

APPENDIX 3

GwE Business Plan 2017-18
Gwynedd Secondary: Level 2

1. STANDARDS						
Ref	Priorities	Actions	Outputs and success criteria 2017-2018	Responsible	Target Date	Finance source
E1 1.1 2.1 2.8 E1 U E2 DL1 CaA A D R1 R2 R3 R4 R5 R7 R8 R11 R13 R17 R20 R22	Improve standards at KS4	<p>Ensure that all schools have :</p> <ul style="list-style-type: none"> robust target setting processes in place. targets with the necessary level of challenge to improve performance. effective tracking processes are operational to allow for early identification of underperformance. regular detailed analyses of assessments and ‘live data’ which is jointly undertaken by SLT and ML. high quality and effective intervention programmes in place following identification of target groups of learners. effective processes for addressing in-school variance i.e. identifying, challenging and supporting risk departments/risk individuals. effective EIG / PDG spending plans which are robustly monitored for impact and effect 	<ul style="list-style-type: none"> All school to meet Gwe and Gwynedd targets set for all key indicators Targets for Gwynedd for 2017 are – L2+ 71.5% L1 99.8% L2 85.6% English 75.9% Maths 74.1% Science 78.3% Welsh 78.4% % of learners in Gwynedd achieving L2+ will grow at 1.5 in line with rest of Wales % of schools in Gwynedd performing in line with modelled outcome for L2% to increase in line with Gwe target of 55% % of learners achieving 5A* / A to increase in Gwynedd by 1.5 in line with rate for Wales Targets for Gwynedd on key indicators for 2018 are (Data to follow) including quartile positions All schools to receive support plans with a focus on raising standards at KS4 – All schools have presented support plans to Governing Body 	Ellen Williams Enid Christie Sharon Vaughan Dewi Lake Subject Advisors Link SIA	Sept 2017 – August 2018	20 days £ 10,000
		Ensure that all schools have effective evaluation and strategic planning processes in place [whole school and ML level]	<ul style="list-style-type: none"> High quality strategic documents are operational across all schools and at all levels which drive forward standards of improvement 	Ellen Williams+ all link SIAs	April 2018	
		Ensure all schools make effective use of the new ‘Information Management System’ and	<ul style="list-style-type: none"> An agreement established between schools to share data and information 	Ellen Williams Link SIA	Sept 2017	

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R25 R26 ALL		best practice virtual school 'Ysgol GwE' to drive improvements	to populate live data in <i>Ysgol Gwe</i> to enable leaders to make effective strategic decisions	Alwyn Jones		
		Ensure a more robust approach to support and challenge all schools in Estyn statutory category follow-up or who have been identified as 'high risk'	<ul style="list-style-type: none"> No schools inspected in Gwynedd during 2017 – 2018 are placed in Estyn statutory category 	Ellen Williams Link SIA	Sept 2017	
		Tailored and specific programme to improve the performance of boys and/or girls by : <ul style="list-style-type: none"> supporting SLT to identify and deliver effective provision and intervention [regional and targeted programme where gender gap is detrimental to performance of either boys or girls] Identifying good and excellent practice case studies as part of regional directory within Ysgol GwE. 	<ul style="list-style-type: none"> The gap between boys and girls performance is narrowed and compares favourably with national averages – (schools with particular issues to be identified when core data is available) 	Ellen Williams Link SIA	August 2017 August 2018	
		Improve the performance of eFSM learners by : <ul style="list-style-type: none"> Supporting SLT to identify and deliver effective provision and support to improve outcomes for eFSM learners. ensuring all schools make appropriate and effective use of PDG to improve performance of eFSM Identifying good and excellent practice case studies as part of regional directory within Ysgol GwE. 	<ul style="list-style-type: none"> The performance of eFSM pupils in Gwynedd schools will match or exceed their targets Schools who have not met the targets to be identified and supported with bespoke plans to reach targets All schools have made appropriate use of PDG to improve support and outcomes for FSM learners specifically Schools identified with areas of weakness in this area given access to support strategies 	Ellen Williams Sharon Williams SIA	2017 - 2018	
		Improve the performance of ALN learners by : <ul style="list-style-type: none"> supporting SLT to identify and deliver effective provision and support to improve outcomes [regional and targeted programme]. 	<ul style="list-style-type: none"> Gwynedd ALN learners achieve agreed targets on key indicators Performance of learners in Special Schools achieve agreed targets – Ysgol Pendalar / Ysgol Hafod Lon 	Richard Cubie Ellen Williams SIA	2017 - 2018	

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		<ul style="list-style-type: none"> ensuring all schools make appropriate and effective use of IAPs identifying good and excellent practice case studies as part of regional directory within Ysgol GwE. 				
		<p>Improve the performance of MAT learners by :</p> <ul style="list-style-type: none"> supporting SLT to identify and deliver effective provision and support to improve outcomes [regional and targeted programme]. ensuring all schools have effective intervention programmes in place for ensuring higher attainment at grade B and upwards identifying good and excellent practice case studies as part of regional directory within Ysgol GwE. 	<ul style="list-style-type: none"> MAT pupils in Gwynedd to achieve their potential in line with targets Increase in numbers of pupils achieving 5A* / A to 12% in 2017 and xx in 2018 in schools identified where action required 	Ellen Williams Link SIA	August 2017 August 2018	
	Improve standards in core subjects at KS4.	<p>English :</p> <ul style="list-style-type: none"> facilitate regional and local networks for Heads of Department [with specific focus on up-dating, collaborating on development of support materials; sharing best practice and promoting a model of peer reviews]. deliver 5 day programme '<i>Achieving Excellence in English</i>' focussing on excellent practise in the English classroom and to include taught sessions; teacher action research and buddy observations [regional programme]. identify and share effective departmental practice in improving the performance of MAT pupils and specifically at grade B and upwards [regional and targeted programme]. 	<ul style="list-style-type: none"> Gwynedd schools meet their targets and are above the modelled outcomes <ul style="list-style-type: none"> Gwynedd schools to meet target of xxx in 2018 	Gaynor Murphy Supported by SIA	August 2017 August 2018	5 days £ 2,500

