after adjusting for inescapable inflationary pressures, resulting in a 6.6% reduction in contributions from constituent local authorities as detailed in Table 6.

Members were advised that in order to enable the consortium to set a balanced budget, savings proposals have been put forward at Table 4. These include reducing budgets for the following:

- general supplies and services, external room hire and travel
- reducing employee costs
- charging further base budgeted costs to grants
- and recognising a budget for income receivable since interest rates have increased.

The Service Director – Finance Services also highlighted that subject to the decision of the Joint Committee, agreed contribution levels for 2024/25 showing a 6.6% reduction will be notified to constituent local authorities for their approval and confirmation back to the next Joint Committee meeting.

Following the conclusion of the presentation of the report, the lead Chief Executive shared with Members that discussions had taken place with Directors and the Central South Consortium Senior Management team as well as with the Chief Executives of each authority within the Consortium. Members were informed that good debate had been held as to how this was to be approached but shared there was an emphasis placed on maintaining front line support, parity with local authority efficiency challenges and longer term sustainability. Members were informed that from Chief Executives perspective they were happy to commend this approach presented today going forward.

A Member acknowledged the content of the report and the details shared by the Service Director – Financial Services and the Lead Chief Executive commenting that the information was reassuring. Members acknowledged the difficult decisions being made and felt the report reflected the position that all Local Authorities are in.

Following consideration, Members **RESOLVED** to:

- Approve the Medium-Term Financial Plan update (2024/25 to 2026/27) and instruct the lead Section 151 Officer to notify the constituent local authorities of the recommended indicative 3 year budget to inform the medium term financial planning arrangements within each Council.
- Approve the revenue budget for 2024/25, instruct the lead Section 151 Officer to notify constituent local authorities of the approved revenue budget for 2024/25 (to enable incorporation into the respective budget setting arrangements for each Council) and for constituent local authorities to confirm their approval to the next meeting of the Joint Committee.

The Deputy Managing Director presented the report to provide Joint Committee with a progress update on the proposals for improvement made within the 2022/23 Annual Governance Statement (AGS).

Members were reminded that the AGS was reported to and approved by Joint Committee at its meeting held on the 7<sup>th</sup> November 2023. The document described the governance arrangements in place, challenged their effectiveness and set out proposals for improvement.

The Deputy Managing Director CSC advised Members that the AGS 2022/23 made four proposals for improvement and noted the Consortium's Senior Management Team had accepted these and was committed to their implementation during 2023/24.

It was noted that at present, the Senior Management Team confirmed that an update on progress would be reported to the Joint Committee during the year to enable elected Members to review and scrutinise the extent of progress being made.

The Deputy Managing Director CSC informed Members that progress had been made on all four of the recommendations for improvement and provided a summary on these as contained in Appendix 1.

Following consideration by Members it was **RESOLVED** to:

- Seek clarity and explanation where there are areas of concern.
- Form an opinion on the extent of progress that has been made to date in implementing the proposals for improvement reported (Appendix 1).

## **31 ANNUAL ACADEMIC SCRUTINY REPORT AUTUMN 2022**

The Deputy Managing Director CSC presented the report which provided Members with the academic year 2022-2023 report on the progress & impact of the Central South Consortium (CSC) Business Plan.

Members were provided with background information with the Deputy Managing Director outlining that as part of the annual monitoring and reporting arrangements, CSC provide a report to stakeholders on a biannual basis. The annual academic year report includes analysis of the progress against priorities in the first six months of the business plan. In addition, it reports on the progress made against regional recommendations from published reports, the outcomes of the annual survey and an overview of value for money of the CSC professional learning office.

The Deputy Managing Director presented section 3 of the report providing an overview of performance and highlighted to Members that due to the Covid-19 pandemic, Welsh Government (WG) cancelled most of the statutory data collections for 2020, 2021 and 2022 however some have now been resumed as detailed in this section of the report. Members were also presented with data in relation to GCSE / A Level examination results, as set out in the report. Members were also informed that section 3 of the report contains information about Estyn inspections from a regional perspective and that at the time of

writing the report PISA 2022 results information was not available and will therefore be reviewed and included in a future report.

The Deputy Managing Director CSC continued that section 4 provided the findings from the CSC Annual Pupil and Staff Surveys which gave insight to pupil and staff views as outlined in the summary diagrams contained within the report.

The Deputy Managing Director also referenced the progress made against the CSC Business Plan for the period April – October 2023 and highlighted that Very Good or Strong Progress has been made in 52% of elements within the business plan and Satisfactory Progress made in 24% of elements which is to be expected at this point in the 3 year plan. It was highlighted to Members that 10% of elements have 'Not Yet Started' with the Deputy Managing Director CSC explaining that these elements are based on the timeline of completion being targeted for the Spring term 2024.

Members were informed that CSC meet on a quarterly basis to look at the progress across all the areas to ensure progress is challenged with the area leads undertaken by members of SLT within CSC. Reports are produced and shared with LA Directors, as well as Directors being invited to attend. The Deputy Managing Director CSC advised Members that section 5.2 provides examples of the reports shared with Directors and a summary of the progress and risks identified also.

The Deputy Managing Director CSC continued to outline section 6 of the report which contained information relating to progress made against recommendations from published reports reminding Members that as reports are published, CSC have developed a process for ensuring any recommendations relating to the work of CSC are incorporated into the business planning process. For this period, there was only one report for CSC to provide feedback on which was outlined in the report at section 6.1 and 6.1.2.

Lastly, the Deputy Managing Director CSC shared an overview of section 7 of the report relating to the value for money of CSC Professional Learning offer 2022/23. The Deputy Managing Director CSC drew Members attention to the next steps in this area as outlined in the report.

Following consideration by Members it was **RESOLVED** to:

- Note the contents of the report.

## **32 CSC BUSINESS PLAN 2022/25**

The Deputy Managing Director CSC presented the report which looked in detail at the Business Plan (BP) appendix for 2023-2024 which provides an update on the following:

- The context of CSC in 2022-2023;
- The outcomes of self-evaluation processes;
- Progress made to date of the priorities for 2022-2025
- Revisions to the business plan priorities for the financial year 2023-2024;
- Summary of consortium funding 2023-2024.



