

CENTRAL SOUTH CONSORTIUM (CSC) JOINT EDUCATION SERVICE

JOINT COMMITTEE REPORT

12th December 2023

CSC BUSINESS PLAN 2022 – 2025

REPORT OF THE MANAGING DIRECTOR

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PURPOSE OF THE REPORT

1. The business plan for 2022-2025 was approved by Members of Joint Committee in March 2022. An appendix to the published business plan has been developed for Members to consider (Appendix A).
2. The business plan appendix for 2023-2024 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

RECOMMENDATIONS

3. Members of the CSC Joint Committee consider and approve the business plan appendix for 2024-2024
4. Members of Joint Committee to provide a steer on any areas for improvement and prior to the detailed delivery planning process takes place for 2024-2025.

BACKGROUND

5. The current business plan covers the period 1st April 2022 to 31st March 2025. It has five priority areas which have been updated in the BP Appendix:
 - a) Curriculum;
 - b) Professional Learning Pathways

- c) Equity & Wellbeing
 - d) School Evaluation and Improvement
 - e) Leadership & Governance of Central South Consortium.
6. 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. Directors are members of specific drive teams and support and challenge the development of the specific delivery plans.
7. Key success criteria and actions from the business plan and associated delivery plans form the basis of the organisation's monitoring approach¹. Delivery plans are updated by aspect leads through quarterly meetings between the drive teams and the operations manager. In addition, each drive team meets with the managing director, deputy managing director and the operations manager half yearly for 'Impact Review Meetings'. Directors are invited to attend these meetings.

BUSINESS PLAN DELIVERY PLAN DEVELOPMENT 2024-25

8. The delivery plans for the final year of the current business plan will be developed over the spring term 2024 and will include the outcomes of CSC self-evaluation processes, the LA priorities for improvement as well as Welsh Government priorities.
9. A self-evaluation report will be drafted for review in March 2024 and will be shared with stakeholders on an annual basis.
10. It is proposed to build upon the current system of business planning and monitoring, to ensure increased engagement of all stakeholders in the development of the detailed delivery plans that sit beneath the high-level objectives. An engagement plan is now embedded to ensure effective, regular and robust challenge and discussion with all stakeholders.
11. In addition, we will continue to develop the delivery plans with LAs during the Spring Term. This will ensure LA priorities are identified and incorporated at an early stage as part of stakeholder engagement.
12. Success criteria and milestones will be clearly defined and an enhanced process of in-depth evaluation to inform self-evaluation has been developed to enable effective challenge.
13. The delivery plans will continue to reflect the Vision of CSC and the CSWC delivery strategy. The model gives schools the means and the responsibility for driving

¹ Approved by Joint Committee 7th November 2023 [RHONDDA CYNON TAFF COUNTY BOROUGH COUNCIL \(moderngov.co.uk\)](https://www.moderngov.co.uk)

improvement in their own schools and in the wider system, encouraging a culture where schools care about the success of all schools as much as they care about their own. However, following the pandemic, this model continues to require refinement to reflect the capacity within the system at the current time. 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.

14. Progress against each priority will be reported to the CSC Management Board as well as Joint Committee on a half yearly basis. In addition, we will:
 - a. Provide at least one performance report to the five Scrutiny Committees, ideally in January of each year;
 - b. Review the performance of schools termly with authorities; and
 - c. Report to Welsh Government in line with the terms and conditions of grant funding.

IMPLEMENTATION ISSUES – cost, timescale etc.

15. Proposals for budget setting (core budget) will be presented to the Joint Committee in December 2024, in line with the medium-term financial plan agreed by Joint Committee.
16. At this stage, there is an element of uncertainty regarding the grant funding mechanisms from Welsh Government and so it is not possible to set out the grant budget position for 2024-2025 at this time. The Consortium will continue to work closely with Welsh Government to ensure that funding is used effectively to support the strategic priorities set out within the draft business plan.

BACKGROUND PAPERS

1. Business Plan 2022-2025
2. Annual Academic Scrutiny Report (December 2023)