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		<ul style="list-style-type: none"> identify good and excellent practice case studies as part of regional directory within Ysgol GwE. 				
		<p>Welsh :</p> <ul style="list-style-type: none"> facilitate regional and local networks for Heads of Department [with specific focus on up-dating, collaborating on development of support materials; sharing best practice and promoting a model of peer reviews]. identify and share effective departmental practice in improving the performance of MAT pupils and specifically at grade B and upwards [regional and targeted programme]. deliver support for non-specialist teachers on Units 2 and 3 Reading + Writing [targeted programme]. deliver support for non-specialist teachers on ‘Talk the Talk’ Unit 1 Oracy [targeted programme]. identify good and excellent practice case studies as part of regional directory within Ysgol GwE. support the work of the regional WESP network 	<ul style="list-style-type: none"> Schools meet their targets Performance in Gwynedd schools to reach xxx in 2018 Schools requiring support identified and supported 	Sian Hydref SIA	August 2017 - 2018	3 days £ 1,300
		<p>Mathematics :</p> <ul style="list-style-type: none"> facilitate regional and local networks for Heads of Department [with specific focus on up-dating, collaborating on development of support materials; sharing best practice and promoting a model of peer reviews]. improve performance of potential future borderline learners at GCSE by delivering KS3 SAFMEDS Training 	<ul style="list-style-type: none"> Schools meet targets set The performance of Gwynedd schools to reach xxx by 2018 Schools requiring support identified and given support 	Delyth Ellis Dafydd Gwyn		8 days £4,200

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		<p>and Intervention Programme [regional programme].</p> <ul style="list-style-type: none"> • identify and share effective departmental practice in improving the performance of MAT pupils and specifically at grade B and upwards [regional and targeted programme]. • identify good and excellent practice case studies as part of regional directory within Ysgol GwE. 				
		<p>Science :</p> <ul style="list-style-type: none"> • facilitate regional and local networks for Heads of Department [with specific focus on up-dating, collaborating on development of support materials; sharing best practice and promoting a model of peer reviews]. • identify and share effective departmental practice in improving the performance of MAT pupils and specifically at grade B and upwards [regional and targeted programme]. • identify good and excellent practice case studies as part of regional directory within Ysgol GwE. 	<ul style="list-style-type: none"> • Schools meet targets set • Gwynedd schools meet target of xx for 2018 	<p>Nicola Jones Link SIA</p>	June 2018	7 days £ 3,500
	Improve performance in non-core subjects	Ensure Lead Practitioner support for effective implementation of new GCSE specifications	<ul style="list-style-type: none"> • The majority of Gwynedd teachers attend relevant training courses provided 	Martyn Davies	Sept 2017 - 2018	WG grant
		Deliver improving practice workshops as part of bespoke targeted provision for all high risk and/or statutory category schools [targeted programme]	<ul style="list-style-type: none"> • Targeted programme of support for schools identified as requiring support 	<p>Huw Robertson Martyn Davies + all link SIAs</p>	April 2018	3 days £ 1,300
	Improve performance in the Welsh BAC [KS4 and post 16]	Facilitate regional and local networks for coordinators [with specific focus on up-dating, collaborating on development of support materials; sharing best practice and promoting a model of peer reviews].	<ul style="list-style-type: none"> • All Gwynedd pupils achieve Welsh BAC award at appropriate level 	<p>Gwenno Jarvis Martyn Froggett</p>	Sept - June	1 days £ 500

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				Gwenno Jarvis		
	Improve A Level performance.	Ensure enhanced and improved post 16 data collection at regional level.	<ul style="list-style-type: none"> The performance of Gwynedd pupils meets targets An improvement on the numbers of pupils achieving A* / A grades A – C and A – E to be above the national averages 	Martyn Froggett	December 2017	3 days £ 1,300
		Develop more robust use of data to further improve performance, retention, attendance and progression.	<ul style="list-style-type: none"> Gwynedd post 16 providers access support and training to effectively track learners' progress and development within all level 3 provision across the partnership 	Martyn Froggett + all link SIAs	June 2018	1 days £ 500
		Develop a learner tracking system to ensure early identification when learners are moving off target.	<ul style="list-style-type: none"> All schools make use of a robust tracking system to monitor and track learners progress 	Martyn Froggett	June 2018	20 days £ 10,000
		Ensure that all SIAs undertake robust and systematic monitoring and challenging of performance at post 16.	<ul style="list-style-type: none"> All schools with post 16 provision in Gwynedd are challenged and issues relating to underperformance in schools and key subjects addressed 	Martyn Froggett Ellen Williams Link SIA	June 2018	3 days £ 1,300
		Strengthen collaboration with key stakeholders to address regional challenges and specifically : <ul style="list-style-type: none"> ensuring a more consistent approach to eligibility for entry to A Level across the region. joint exploration of factors which influence performance and retention on AS and A Level courses. collaboration with 14-19 Network to ensure appropriate provision at L2 and L3 for pupils who are not ready/suitable for A Level and adopting effective communication about provision. 	<ul style="list-style-type: none"> Post 16 provision is good or outstanding across all Gwynedd schools The performance of learners at A and AS level meet targets which are above national averages 	Martyn Froggett Delyth Ellis Dafydd Gwyn Nicola Jones Martyn Davies	Sept 2017 - 2018	5 days £ 2,500