Members were reminded that the five priority areas which have been updated in the BP Appendix are as follows:

- a) Curriculum;
- b) Professional Learning Pathways
- c) Equity & Wellbeing
- d) School Evaluation and Improvement
- e) Leadership & Governance of Central South Consortium

Members were also informed that for each of the priorities there is a detailed annual delivery plan that outlines how and when the aspects of each priority will be delivered. LA Directors are members of specific drive teams and support and challenge the development of the specific delivery plans.

The Deputy Managing Director CSC highlighted that the delivery plans for the final year of the current business plan will be developed over the spring term 2024 and a self-evaluation report will be drafted for review. Members were also informed that LA's will continue to help develop and support the delivery planning process to ensure that LA priorities are identified and incorporated at an early stage as part of stakeholder engagement. The delivery plans will continue to reflect the Vision of CSC and the CSWC delivery strategy although the Deputy Managing Director CSC shared that a revised proposal for the Central South Wales Challenge 2024/25 will be presented to the CSC Partnership Group in February 2024 for review and agreement.

Following consideration by Members it was **RESOLVED** to:

- Approve the business plan appendix for 2024-2024.

### **33 CSC RISK REGISTER**

The Managing Director CSC presented the report to provide Members with an update on the corporate risk register of Central South Consortium.

Members were referred to Appendix 1 of the report and were informed that any amendments to the risks have been highlighted in red in the document and made particular reference to risks related to Curriculum for Wales (CfW) implementation with the Managing Director CSC sharing that it is being picked up that schools are implementing CfW and addressing the relevant actions needed but that there is a lack of confidence in schools own ability therefore this is reflected in the document. They highlighted that CSC are working with schools to provide them with support around the curriculum but there is a challenge around the ability of schools being able to release staff to attend PL. CSC are looking at ways that this can be improved but feel this is something to keep under review. The Managing Director CSC also raised the point that there are some challenges around the impact of ASOS and the knowledge / intelligence of schools not being as strong as it could have been as a result.

Members were also informed that the biggest challenge moving forward will be in relation to finances and making sure CSC can still operate a viable service that will provide schools with the guidance and support needed going forward in a system that is filled with uncertainty.

A Member raised the reference to 'attendance' in risk 5 outlined in Appendix 1

and commented that the latest figures released in relation to attendance paints a concerning picture, in particular to FSM pupils and the gaps increasing post covid. The Members asked how the consortium views moving forward on this matter working with LA's. The Managing Director CSC acknowledged that attendance is one of the biggest challenges faced and that it's a joint partnership. They shared that the CSC Equity & Wellbeing lead is working with LA attendance teams and Improvement Partners are promoting the attendance strategies that different LA's are putting in place. Members were informed that attendance is always on agenda for Improvement Partner visits and the CSC Wellbeing lead works with attendance lead collaboratively to address issues. The Managing Director CSC added that this is an ongoing matter that is difficult to achieve and the only way to see improvements is by working in partnership and sharing best practices. They also added there is a need to re-engage parents/ communities to see the value of education again to get children back into school.

Another Member referenced the sharing of best practice and case studies and felt this would be beneficial to be looked at in more detail. The Managing Director CSC acknowledged this and confirmed this will be brought to a future meeting.

Another Member also raised a question around the attendance of staff in secondary schools and the impact of this on pupils asking whether this would also be viewed as a risk. The Managing Director CSC agreed that staff absences / vacancies are significant across the consortium but shared that CSC do not have the level of detail of this at present. The Managing Director CSC added that CSC have been working with schools that where they have non-specialist staff in place and that there has been support provided to deliver the specialist teaching. Another area that has been identified as a significant challenge is teaching Welsh in English Medium schools, with the Managing Director CSC sharing that CSC are working on a model whereby working with other schools to develop a package of learning that can be shared with Teachers which is now being trialled. The Managing Director CSC acknowledged there would be further work needed to find out more information about the level of vacancies. The Lead Director added to the discussion by sharing that the points made are valid and that there are challenges around STEM and Post 16 subjects along with geographical challenges with getting people into posts. Additionally, the financial implications in relation to supply staff also need to be considered. The Lead Director also referenced Estyn remit item done previously in 2017 and provided details of effective practice that can be shared but acknowledged the issue is significant at present.

**(Note:** At this point in proceedings Councillor M Jones declared a personal interest in this item:

"I work for a recruitment company that supplies Teachers to our schools.")

Following consideration by Members it was **RESOLVED** to:

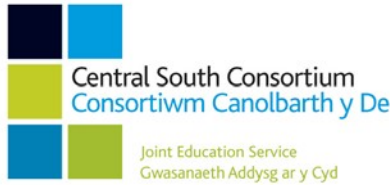
- Approve the corporate risk register for Central South Consortium, which aligns to the updated Risk Management Policy.
- Request information relating to the levels of staff vacancies across the Consortium and the risk posed to pupils as a result.

**34 URGENT BUSINESS**  
None.

**This meeting closed at 4.25 pm**

**Cllr R Birch  
Chair.**

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## **CENTRAL SOUTH CONSORTIUM**

### **JOINT COMMITTEE REPORT**

**19<sup>th</sup> MARCH 2024**

#### **2023/24 BUDGET MONITORING UPDATE AND 2024/25 GRANT UPDATE**

#### **JOINT REPORT OF THE MANAGING DIRECTOR AND THE TREASURER**

**Authors: Clara Seery (Managing Director) and Stephanie Davies (Service Director, Financial Services)**

#### **1. PURPOSE OF REPORT**

To provide Members with an update of:

- 1.1 The projected outturn position for 2023/24.
- 1.2 The grant funding positions for 2023/24 and 2024/25.

#### **2. RECOMMENDATIONS**

It is recommended that Members:

- 2.1 Note the current projected outturn position for 2023/24 (paragraph 3.2) and the allocation of any year-end underspend, after taking account of specific financial risks, to the existing Service Remodeling Earmarked Reserve to support the setting and delivery of balanced budgets over the medium-term (as approved by the Joint Committee on 12<sup>th</sup> December 2023).
- 2.2 Note the current grant funding position for 2023/24.
- 2.3 Note the Local Authority Education Grant (LAEG) position from April 2024.

### 3. **BUDGET MONITORING**

3.1 A summary of the 2023/24 projected outturn position is set out in Table 1 below:

Table 1 – Projected Outturn Position 2023/24

<b>Category</b>	<b>Original Budget 2023/24 £</b>	<b>Projected Out-turn 2023/24 £</b>	<b>Variance (Under) / Overspend £</b>
<b><u>Expenditure</u></b>			
<b>Employees</b>	<b>3,111,384</b>	<b>2,998,628</b>	<b>(112,756)</b>
<b>Premises</b>			
Rent	88,280	88,200	(80)
Maintenance	153	6,839	6,686
Hire of Venues	15,533	8,594	(6,939)
Other	0	270	270
<b>Total Premises Cost</b>	<b>103,966</b>	<b>103,903</b>	<b>(63)</b>
<b>Transport</b>	<b>29,000</b>	<b>24,118</b>	<b>(4,882)</b>
<b>Supplies &amp; Services</b>			
Continuing Professional Development / Staff Adverts	28,250	20,057	(8,193)
Licenses / Mobile and Telephone Charges / Computer Costs – Hardware / Software	73,347	60,036	(13,311)
External Audit and Actuary Fee, Employers Liability and Public Liability Insurance	53,930	56,665	2,735
Photocopying / Postage / Advertising / Stationery / General Office Expenses	18,377	28,143	9,766
<b>Total Supplies &amp; Services</b>	<b>173,904</b>	<b>164,901</b>	<b>(9,003)</b>
<b>Support Services</b>	<b>150,375</b>	<b>181,462</b>	<b>31,087</b>
<b>Transitional Funding</b>	<b>(33,000)</b>	<b>0</b>	<b>33,000</b>
<b>Gross Expenditure</b>	<b>3,535,629</b>	<b>3,473,012</b>	<b>(62,617)</b>
<b><u>Income</u></b>			

<b>Category</b>	<b>Original Budget 2023/24 £</b>	<b>Projected Out-turn 2023/24 £</b>	<b>Variance (Under) / Overspend £</b>
Local Authority Contributions	3,516,129	3,516,133	(4)
Grants and Other Income	19,500	133,860	(114,360)
<b>Total Income</b>	<b>3,535,629</b>	<b>3,649,993</b>	<b>(114,364)</b>
<b>Net Expenditure</b>	<b>0</b>	<b>(176,981)</b>	<b>(176,981)</b>

3.2 The full year projected outturn position (projected as at February 2024) is a £177k underspend (£20k projected underspend reported to the 12<sup>th</sup> December 2023 Joint Committee meeting). Key variances within the projected outturn position include:

- Employees (£113k projected underspend) – due to updated staffing cost projections for those posts aligned to Soulbury pay scales further to confirmation of pay award settlements for September 2022 and September 2023, and paid in February 2024. In addition, Business Support budget savings built into the approved 2024/25 budget have been delivered in-year and earlier than planned.
- Premises (on budget) – optimizing the use of the Valleys Innovation Centre that is resulting in a reduction in hire costs, partly offset by one-off adaptation costs to create additional meeting space to enable the accommodation to be fit for purpose for agile working and effective professional learning;
- Transport (£5k projected underspend) – due to reduction in staff travel requirements;
- Supplies and Services (£9k projected underspend) – mainly due to one off savings associated with data analytics licenses;
- Support Services (£31k projected overspend) – increased costs as a result of the business need for further services from the host authority;
- Transitional Funding – no requirement to use the £33k earmarked reserve to support the delivery of a balanced budget for the current year, this being managed within existing in-year resources; and
- Grants and Income (projected to be £114k higher than budget) – in respect of unbudgeted bank interest income and also income received from inspection work undertaken by Central South Consortium officers.

3.3 As Members will be aware, the financial outlook over the medium term is expected to be very challenging. In support of this, at the December 2023 Joint Committee, Members authorised the lead Section 151 Officer to allocate any under-spend at year-end, after taking account of specific financial risks, to the

existing Service Remodeling Earmarked Reserve to support the setting and delivery of balanced budgets over the medium-term. For Members information, the audited 2022/23 Statement of Accounts included a Service Remodeling Earmarked Reserve of £609k; for the year to date, there are no costs which require to be funded from this reserve.

#### **4. GRANT FUNDED SERVICE 2023/24**

- 4.1 Table 2 sets out the 2023/24 grant allocations received by the Consortium from Welsh Government as at February 2024.

Table 2 – 2023/24 Grant Allocations

<b>Grant</b>	<b>Total Grant 2023/24 £</b>	<b>Retained to Fund National Priorities 2023/24 £</b>	<b>Delegated to Schools/Local Authorities 2023/24 £</b>
<b>Regional Consortia Grant</b> (including match funding)	<b>51,434,386</b>	<b>7,217,960</b>	<b>44,216,426</b>
<b>Welsh Language Framework</b>	<b>77,800</b>	<b>77,800</b>	<b>0</b>
<b>Pupil Development Grant</b> Children Looked After (includes Outside of Wales)	2,107,950	0	2,107,950
PDG Consortia Led	279,523	49,446	230,077
PDG Adviser	100,000	100,000	0
<b>Total</b>	<b>53,999,659</b>	<b>7,445,206</b>	<b>46,554,453</b>

- 4.2 The Consortium has updated its Grants Register to reflect the position set out in Table 2 and will continue to monitor expenditure to ensure the use and effectiveness of grants are maximised across the region.

#### **5. LOCAL AUTHORITY EDUCATION GRANT 2024/25**

- 5.1 On 19<sup>th</sup> December 2023, as part of its draft budget, Welsh Government informed local authorities and consortia of changes to Education grants with effect from April 2024. This is in line with the Welsh Government aim of simplifying and streamlining funding to local authorities and schools.
- 5.2 From April 2024, funding previously provided to consortia is being directly allocated to local authorities via the Local Authority Education Grant (LAEG) with four grant elements, namely: School Standards, Equity, Reform and Cymraeg 2050.