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		<ul style="list-style-type: none"> improve collaboration with FE Colleges to ensure data, best practice and resources are shared more effectively. further support the work of the centres of excellence for Mathematics and Science [NNEM + NNEST] 				
		Deliver guidance and support for post 16 schools to ensure sharing of effective practice re: increasing A*/A grades .	<ul style="list-style-type: none"> The performance of learners in Gwynedd meets targets set and is above the national average 	Martyn Froggett	Sept 2017- 18	2 days £ 830
		Develop a post 16 regional professional learning community which includes : <ul style="list-style-type: none"> a robust model for school-to-school support at post 16. - sharing best practice in terms of leadership, planning, teaching, supporting pupils etc. subject specific networks with specific focus on resource development and sharing of best practice. 	<ul style="list-style-type: none"> Details to follow – regional professional community established and operational All schools buy in to programme 	Martyn Froggett Gaynor Murphy Delyth Ellis Dafydd Gwyn Sian Hydref Nicola Jones Martyn Davies SIA	Sept 2017 - 18	1 days £ 830
	Improve standards of literacy.	Deliver support to : <ul style="list-style-type: none"> improve the quality of literacy teaching in high risk schools 	<ul style="list-style-type: none"> At risk schools identified and appropriate support Quality and provision for Literacy judgement to be at least good in all schools in Gwynedd schools inspected 	Gaynor Murphy Sian Hydref Ellen Williams Link SIA	June 2018	4 days £ 2000
	Improve standards of numeracy	Deliver support to : <ul style="list-style-type: none"> improve the quality of numeracy teaching. 	<ul style="list-style-type: none"> All at risk schools identified and support provided for An improvement in Numeracy KS4 results of xxxxx by 2018 Quality and provision for Numeracy judgement to be at least good in all schools in Gwynedd 	Delyth Ellis Dafydd Gwyn Ellen Williams Link SIA	June 2018	8 days £ 4,200

2. CURRICULUM AND ASSESSMENT

<i>Ref</i>	<i>Priorities</i>	<i>Actions</i>	<i>Outputs and success criteria 2017-2018</i>	<i>Responsible</i>	<i>Target Date</i>	<i>Finance source</i>
2 2.1 – 2.8 E1 U	Improve curriculum planning to ensure enhanced outcomes for all learners.	Facilitate local Gwynedd network curriculum leads [with specific focus on updating, collaborating on developmental issues; sharing best practice].	<ul style="list-style-type: none"> • Clear evidence of annual evaluation of curriculum planning across the LA • Support provided for underperforming schools to adapt their curriculum to better serve the needs of learners and improve KPI 	Paul Matthews-Jones The LA Link SIA	June 2018	4 days £ 2,200
		Support school leaders to ensure quality curriculum planning for transition between KS2 and 3	<ul style="list-style-type: none"> • Clear evidence of annual evaluation of curriculum planning across the LA • Support provided for underperforming schools to adapt their curriculum to better serve the needs of learners and improve KPI 	Paul Matthews-Jones Bethan James	July 2018	3 days £ 1,300
DLL DL2 DL3 DL4 CaA A D R1 R5 R13 R21 ALL	Improve the quality of assessment, tracking and intervention programmes across the school.	Ensure that all schools have: <ul style="list-style-type: none"> • robust target setting processes in place. • targets with the necessary level of challenge to improve performance. • effective tracking processes are operational to allow for early identification of underperformance. • regular detailed analyses of assessments and ‘live data’ which is jointly undertaken by SLT and ML. • high quality and effective intervention programmes in place following identification of target groups of learners. • effective processes for addressing in-school variance i.e. identifying, challenging and supporting risk departments/risk individuals. 	<ul style="list-style-type: none"> • Improvement in the outcomes for schools targeted for support on the basis of a 10% variance between projection 3 and results within the LA and a decrease in the variance between schools in this aspect • Gwynedd schools to meet GwE target of 90% of schools are within 5% of their targets for TL2+ and that 60% are within 2% . • All schools have effective processes in place for reducing in school variation – variability is no more than 5% between highest and lowest performing core subject departments in the majority of schools and no more than 8% in all schools 	Phil McTague Link SIA Ellen Williams	2017 / 2018	2 days £ 800
		Introduce the <i>Assessment and Evaluation Framework</i> to SLT and ML in necessary Gwynedd schools to ensure that all schools understand what contributes to effective assessment [regional and targeted programme] within the authority	<ul style="list-style-type: none"> • Assessment and Evaluation Framework introduced in all schools • Effective assessment procedures in place in all schools in Gwynedd 	Phil McTague Subject Advisors	June 2018	

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		As identified from above Support SLT and ML to make effective use of 'personalised assessments' to plan and implement early interventions [regional and targeted programme].	<ul style="list-style-type: none"> SLT and ML are confident in tackling of underachievement and implementing early intervention strategies All schools to demonstrate strong impact of intervention programmes between data collection points 	Phil McTague Subject Advisors Link SIA	June 2018	2 days £ 800
		Deliver guidance to all schools in use of 'live data' to improve tracking at KS4 [regional and targeted programme].	<ul style="list-style-type: none"> All schools in Gwynedd to evaluate early entry performance and live data and to identify intervention programmes to raise standards Evidence that schools have analysed data including year 10 GCSE and internal assessments to identify target groups and appropriate interventions All Gwynedd Schools to use modelled tracking templates in core subjects 	Paul Matthews-Jones Phil McTague	April 2018	2 days £ 830
		Support leaders to embed AfL best practice across the school [regional and targeted programme].	<ul style="list-style-type: none"> Priority given to schools where this is identified as an issue within the support plan 	Phil McTague Bethan James Subject Advisors Link SIA	June 2018	£ 12,300 EIG
		Support SLT and Heads of Sixth Form to make effective use of comparative data to drive improvements in standards and quality of provision post 16 [regional programme].	<ul style="list-style-type: none"> All Gwynedd schools to make effective use of appropriate data including ALPS to analyse performance and drive forwards improvements 	Martyn Froggett	December	3 days £ 1,300 EIG
	Improve provision and assessment in core subjects.	English : <ul style="list-style-type: none"> undertake research project 'Developing Assessment for Learning in English'. Team of teachers to be released to conduct action research and develop pedagogy - 1 teacher per county and links to be made with schools and universities out of locality [targeted programme]. 	<ul style="list-style-type: none"> Best practitioner identified to lead within Gwynedd on best practice following research work by regional network Best practice shared with all Gwynedd Schools Weaker depts. within Gwynedd schools or high risk schools targeted for further support 	Gaynor Murphy	June 2018	4 days £ 2,200