- 5.3 Welsh Government stated that these changes to funding routes are being made to aid transparency and align with existing governance arrangements, and the level of funding and expectations around priorities in supporting schools have not changed. In line with the Minister for Education and Welsh Language's statement on 31<sup>st</sup> January 2024, Welsh Government expects local authorities to continue to support and fund any current regional consortia or partnership arrangements in areas of the LAEG to ensure consistency of support whilst the second phase of the Review of School Improvement: Roles and Responsibilities of Education Partners in Wales takes place.
- 5.4 The Central South Consortium 2024/25 budget was approved by Joint Committee in December 2023 based on maintaining current grant funding levels and, in doing so, ensure the on-going delivery of agreed school improvement priorities for the forthcoming financial year. Work is progressing with constituent local authorities to enable LAEG funding for relevant functions to be passported back to the Consortium, with robust arrangements in place to manage these resources and ensure terms and conditions of the grant are met.

## **6.0 CONCLUSIONS**

- 6.1 The projected outturn position for the full year is a £177k underspend (projected as at February 2024). The Consortium will continue to closely monitor and manage its resources and report a year end update to the Joint Committee alongside the Statement of Accounts for 2023/24.
- 6.2 The 2023/24 Grants Register has been updated to reflect the current grant funding position and will continue to be regularly reviewed to ensure resources are maximised for the benefit of the schools and Councils within the Central South Consortium area.
- 6.3 Similarly, Constituent local authorities and the Consortium are progressing work to ensure 2024/25 grant funding arrangements continue to effectively support school improvement priorities across the region.

**LOCAL GOVERNMENT ACT 1972**

**AS AMENDED BY**

**THE LOCAL GOVERNMENT (ACCESS TO INFORMATION) ACT 1985**

**RHONDDA CYNON TAF COUNTY BOROUGH COUNCIL**

**19<sup>th</sup> MARCH 2024**

**CENTRAL SOUTH CONSORTIUM JOINT COMMITTEE**

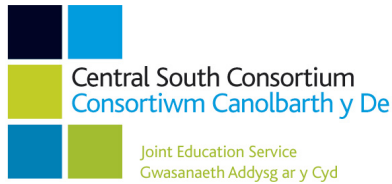
**List of background papers**

Freestanding matter

Officers to Contact:

Mrs. Clara Seery (Tel No. 01443 281400)

Ms. Stephanie Davies (Tel No. 01443 680560)



## CENTRAL SOUTH CONSORTIUM

### JOINT COMMITTEE REPORT

19<sup>TH</sup> MARCH 2024

## CENTRAL SOUTH CONSORTIUM GRANTS REPORT

### REPORT OF THE DIRECTORS OF EDUCATION

**Author:** Louise Blatchford, Deputy Managing Director

#### 1. PURPOSE OF REPORT

- 1.1 To provide Members with an update on the grants to be received by the Consortium in 2023/24, for which notifications have been received, and the methods of allocation of each.

#### 2. RECOMMENDATIONS

Directors recommend the following to the Joint Committee:

- 2.1 Approve the distribution of grants as detailed in section 4 of this report (and Annex A).

#### 3.0 BACKGROUND

- 3.1 As host authority Rhondda Cynon Taf will act as 'banker authority' and under the terms of the grant agreements will be responsible for accepting the terms and conditions of grant and putting in place arrangements to distribute the funding, as determined by the Joint Committee, within the Consortium.

#### 4.0 METHOD OF APPORTIONMENT

- 4.1 The method of apportionment of each grant will vary depending on its nature, its intended recipients, its purposes and the associated terms and conditions.

4.2 For each grant the following process shall be adopted:

- The Consortium shall prepare a proposed method of distribution taking into account all relevant criteria.
- The Director of Education (or equivalent) of each authority shall approve the basis of apportionment at the Management Board of the Central South Consortium Joint Education Service. This will ensure appropriate and effective use of grant funding to target school improvement equitably across each of the five local authority areas.
- A report detailing the basis and reasons for the method adopted shall be presented to the Joint Committee for approval.

4.3 This report presents details of 2023/24 grants to the Joint Committee.

## **5.0 2023/24 GRANTS**

5.1 Grant approval letters have been received detailing grant levels for the Central South Consortium. The Directors have agreed to maintain the local authority dis-aggregation of the funding and to apply a common formula for the delegation of the local authority funding to schools.

### **5.2 Regional Consortia School Improvement Grant – Revised Award of Grant Funding**

The revised award of funding is £175,950, taking the total award of grant funding for the financial year 2023/24 to £48,445,364.

5.3 The aim of the additional funding is to further support the following:

- i) National Support for Curriculum Reform - £10,950
- ii) NPQH - £165,000

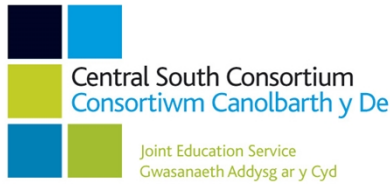
5.4 Members will note that the apportionment of funding is as follows:-

Annex A

	Delegated to schools/LAs	Retained Initially for future delegation to schools	Retained by CSC for Specific Circumstances	Central Salaries	Total	Areas to include	Provisional Apportionment														
	£	£	£	£	£																
National Professional Qualification for Headship (NPQH)			128,256	36,744	<b>165,000</b>	Deliver NPQH to support the new Professional Standards for Teaching and Leadership.	To deliver the NPQH Assessment and provide pre assessment support to all candidates going forward to include independent assessors.														
Curriculum & Assessment Reform	10,950				<b>10,950</b>	Funding to support additional costs for engagement at the Headteacher Conference 20/11/23	<table border="1"> <thead> <tr> <th>LA</th> <th>£</th> </tr> </thead> <tbody> <tr> <td>Bridgend</td> <td>2,100</td> </tr> <tr> <td>Cardiff</td> <td>4,200</td> </tr> <tr> <td>Merthyr</td> <td>1,200</td> </tr> <tr> <td>Vale of Glamorgan</td> <td>900</td> </tr> <tr> <td>Rhondda Cynon Taf</td> <td>2,550</td> </tr> <tr> <td><b>Grand Total</b></td> <td><b>£ 10,950</b></td> </tr> </tbody> </table>	LA	£	Bridgend	2,100	Cardiff	4,200	Merthyr	1,200	Vale of Glamorgan	900	Rhondda Cynon Taf	2,550	<b>Grand Total</b>	<b>£ 10,950</b>
LA	£																				
Bridgend	2,100																				
Cardiff	4,200																				
Merthyr	1,200																				
Vale of Glamorgan	900																				
Rhondda Cynon Taf	2,550																				
<b>Grand Total</b>	<b>£ 10,950</b>																				
<b>TOTAL</b>	<b>10,950</b>		<b>128,256</b>		<b>175,950</b>																

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## **CENTRAL SOUTH CONSORTIUM**

### **JOINT COMMITTEE REPORT**

**19<sup>TH</sup> MARCH 2024**

#### **CSC SUPPORT FOR IMPROVING ATTENDANCE**

#### **REPORT OF THE ASSISTANT DIRECTOR Partnerships & Improvement Planning**

**Author: John Welch, Lead for Equity & Wellbeing**

#### **1. PURPOSE OF REPORT**

To provide Members with a presentation on support provided by CSC to improve attendance across the region.

#### **2. RECOMMENDATIONS**

It is recommended that Members:

- Note the support for improving attendance in schools across CSC; and
- Consider the benefits to all stakeholders.

#### **3. BACKGROUND INFORMATION**

- Pupil attendance is a National and Regional priority.
- Figures for attendance are below pre-pandemic levels. The average attendance for all-Wales primary schools was 92.6% for the autumn term 2023-2024.
- The average attendance for all-Wales secondary schools was 88.1% for the autumn term 2023-2024.

- In 2018/19 the attendance figure for all schools was 94.2% compared to 90.5% from September- December 2023.
- Whilst not directly responsible for attendance, Central South Consortium support schools to drive achieving equity, making a real difference to learners' lives. It is an agenda based on valuing every learner and the knowledge and experience that they bring to school as the starting point for developing inclusive teaching.
- In partnership with local authorities Central South Consortium support the school community to understand the challenges and barriers faced by individuals and groups of learners. These include learners with protected characteristics and vulnerable and disadvantaged learners.
- Central South Consortium also work with the Implementation Leads for the Cwm Taff Morgannwg and Cardiff and Vale health boards on supporting schools in their work on the 'Framework on embedding a whole-school approach to emotional and mental wellbeing'.



**LOCAL GOVERNMENT ACT 1972**

**AS AMENDED BY**

**THE LOCAL GOVERNMENT (ACCESS TO INFORMATION) ACT 1985**

**RHONDDA CYNON TAF COUNTY BOROUGH COUNCIL**

**19<sup>TH</sup> MARCH 2024**

**CENTRAL SOUTH CONSORTIUM JOINT COMMITTEE**

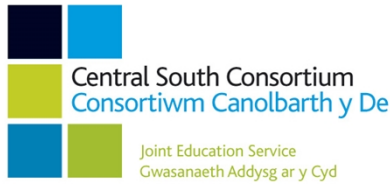
**List of background papers**

Annual Academic Scrutiny Report

Officer to Contact:

Louise Blatchford  
Tel no. 01443 281400

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## **CENTRAL SOUTH CONSORTIUM**

### **JOINT COMMITTEE REPORT**

**19<sup>TH</sup> MARCH 2024**

#### **PROFESSIONAL LEARNING TO SUPPORT HIGH QUALITY TEACHING**

#### **REPORT OF THE ASSISTANT DIRECTOR CURRICULUM & PROFESSIONAL LEARNING**

**Author: Kath Lewis, Principal Improvement Partner Curriculum Cohesion**

#### **1. PURPOSE OF REPORT**

- 1.1 To provide Members with a presentation on professional learning (PL) support provided by CSC for schools across the region with regard to high quality teaching.

#### **2. RECOMMENDATIONS**

It is recommended that Members:

- 1.2 Note the support for high quality teaching in CSC; and
- 1.3 Consider the benefits to all stakeholders;

#### **3. BACKGROUND INFORMATION**

- 1.4 Effective teaching is far more than a set of prescribed actions; it is the skilful, reflective application of a range of pedagogical approaches that are informed by context and responsive to learner needs. There will never be a singular pedagogical approach that suits all schools or learners.
- 1.5 The CSC PL opportunities for teaching provide advice, guidance and practical support that is transformative and not simply transmissive. Teaching is also embedded within PL across all of the curriculum areas.

1.6 The principles that underpin the CSC PL opportunities are that high quality teaching is:

- Built on a clear understanding of pedagogy from leaders and practitioners
- Consistently applied across the school.
- Continually revisited for effectiveness.
- Grounded in an understanding of why particular strategies have been trialled or are used.
- Based on decisions that are directly linked to learner needs.
- Research informed and evidence engaged.
- Linked to a clear and shared school vision which staff are empowered to realise.

**LOCAL GOVERNMENT ACT 1972**

**AS AMENDED BY**

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**19<sup>TH</sup> MARCH 2024**

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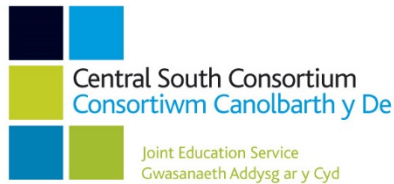
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## **CENTRAL SOUTH CONSORTIUM**

### **JOINT COMMITTEE REPORT**

**19 MARCH 2024**

## **CENTRAL SOUTH CONSORTIUM RISK REGISTER**

### **REPORT OF THE DIRECTORS OF EDUCATION**

**Author: Louise Blatchford, Deputy Managing Director**

#### **1.0 PURPOSE OF REPORT**

- 1.1 To provide Members with an opportunity to review the corporate risk register of Central South Consortium.

#### **2. RECOMMENDATIONS**

- 2.1 Consider and approve the corporate risk register for Central South Consortium, which aligns to the updated Risk Management Policy.

#### **3.0 BACKGROUND**

- 3.1 The Consortium revised risk management policy was presented to Directors and was accepted and agreed in the October 2022 CSC Management board meeting.
- 3.2 The policy outlines how risks reported in the operational plan are categorised into themes and considered how to treat i.e. moved to an issue log to manage locally or escalated to the corporate risk register.
- 3.3 The approach is embedded within the annual governance cycle to ensure clarity regarding policy and process.
- 3.4 The core senior leadership team review the risk register regularly and propose changes to the CSC Management Board on a regular basis.

3.5 It is the Joint Committee that determines whether changes to the risk register should be made.

3.6 The fourth quarter of the 2023/24 cycle of business planning for Central South Consortium has included a review of the organisations risk register in light of the revised risk policy.

#### **4.0 OPTIONS**

4.1 Members of Joint Committee may choose to examine in more detail specific aspects of the risks identified by CSC, related actions and mitigating factors.