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		<p>Welsh :</p> <ul style="list-style-type: none"> identify good and excellent practice case studies as part of regional directory within Ysgol GwE. 	<ul style="list-style-type: none"> Best practice shared with all Gwynedd schools All Gwynedd schools make use of guidance provided 	Rhian Jones	June 2018	2 days £ 1000
		<p>Mathematics :</p> <ul style="list-style-type: none"> support departments to ensure a more suitable provision for developing Reasoning and Problem Solving at KS3 [regional and targeted programme]. support departments to develop provision focussing on improving numeracy at KS4 [regional programme]. identify good and excellent practice case studies as part of regional directory within Ysgol GwE. 	<ul style="list-style-type: none"> Evidence of good practice shared across Gwynedd schools Evidence of good practice during book scrutiny of reasoning and problem solving tasks Appropriate examination early entry strategy for numeracy and Maths Develop teaching and learning to ensure that pupils develop skills to have the necessary skills to tackle new –style questions on all tiers with greater targeted support for at risk schools in Gwynedd – targeted support for wave 2 schools in Meirion / Dwyfor 	Delyth Ellis Dafydd Gwyn	June 2018	£ 8,300 17 days
		<p>Science :</p> <ul style="list-style-type: none"> Clear joint planning for the effective delivery of KS3 and KS4 programmes of study support the implementation and development of the digital competency framework by identifying bespoke Science digital pioneers/digital leads to work collaboratively on developing resources and identifying opportunities. . 	<ul style="list-style-type: none"> Evidence of curriculum review and planning to meet the needs of learners at KS3 and the new specifications at KS4 	Nicola Jones	June 2018	3 days £ 1,700

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	Improve provision and assessment in non-core subjects.	Ensure all non-core heads are actively engaged with GCSE Lead Partner re: planning and delivering revised syllabus.	<ul style="list-style-type: none"> All non-core heads within the Authority are actively involved and engaged with guidance and best practice provided by GCSE Lead Partners 	GCSE Lead Practioners	June 2018	Pioneer grant
	Improve provision at A Level	Ensure post 16 regional professional learning community [school-to-school and subject networks] has specific focus on resource development to promote effective practice as well as supporting teachers with changes to the specifications.	<ul style="list-style-type: none"> An improvement in Gwynedd A and AS results in line with targets set and to be above national averages on key indicators 	Martyn Froggett	August 2018	2 days £ 830
	Deliver on Successful Futures	Build capacity within all secondary schools for raising awareness and supporting preparation for 6 x AOLE work.	<ul style="list-style-type: none"> All Gwynedd schools are well prepared to deliver the new curriculum 	Ruth Thackery + Pioneer Team + SF Team		Pioneer Grant
		Develop Digital Competency Framework [DCF] as a cross curriculum responsibility.	<ul style="list-style-type: none"> All schools within Gwynedd have received guidance and support as required to implement requirements of DCF 	Ruth Thackery Simon Billington		Pioneer Grant
		Ensure continued focus on researching innovative curriculum design.		Ruth Thackery + Pioneer Leads + SF Team		Pioneer Grant
		Develop effective formative assessment procedures and action research as part of Shirley Clarke project [targeted programme]	<ul style="list-style-type: none"> Gwynedd schools to receive support from lead schools implementing Shirley Clarke project 	Ruth Thackery Stella Gruffydd Gwenno Jones SF Team		Pioneer Grant
		Target Pioneer and Partner Schools to support schools to improve outcomes of specific groups of learners e.g. e-FSM	<ul style="list-style-type: none"> Gwynedd schools to reach GwE target set of a reduction in the gap between the performance of eFSM and non FSM of at least 5% on L2+ Most Gwynedd schools to meet WG target of 36% floor for gap between eFSM and non FSM on L2+ for 2017 Targeted support where floor has not been sent for relevant schools (to be confirmed when data is verified) 	Ruth Thackery SF Team + all link SIAs		Pioneer grant
		Ensure that all centres have : <ul style="list-style-type: none"> robust target setting processes in place. 	<ul style="list-style-type: none"> All Gwynedd schools have robust tracking systems in place and make use of intervention programmes to tackle 	Martyn Davies Link SIA	June 2018	1 days£ 500

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		<ul style="list-style-type: none"> • targets with the necessary level of challenge to improve performance. • effective tracking processes are operational to allow for early identification of underperformance. • regular detailed analyses of assessments • high quality and effective intervention programmes in place following identification of individual learners. • effective processes for addressing in-centre variance. 	<ul style="list-style-type: none"> • underachievement • Targeted further support for specific schools requiring support in this area 			