#### **5.0 IMPLEMENTATION ISSUES – COSTS, TIMESCALES ETC.**

5.1 All implementation issues are outlined in relation to specific risks.

#### **6.0 LINKS TO CSC BUSINESS PLAN AND RISKS**

6.1 Relate directly to all aspects of the Central South Consortium Risk Register reviewed in conjunction with the business plan monitoring process.

#### **7.0 BACKGROUND PAPERS**

7.1 Central South Consortium risk register March 2024. **(Appendix A)**



Risk No.	Description of Risk	Risk Cause	Risk Impact on Delivering the Consortium's Business Plan Objectives.	Risk Impact on the Organisation (View Sources of Strategic Risks for examples)	Current / Existing Controls to Manage the Risk	Assessment of Risk for 2023/24			Response to Risk	Action(s) Required to Manage the Risk (Mitigate/Reduce/Increase Risk to an Acceptable Level)	Start Date	End Date
						Impact (1 to 5) Trivial - Major	Likelihood (1 to 5) Highly Unlikely - Almost	Risk Score (Impact x Likelihood)				
1	Lack of clarity around short/medium term funding from WG	Delay in receiving confirmation of funding from WG & Local Authority Contributions	Inability to fund planned projects and deliver objectives to meet agreed outcomes.	<p><b>POLITICAL</b></p> <ul style="list-style-type: none"> <li>Failing to set a balanced budget.</li> <li>Failing to deliver the Consortium's priorities as set out in the business plan</li> </ul>	<p>Continue to work with Welsh Government on long term funding proposals to ensure delivery of business planning over 3 years. Ongoing discussions with WG on the impact of removing EIG from consortia and routing via LAs in 2024/25. Currently awaiting revised indicative funding figures from WG due to proposed changes in the methodology of Regional Consortia funding, early indications are a significant reduction in retained funding. Joint Committee agreed to indicative three-year funding model for CSC in January 2020 with respect of LA contributions however, this was revised in the MTFP report December 23 due to financial austerity cuts in LAs with proposed further cuts to core contributions from 2023/24 to 2025/26</p> <p>Further discussions on going with Directors and chief Executives to inform proposals for MTFP considered by Members in December 2023. Modelling of additional cuts and the impact of any further cuts have been shared with both Directors and Chief Executives.</p>	4	4	16	Tolerate	Awaiting confirmation from WG on the proposed changes to regional grant funding from 2024/25, which will have an impactful effect on the affordability of CSC's business plan in the next financial year. Early conversations are being held with service leads to manage expectations on the future of the CSWC model and other CSC funded activities identified in the operational plan.	1st April 2022	31st March 2024
2	Implementation of Curriculum for Wales: Schools' capacity, knowledge and experience, and confidence to plan a curriculum that ensures progression in knowledge and skills across the 3-16 continuum.	Extensive reform across all areas of education. Ongoing pressures in schools to engage in professional learning. Staffing capacity in schools. Expectation of all teachers as curriculum designers. ASOS and lack of engagement with surveys affecting CSC's ability to know the development and quality of the curriculum in some schools. Lack of clarity in the system of 'standards'. Some Secondary schools lack of commitment to development of KS3 curriculum to meet the CFW requirements due to qualifications reform and concerns on standards.	Inability to deliver aspects within the Business Plan Priority 1 as well as obligations within grant terms and conditions	<p><b>POLITICAL</b></p> <p>Failing to deliver:</p> <ul style="list-style-type: none"> <li>UK, Welsh Government and/or Local Government Policy.</li> <li>The Consortium's priorities as set out in the business plan</li> <li>Projects on time, to cost and to the right quality.</li> <li>The public perception of the organization's efficiency and effectiveness.</li> </ul>	<ul style="list-style-type: none"> <li>Regional professional learning opportunities informed by intelligence to meet the needs of schools and the system in curriculum design, including:                             <ul style="list-style-type: none"> <li>Schools' improvement priorities</li> <li>Bespoke support analysis – requests and evaluations</li> <li>Regional surveys and intelligence, e.g. CFW survey, SIPLS</li> <li>WG intelligence/ grant T&amp;Cs</li> <li>National network conversations</li> </ul> </li> <li>Regional professional learning opportunities further developed to focus on curriculum design and school sharing their practice, e.g. Curriculum Design Programme, CSC CFW Conference.</li> <li>Restructure of identified areas of the CSC curriculum and professional learning team to ensure expertise and capacity in all areas of the curriculum.                             <ul style="list-style-type: none"> <li>Refinement of the Central South Wales Challenge (CSWC) including:                                     <ul style="list-style-type: none"> <li>Collaboration funding for all schools to enable collaborative working within and beyond their school.</li> <li>Lead Practitioners to increase capacity and expertise to support PL and bespoke support for all schools in the region.</li> </ul> </li> </ul> </li> <li>CSC staff PL programme for all school improvement staff develops knowledge, skills and confidence in understanding and supporting curriculum design.</li> <li>CSC staff to continue partnership working with WG, regional consortia, local authorities and schools on curriculum PL, guidance and resources.</li> </ul>	3	3	9	Treat	<ul style="list-style-type: none"> <li>Further recruitment in identified areas of the CSC school improvement team and CSWC lead practitioners to ensure expertise and capacity to meet the needs of schools and the system in curriculum design.</li> <li>From Sept 23, implementation of refined system of bespoke support to further meet the needs of school and clusters in curriculum design development and delivery.</li> <li>Revision and relaunch of national CFW PL programme, including sharing of practice from schools.</li> <li>Introduction of regular drop-in sessions and/or network meetings related to CFW and priority areas, e.g. leaders of learning and curriculum, RSE, foundation learning, etc.</li> <li>Further refinements to communications on CSC PL and support opportunities to ensure all schools know available CSC support, e.g. video for cluster support offer, special bulletins, networking booklet.</li> <li>Further strengthen partnership working with and reporting to LAs on CFW.</li> <li>Production of CSC PL compendium hard copies and online to ensure the PL opportunities are better known and understood by staff and schools.</li> <li>Ongoing discussion with WG and LAs on 'standards'.</li> <li>CSC continue to work with WG regarding communication clear expectations of KS 3 curriculum. CSC staff participation in qualifications reforms activities.</li> </ul>	1st April 2023	31st March 2024
3	Implementation of Curriculum for Wales: Engagement of all schools within a cluster in curriculum design to ensure progression across the 3-16 continuum	Reluctance of small amount of schools to engage with their cluster. Staffing capacity in schools. Impact of COVID School pressures in recent years for schools to engage with their cluster. Qualifications reform. ASOS and lack of engagement with surveys and evaluations, affecting CSC's ability to be aware of cluster working in some schools.	Inability to deliver aspects within the Business Plan Priority 1	<p><b>POLITICAL</b></p> <p>Failing to deliver:</p> <ul style="list-style-type: none"> <li>UK, Welsh Government and/or Local Government Policy.</li> <li>The Consortium's priorities as set out in the business plan</li> <li>Projects on time, to cost and to the right quality.</li> <li>The public perception of the organization's efficiency and effectiveness.</li> </ul>	<ul style="list-style-type: none"> <li>CSWC model includes collaboration funding for all schools to enable collaborative working within and beyond their school including their cluster, and continuation of funding for cluster convenors.                             <ul style="list-style-type: none"> <li>PL, resources and bespoke support available to support clusters in curriculum design.</li> </ul> </li> <li>Promotion of CSC cluster bespoke support.</li> </ul>	3	2	6	Treat	<ul style="list-style-type: none"> <li>From Sept 23, implementation of refined system of bespoke support to further meet the needs of schools and clusters.</li> <li>Further refinements to communications on CSC PL and support opportunities to support cluster working, e.g. video for cluster support offer.</li> <li>Refinements of methods of evaluation for cluster working.</li> </ul>	1st Sept 2023	31st March 2024
4	Implementation of Curriculum for Wales: Schools' understanding of assessment within Curriculum for Wales, and their capacity, knowledge and experience and confidence to plan for assessment	Extensive reform across all areas of education, including Curriculum for Wales and assessment and accountability arrangements. Impact of COVID School pressures in recent years for schools to engage in professional learning. Staffing capacity of schools. Secondary schools understanding of and capacity to fulfil revised reporting arrangements. Uncertainty around some national policy and processes - revised standardization of OPAs, comparative judgement pilot.	Inability to deliver aspects within the Business Plan Priority 1 and 4 as well as obligations within grant terms and conditions	<p><b>POLITICAL</b></p> <p>Failing to deliver:</p> <ul style="list-style-type: none"> <li>UK, Welsh Government and/or Local Government Policy.</li> <li>The Consortium's priorities as set out in the business plan</li> <li>Projects on time, to cost and to the right quality.</li> <li>The public perception of the organization's efficiency and effectiveness.</li> </ul>	<ul style="list-style-type: none"> <li>Regional and national professional learning opportunities further developed to focus on assessment and school sharing their practice, e.g. Curriculum Design Programme, CSC CFW Conference.</li> <li>CSC staff PL programme for all school improvement staff develops knowledge, skills and confidence in understanding and supporting assessment.</li> <li>CSC staff to continue partnership working with WG, regional consortia, local authorities and schools on assessment PL, guidance and resources.                             <ul style="list-style-type: none"> <li>CSC staff and schools' participation in CAMAU project.</li> </ul> </li> <li>Development of further PL opportunities related to assessment, including school's sharing their emerging practice.</li> </ul>	3	3	9	Treat	Further discussions with WG related to quality/content of some published resources, e.g. CAMAU. Further sharing of school's emerging practice in regional PL events and resources.	1st April 2023	31st March 2024