3. LEADERSHIP

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3 3.1 - 3.11 E1 U DL1 CaA A D R1 R4 R6	Further develop and improve the quality of senior leadership across the region.	Ensure effective targeting of personnel to increase access to regional Headteacher Development Programmes :	<ul style="list-style-type: none"> • Identified Gwynedd Headteachers gain access to relevant training programmes to provide them with the information, skills and confidence to be effective leaders • Leadership in all inspected Gwynedd schools to be judged at least Good • No school in Gwynedd to be awarded a D grade as part of the categorisation process 	Pam McClean + all link Supporting Improvement Advisers [SIAs]	Sept 2017 - 18	
		Ensure effective targeting of personnel to access NPQH Development Programme [regional programme].	<ul style="list-style-type: none"> • Gwynedd meets target of 75% of NPQH candidates appointed to Headship within 3 years 		Pam McClean + all link SIAs	July 2018
		Ensure all new Headteachers and Acting Heads access effective support as part of 2yr regional programme [targeted support].	<ul style="list-style-type: none"> • Ensure all new Head teachers or acting Headteachers are given access to support 	Pam McClean Ellen Williams Link SIA	2017 - 2018	2 days CF £ 830
		Deliver training programme for developing Aspiring Senior Leaders [targeted support].	<ul style="list-style-type: none"> • All Gwynedd schools in collaboration with link SIA have identified key members of staff to access training as Aspiring Senior Leaders 	Pam McClean Link SIA	2017 - 2018	15 days £ 7,700

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R12 R13 R21 R23 R25 R26 AL1		Facilitate networking between Headteachers to promote more sharing and collaboration	<ul style="list-style-type: none"> All Gwynedd Headteachers participate and engage in relevant networking and collaborative federations to drive forwards improvements in all schools 	Pam McClean Ellen Williams Link SIA	2017 - 2018	7 days £ 3,700
		Ensure necessary guidance and support for SLT to effectively respond to requirements of revised Estyn Inspection Framework [regional programme].	<ul style="list-style-type: none"> All schools to be confident and prepared for Estyn inspections Ensure programmes of support to schools likely to face Estyn visits during 2017 – 2018 Gwynedd schools meet target of no school to be in a follow-up statutory category by Estyn Majority of schools inspected receive a good or better judgement for KA5 	Pam McClean Ellen Williams Link SIA	2017 - 2018	2 days £ 830
		Deliver training programme to improve the quality of whole school self-evaluation and strategic planning [targeted support].	<ul style="list-style-type: none"> All Gwynedd Schools have produced high quality strategic documents All Gwynedd schools have good self-evaluation processes and sound improvement plans to drive forwards improvements Targeted support for schools who have been identified as being at risk (to be confirmed following categorisation and support plans when in place) 	Pam McClean Ellen Williams Link SIA	2017 - 2018	2 days £ 830
		Deliver training programme to improve the robustness of accountability processes – effective practice in supporting and holding middle leaders to account [targeted support]	<ul style="list-style-type: none"> Targeted support for Gwynedd schools in need of support in this area 	Pam McClean Ellen Williams Link SIA	2017 - 18	2 days £ 830
		Ensure support and guidance to SLT members to reduce in-school variation [regional and targeted programme].	<ul style="list-style-type: none"> Targeted support for Gwynedd schools in line with individual support programmes 	Pam McClean Link SIA	2017 - 18	3 days £ 1,700
		Ensure support and guidance for Headteachers on embedding an effective distributed leadership model [targeted programme].	<ul style="list-style-type: none"> Key schools identified for support as part of categorisation process support plan processes 	Pam McClean Ellen Williams Link SIA	2017-18	1 days £ 500
		Deliver training programme for Headteachers on moving a school from good to excellent [targeted support].	<ul style="list-style-type: none"> Schools identified following categorisation process to gain access to Gwe support and 	Pam McClean	2017 - 18	3 days £ 1,700

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			training programmes (schools to be confirmed)			
		Deliver training programme on effective leadership of large secondary schools [targeted support].	<ul style="list-style-type: none"> Work collaboratively with other large secondary schools in order to share best practice 	Pam McClean	2017 - 18	£ 500 CI
		Deliver training programme for SLT members on effective whole school practice in improving the performance of MAT pupils [regional programme].	<ul style="list-style-type: none"> Targeted support provided for all relevant schools when data is available 	Pam McClean	2017-18	1 day £ 500
		Ensure guidance and support for Headteachers on making effective use of the new leadership standards to improve the performance management of SLT members [regional programme].	<ul style="list-style-type: none"> All Gwynedd Headteachers have received training and guidance in order to ensure robust performance management processes are in place Use made to support processes in other schools in Gwynedd to implement effective PM processes requiring support 	Pam McClean +all link SIAs	2017 - 18	1 day £ 1000
		Ensure guidance and support for SLT members on making effective use of school-to-school collaborative practice and peer reviews to further strengthen a self-improving system [targeted programme].	<ul style="list-style-type: none"> All Gwynedd Headteachers participate and benefit from school to school collaboration practice resulting in a reduction in the variance of performance between schools of the Authority 	Pam McClean + all link SIAs	2017 - 18	1 day £ 5,000
		Deliver training programme and follow-up support for up-skilling SLT members to make effective use of school dashboard [regional programme].	<ul style="list-style-type: none"> All Gwynedd schools make effective use of school dashboard <ul style="list-style-type: none"> Support targeted as required 	Pam McClean + all link SIAs	2017 - 18	2 days £ 830 EIG
		Support the sharing of best practice and facilitate more effective networking by : <ul style="list-style-type: none"> arranging an Annual Regional Headteacher Conference [regional programme] supporting SLT networks 	<ul style="list-style-type: none"> All Gwynedd Headteachers and/or SLT members participate in relevant conferences and networks 	Pam McClean	2017 - 18	CF
	Support SLT to effectively deliver on Successful Futures.	Further develop SF awareness and progress as part of all Senior Leadership core training and strategic forum meetings.	<ul style="list-style-type: none"> All Gwynedd schools are prepared for delivery of Successful Futures 	Ruth Thackery SF Team Pam McClean Sharon Vaughan Ellen Williams Paul Matthews-Jones Phil McTague	2017-18	Pioneer Grant