**Central South Consortium Corporate Risk Register**

Risk No.	Description of Risk	Risk Cause	Risk Impact on Delivering the Consortium's Business Plan Objectives.	Risk Impact on the Organisation (View Sources of Strategic Risks for examples)	Current / Existing Controls to Manage the Risk	Assessment of Risk for 2023/24			Response to Risk	Action(s) Required to Manage the Risk (Mitigate/Reduce/Increase Risk to an Acceptable Level)	Start Date	End Date
						Impact (1 to 5) Trivial - Major	Likelihood (1 to 5) Highly Unlikely - Almost	Risk Score (Impact x Likelihood)				
5	Progress and attainment of eFSM pupils compared to non eFSM pupils particularly more able pupils. Availability and reliability of data. Impact of covid on eFSM pupils including:  Literacy Numeracy Well-being Attendance Exclusions	Failing to meet the needs of disadvantaged learners in the region	This will not effect what CSC are doing in terms of objective 3 and its objectives.	SOCIAL	Professional learning linked to teaching and learning and improving outcomes for all learners. Writing revolution Reading reconsidered Rady project Improvement partner support and PDG summary (OECD- DAC) Attendance/ Exclusion leads LA partnership working Price of pupil poverty guides PDG guidance for schools and improvement partners is available PL opportunities available for all schools Bespoke support for schools and clusters in relation to vulnerable learners - specifically addressing the impact of poverty	4	4	16	Treat	An area of the CSC BP is dedicated to addressing this risk in partnership with LAs	April 2021	September 2023
6	Difficulty recruiting to posts within CSC	Capacity within the system and uncertainty around the future of regional working	Inability to deliver aspects within the Business Plan as well as obligations within the legal agreement & grant terms and conditions	REPUTATIONAL & PARTNERSHIP	Succession planning within CSC  Examined alternative provision (finance support from host authority) External translation increased to support reduced internal capacity	4	4	16	Treat	Review of advertising strategy Apprenticeship for Admin Further engagement with democratic services SLA in place with RCT to cover finance vacancy in the short term Investigate Graduate recruitment placements within RCT programmes	March 2022	March 2024
7	There are insufficient leaders coming forward for headship posts in the region which significantly impacts on the capacity to improve, in the region especially faith, Welsh medium and small schools.	There is a very limited number of senior leaders ready for headship who hold NPQH.  No 'Fastrack' route into headship.  No easy route for an existing HT from outside of Wales to take up a headship post without NPQH.  Endorsement processes for the Aspiring HT programme leading to NPQH, maybe limiting access to certain groups of candidates who may not be able to demonstrate readiness at that point in time.  The ambition of senior leaders to aspire to Headship amidst a climate of significant reform.	Lower uptake on 'Aspiring HT' programme that leads to NPQH. Risk of having insufficient high-quality leaders delivering leadership programmes and coaching participants.	SOCIAL	All national leadership pathway programmes are in place and quality assured. High uptake of places in Middle, Senior and Aspiring head/NPQH programmes. Continued targeting of WM, Faith and Special schools to programmes.  Partnerships developed with Y Fed Gyda'n Gilydd and Cylleoedd + + to promote WM uptake.  All national leadership programmes developed and delivered as e-learning.  All national programmes (Middle Leader – Experienced HT) now endorsed by NAEL .  System Leaders support schools to develop leadership effectiveness.  Continue to ensure high % of success at NPQH through new Aspiring Head Teacher programme.  Working to ensure schools are developing good effective succession planning, and focus on challenge and support.  Working with IP/PIP to proactively identify schools in need of leadership development.  Participants in SLDP upwards on the Leadership Pathway receive coaching from successful HTs from across the region.  CSC's contribution to the independent review of Aspiring Headteacher and NPQH programmes (Mick Waters).	3	4	12	Treat	Addressing recommendations from Aspiring HT and NPQH review.  Ensuring high-quality MLDP and SLDP to support and nurture leadership ambition for headship.  National training for NPQH panel assessors ensures consistency and fairness across Wales  An effective training and recruitment programme supports new and existing coaches  Development of faith sector specific leadership programmes	Jan 2023  Oct 2023  Jan 2023	July 2026
8	Estyn monitoring of LAs and regional inspection programme identifies areas for improvement that have not been highlighted in self-evaluation reports creating a loss of confidence.	Inconsistent application of the Estyn framework	No direct impact on the delivery of the priorities within the BP	PARTNERSHIP (This may lead to lack of confidence by LAs)	Ensure evaluation and planning processes address areas for improvement robustly and provide evidence of progress and impact. Information sharing sessions to involve PIPs and to be shared across CSC. Each LA has a process in place to share information ensuring intelligence and concerns are shared with the LA and with IPs	4	2	8	Treat	All school facing staff access training. It has still not been possible for consortia staff to access Estyn training, but this will help mitigate the risk in the summer term. CSC staff will access the training when possible, however we cannot commit to staff completing inspections as Estyn do not pay for staff time and this removes capacity from our schools. It costs CSC approx. £1600 per inspection a member of our staff attends  Establish networks to share effective practice from inspections  Establish effective feedback loops from those who have attended the Estyn training to date.	Sept 2022	March 2024
9	Under-development of governance/scrutiny	Engagement and turnover of members of governance groups	No direct impact on the delivery of the priorities within the BP	PARTNERSHIP	New governance structures are now in place and will be reviewed throughout the year to ensure that they are fit for purpose and meet the needs of LAs and CSC. Partnership Group established and meeting termly with the Management board - ensures other stakeholder groups feed into the Management board	3	3	9	Treat	Develop Induction programme for new Members  Establish a Members Booklet Scrutiny reports being developed based on LA feedback  Developing relationship with core groups (MD & ELT to meet all Members / Chairs throughout the year)  Directors linked to Governance groups	April 2022	-March 2024

**Central South Consortium Corporate Risk Register**

Risk No.	Description of Risk	Risk Cause	Risk Impact on Delivering the Consortium's Business Plan Objectives.	Risk Impact on the Organisation (View Sources of Strategic Risks for examples)	Current / Existing Controls to Manage the Risk	Assessment of Risk for 2023/24			Response to Risk	Action(s) Required to Manage the Risk (Mitigate/Reduce/Increase Risk to an Acceptable Level)	Start Date	End Date
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10	Schools causing concern do not make sufficient and appropriate progress in all cases	Leadership unable to make progress against priorities: Lack of engagement in support Lack of appropriate staffing Community / environmental impact upon the school	This will have an impact upon delivering an appropriate curriculum for learners	<b>REPUTATION &amp; PARTNERSHIPS</b>  Public perception on the impact of regional working and loss of confidence in CSC ability by partner authorities	Schools identified using a range of risk measures.  All schools have additional IP time allocated to ensure appropriate support is identified and correctly brokered.  When requested LA Performance meeting continue termly to enable full discussion about any risk schools.  Internal systems improved to share information about support in enhanced schools.  Termly LA team around school meeting with PIPs. Termly and half termly progress review meetings take place in all enhanced <del>support</del> monitoring schools.  Usual measures of progress e.g. data and inspections have been suspended therefore there could be the appearance of limited or no progress.	4	1	4	Treat	Continue to work in partnership with LAs to implement stage 3 of the intervention strategy  Enhance the information provided to governing bodies (via Termly School Summary) and ensure the IP links with the governing body to support the use of the TSS	Sept 2021  Jan 2023	March 2024
11	Industrial Action by teaching unions impacting upon the ability of CSC to undertake school improvement functions on behalf of LAs	Industrial action by teaching union (NEU) strike day confirmed as 1st Feb 2023 (Subsequent dates of 14th Feb, 15th - 16th March have been postponed). Action short of strike in place by NAHT from 1st Feb 2023.	This will impact upon the work of all school facing staff, as well as CSC's ability to report progress of schools to governance bodies.	<b>STAKEHOLDER &amp; REPUTATION</b>  Confidence of stakeholders to accurately evaluate the progress of schools' improvement journey	IPs continue with the programme of visits and are logging all visits in the SIPL if they are cancelled by Headteachers.  A separate log is being kept of all cancelled / postponed visits  Bespoke support already brokered is continuing	4	4	16	Treat	Close engagement with LA Directors as well as unions on best approaches to support schools.	Feb 2023	Unclear
12	Wellbeing of CSC Staff	Due to the ongoing uncertainty of the future of regional consortia and workload pressures due to reduction in capacity.	Increased long term sickness rates and work related stress resulting in inability to fulfil obligations within current BP	<b>SOCIAL &amp; REPUTATION</b>  Confidence of stakeholders to accurately evaluate the progress of schools' improvement journey	Communication regarding support available through RCT as host authority  Line Manager focus on wellbeing  Organisation development of further enhanced wellbeing programme	4	3	12	Treat	Area identified through self-evaluation with plans being developed to provide holistic support to staff Staff Wellbeing group established and feeding back to ELT Wellbeing on all team meeting agendas	Feb 2023	Ongoing

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