3. LEADERSHIP

<i>Ref</i>	<i>Priorities</i>	<i>Actions</i>	<i>Outputs and success criteria 2017-2018</i>	<i>Responsible</i>	<i>Target Date</i>	<i>Finance source</i>
				Martyn Froggett Huw Robertson		
3 3.1 3.11 E1 U DL1 CaA A D R1 R4 R12 R21 R23 R25 R26 AL1	Further develop and improve the quality of middle leadership across the region.	Ensure effective targeting of personnel to increase access to regional development programmes	<ul style="list-style-type: none"> All Gwynedd Schools receive access to training for ML where the support is required 	Huw Robertson Link SIAs	2017-18	Pioneer Grant
		Deliver training programme for developing Aspiring Middle Leaders [targeted support].	<ul style="list-style-type: none"> Key personnel within schools identified and gain access to training 	Huw Robertson Link SIA	2017-18	13 days £ 6,700
		Deliver training programme for Heads of Sixth Form to further improve the quality of leadership, tracking and intervention at post 16 [targeted support].	<ul style="list-style-type: none"> Provide support for Arfon and Berwyn Heads of sixth form as a cluster 	Martyn Froggett	2017-18	3 days £ 1,700
		Deliver training programme to improve the quality of departmental self-evaluation and strategic planning [targeted support].	<ul style="list-style-type: none"> Schools in Gwynedd requiring support are identified and provided with support on a cluster basis X 2 days training for individual schools in need 	Huw Robertson Ellen Williams Link SIA	2017 - 18	3 days £ 830
		Deliver training programme to improve the robustness of accountability processes within departments – effective practice in supporting and holding teachers to account and in reducing inner-departmental variance [targeted support].	<ul style="list-style-type: none"> Core Heads within Gwynedd requiring support are identified and gain access to training 	Huw Robertson Link SIA	2017-18	7 days £ 3,000
		Deliver training programme for effective middle leaders on moving departmental practice from good to excellent [targeted programme].	<ul style="list-style-type: none"> Key ML identified within Gwynedd schools and gain access to support and training ML judged to be at least Good by Estyn inspected schools within the Authority 	Huw Robertson Link SIA	2017-18	3 days £ 1,300
		Deliver training programme for middle leaders on improving departmental leadership, provision and performance and embedding good practice [targeted programme].	<ul style="list-style-type: none"> As above – all key ML identified 	Huw Robertson	2017-18	7 days £ 3,300

3. LEADERSHIP

<i>Ref</i>	<i>Priorities</i>	<i>Actions</i>	<i>Outputs and success criteria 2017-2018</i>	<i>Responsible</i>	<i>Target Date</i>	<i>Finance source</i>
		Delivering a series of workshops on how to improve leadership skills and knowledge [targeted programme for all high risk and/or statutory category schools].	<ul style="list-style-type: none"> Programmes provided for high risk schools in Gwynedd 	Huw Robertson	Sept – April	7 days £ 3,300
		Deliver training programme for middle leaders on effective whole school practice in improving the performance of MAT pupils [regional programme].	<ul style="list-style-type: none"> Key schools identified and relevant ML targeted when data is available All schools in Gwynedd meet their targets for numbers of pupils achieving L6+ at KS3 and % achieving 5 A/A* at GCSE levels 	Huw Robertson Link SIA	2017 - 18	2 days £ 1,300 7 days £ 3.300
		Ensure guidance and support for middle leaders on making effective use of school-to-school collaborative practice and peer reviews to further strengthen a self-improving system [targeted programme].	<ul style="list-style-type: none"> All Core Heads within Gwynedd schools meet within an agreed timeline to share good practice and to plan for improvements within their schools 			
	Support Middle Leaders to effectively deliver on Successful Futures	Further develop SF awareness and progress as part of all middle leadership core training and development.	<ul style="list-style-type: none"> ML within Gwynedd have all accessed support and training to deliver effectively SF Joint INSET day arranged for Gwynedd schools under guidance of subject leaders and pioneering schools to provide training 	Ruth Thackery Huw Robertson Gaynor Murphy Delyth Ellis Dafydd Gwyn Sian Hydref Nicola Jones Martyn Davies + all link SIAs	Sept 2017 onwards	Pioneer Grant
		Support leaders to complete SF dashboard accurately and ensure off track activities are identified and tracked	<ul style="list-style-type: none"> Gwynedd ML in all schools make use of dashboard to monitor, self-evaluate, gain access into good practice in order to plan for improvements within their subject areas 	Ruth Thackery Huw Robertson Gaynor Murphy Delyth Ellis Dafydd Gwyn Sian Hydref Nicola Jones Martyn Davies + all link SIAs	Sept 2017 onwards	Pioneer Grant
		Create and support schools to trial and exemplify new leadership standards.	<ul style="list-style-type: none"> 2 Gwynedd schools identified for trialling new standards Good practice disseminated to ensure all schools are confident in delivery of new 	Ruth Thackery + SF Team		Pioneer Grant

3. LEADERSHIP

<i>Ref</i>	<i>Priorities</i>	<i>Actions</i>	<i>Outputs and success criteria 2017-2018</i>	<i>Responsible</i>	<i>Target Date</i>	<i>Finance source</i>
			requirements			
	Improve quality of departmental leadership in core subjects.	<p>English :</p> <ul style="list-style-type: none"> • facilitate regional and local networks for leaders of English Departments [with specific focus on up-dating, collaborating on development of support materials; sharing best practice and promoting a model of peer reviews]. • establish a new and developing Heads of English Forum to ensure development of effective leadership [targeted programme] • ensure all leaders of English Departments can operate effectively within expectations of Estyn revised framework [regional programme]. • ensure all leaders of English Departments are accessing and effectively responding to guidance as defined by regional networks and other training programmes and workshops. • identify good and excellent practice case studies as part of regional directory within Ysgol GwE. 	<ul style="list-style-type: none"> • All Gwynedd Heads of English attend and participate in regional and local networks • Schools where underperformance in the subject is an issue targeted by subject advisors for additional support (to be confirmed) • Increase role of schools where there is good and outstanding practice to support areas of weakness in the authority • All Gwynedd schools meet agreed targets for all key stages • Reduction in variance of performance between schools in the Authority 	Gaynor Murphy	2017 - 18	5 days £ 2,500
		<p>Welsh :</p> <ul style="list-style-type: none"> • facilitate regional and local networks for leaders of Welsh Departments [with specific focus on up-dating, collaborating on development of support materials; sharing best practice and promoting a model of peer reviews]. • support for new/developing leaders of Welsh Departments to ensure effective leadership [targeted support] 	<ul style="list-style-type: none"> • All Heads of Welsh in Gwynedd attend and participate in regional and local networks • Strengthen role of schools achieving high standards to support other schools • School xxx to support identified schools in consultation with subject advisor • Schools underperforming are targeted for additional support • All Gwynedd schools meet agreed targets across all key stages 	Rhian Jones	2017 - 18	2 days £ 1000

3. LEADERSHIP

<i>Ref</i>	<i>Priorities</i>	<i>Actions</i>	<i>Outputs and success criteria 2017-2018</i>	<i>Responsible</i>	<i>Target Date</i>	<i>Finance source</i>
		<ul style="list-style-type: none"> ensure all leaders of Welsh Departments can operate effectively within expectations of Estyn revised framework [regional programme]. ensure all leaders of Welsh Departments are accessing and effectively responding to guidance as defined by regional networks and other training programmes and workshops. identify good and excellent practice case studies as part of regional directory within Ysgol GwE. 				
		<p>Mathematics :</p> <ul style="list-style-type: none"> facilitate regional and local networks for leaders of Mathematics Departments [with specific focus on up-dating, collaborating on development of support materials; sharing best practice and promoting a model of peer reviews]. deliver 'effective leadership' workshops for new and developing leaders of Mathematics [targeted programme]. ensure all leaders of Mathematics Departments can operate effectively within expectations of Estyn revised framework [regional programme]. ensure all leaders of Mathematics Departments are accessing and effectively responding to guidance as defined by regional networks and other training programmes and workshops. identify good and excellent practice case studies as part of regional directory within Ysgol GwE. 	<ul style="list-style-type: none"> All Gwynedd schools participate in local and regional networks High risk schools identified and provided with support All Gwynedd schools meet agreed targets 	DelythEllis Dafydd Gwyn	2017 - 18	5 days £ 2,500
		<p>Science :</p>	<ul style="list-style-type: none"> All Gwynedd schools participate in local and regional networks 	Nicola Jones		

3. LEADERSHIP

<i>Ref</i>	<i>Priorities</i>	<i>Actions</i>	<i>Outputs and success criteria 2017-2018</i>	<i>Responsible</i>	<i>Target Date</i>	<i>Finance source</i>
		<ul style="list-style-type: none"> facilitate regional and local networks for leaders of Science Departments [with specific focus on up-dating, collaborating on development of support materials; sharing best practice and promoting a model of peer reviews]. deliver 'effective leadership' support for new and developing leaders of Mathematics [targeted programme]. ensure all leaders of Science Departments can operate effectively within expectations of Estyn revised framework [regional programme]. ensure all leaders of Science Departments are accessing and effectively responding to guidance as defined by regional networks and other training programmes and workshops. identify good and excellent practice case studies as part of regional directory within Ysgol GwE. 	<ul style="list-style-type: none"> Underperforming depts. identified and targeted to extra support within the Authority All Gwynedd schools meet their agreed targets 		2017 - 2018	5 days £ 2,500
	Improve quality of departmental leadership in non-core subjects	Ensure all non-core heads are actively engaged with GCSE Lead Partner re: planning and delivering revised syllabus.	<ul style="list-style-type: none"> Key ML of non-core subjects within Gwynedd participate and engage in training and support provided by Lead Partners Weaker ML requiring additional support targeted within Gwynedd All Gwynedd schools reach agreed targets for capped 9 indicator All non-core subjects reach their agreed targets within individual schools 	Martyn Davies + all link SIAs	2017 - 18	Pioneer Grant
	Improve quality of leadership and coordination of the Welsh BAC.	Facilitate network to support for leaders and coordinators of the Welsh BAC [with specific focus on up-dating, collaborating on development of support materials; sharing best practice and promoting a model of peer reviews].	<ul style="list-style-type: none"> All Gwynedd BAC co-ordinators actively participate in local networks The Welsh Bac provision in all schools is at least Good All schools meet their agreed targets 	Gwenno Jarvis	2017 - 2018	1 day £ 500

3. LEADERSHIP

<i>Ref</i>	<i>Priorities</i>	<i>Actions</i>	<i>Outputs and success criteria 2017-2018</i>	<i>Responsible</i>	<i>Target Date</i>	<i>Finance source</i>
		Ensure support for new and developing leaders and coordinators of the Welsh BAC [targeted programme].	<ul style="list-style-type: none"> All new BAC co-ordinators are given access to high level support and training 	Gwenno Jarvis	2017 - 18	2 days £ 830
	Improving the quality of school governance.	Ensure that all Governing Bodies are effectively supported when appointing at Headteacher and SLT level [regional programme]	<ul style="list-style-type: none"> All GB are fully supported in order to make the very best appointments in terms of Headship and SLT appointments for Gwynedd schools 	Ellen Williams	2017 - 18	
		Deliver Governing Body training programme to ensure effective scrutiny of standards and provision – focus on structures, systems and procedures which need to be established and implemented. [regional and targeted programme]	<ul style="list-style-type: none"> Targeted GB with an emphasis on high risk schools within Gwynedd gain access to high level training and support in key areas to enable them to carry out their work effectively as critical friends to their schools 	Paul Coakley Link SIA	2017 - 18	2 days £ 830
		Deliver training programme to ensure Governing Bodies understand the revised Estyn Inspection Framework and the implications for leadership [regional and targeted programme].		Paul Coakley	2017 - 18	1 day £ 500
	Improve the quality of leadership in PRU centres	Ensure that all centres have effective evaluation and strategic planning processes in place.	<ul style="list-style-type: none"> Excellent strategic planning and planning for improvements within Pecyn 25 programme 	Martyn Davies	2017 - 18	1 days £ 500
		Undertake a review of leadership at all PRU centres to identify best practice and regional and local areas/aspects for further improvement	<ul style="list-style-type: none"> Relevant leaders within Gwynedd gain access to support and training in order to provide the best possible provision for vulnerable learners within Gwynedd 	Leyton Jones Martyn Davies	2017 - 18	

4. WELLBEING

Ref	Priorities	Actions	Outputs and success criteria 2017-2018	Responsible	Target Date	Finance source
4 4.1 - 419 E1 U R1 R11 R13 R14 DL2 DL3 DL4 CaA A D All	Ensuring effective provision and support to improve outcomes for learners in KS3 and KS4.	Develop overarching regional strategy for improving the provision and support for wellbeing.	<ul style="list-style-type: none"> Gwynedd Authority implement new regional strategy in order to create the conditions to ensure that all learners develop as healthy, resilient and globally responsible individuals Gwynedd schools provide an inclusive and aspirational education to all of its learners and are committed to tackling inequality so that young people can achieve their potential 	Sharon Williams	April 2018	6 days £ 3000
		Ensure more effective collaboration with LA officers to improve wellbeing, support and attendance [regional and targeted programme]	<ul style="list-style-type: none"> All Gwynedd schools meet their agreed targets on school attendance 	Sharon Williams Enid Christie	2017 - 18	1 day £ 500
		Promote effective use of <i>early identification tool</i> to target support and to identify gaps in provision	<ul style="list-style-type: none"> Early identification tool provided by TRAC to be used by all schools to ensure that all vulnerable learners gain access to necessary support 	Sharon Williams + all link SIAs	2017 - 18	1 day £ 500
		Identify good and excellent practice case studies as part of regional directory within Ysgol GwE.	<ul style="list-style-type: none"> Excellent practice shared between Gwynedd schools 	Sharon Williams + all link SIAs	2017 - 18	1 day £ 500
	Ensuring effective provision and support at post 16	Ensure guidance to schools to strengthen learner support i.e. ensuring learners at post 16 are more resilient/independent with specific focus on effective Mentoring and on ensuring enhanced support during the transition period.	<ul style="list-style-type: none"> All Gwynedd schools with post 16 provision meet targets for the performance of learners at A and AS levels High quality post 16 provision provided across all subject areas within Gwynedd schools 	Martyn Froggett Sharon Williams Bethan James + all link SIAs	2017 - 18	x 1 day £ 500
		Develop understanding in all schools of SF climate and ethos as part of learning environments		Ruth Thackery Bethan James SF Team + all link SIAs	2017 - 18	Pioneer Grant
		Promote and support all schools to engage with curriculum resources e.g. physical, emotional		Ruth Thackery SF Team + all link SIAs	2017 - 18	PG
	Improve the quality of provision and support in PRU centres	Ensure guidance to strengthen learner support so that individuals become more resilient and independent as learners	<ul style="list-style-type: none"> Key members of staff to gain access to support from GwE portfolio holders to implement best practice 	Sharon Williams Martyn Davies Bethan James	2017 -18	1 day £ 200

5. TEACHING

<i>Ref</i>	<i>Priorities</i>	<i>Actions</i>	<i>Outputs and success criteria 2017-2018</i>	<i>Responsible</i>	<i>Target Date</i>	<i>Finance source</i>
5 5.1 5.9 E1 U R1 R4 R13 R21 DL1 DL2 DL3	Improve and strengthen the role of leaders in leading the teaching and learning.	Deliver guidance and support to up-skill SLT and middle leaders as effective leaders of learning [targeted programme] : <ul style="list-style-type: none"> • what does quality teaching and learning look like? • effective early interventions at KS3 and KS4 to improve the learning process. • leading the teaching and learning effectively. 	<ul style="list-style-type: none"> • All SLT and ML in Gwynedd schools have the necessary skills and understanding of good and outstanding teaching in order to provide guidance and training within their respective schools • In line with GwE targets all schools inspected by Estyn will contribute to an overall increase of 5% in terms of judgements for teaching and learning • Teaching and learning to be judged as Good or better in all Gwynedd schools inspected 	Bethan James Ellen Williams Link SIA	2017 -18	7 days CF £ 3,300
DL4 CaA A D All	Improve the quality of teaching and the experiences for learners	Support targeted schools to participate effectively in action research based regional project with Shirley Clarke [targeted programme].	<ul style="list-style-type: none"> • Gwynedd schools gain access to support from lead schools involved in Shirley Clarke project • High risk schools with key issues in terms of teaching and learning are given bespoke support and training (to be confirmed) 	Stella Gruffydd Bethan James	2017 - 18	GF
		Deliver <i>'Improving classroom practice'</i> training workshops for identified teachers [targeted programme].	<ul style="list-style-type: none"> • Gwynedd schools identify individual teachers to gain access to this support in order to remove unsatisfactory teaching from the classrooms 	Bethan James Delyth Ellis Dafydd Gwyn Gaynor Murphy Nicola Jones	2017 - 18	6 days C1 £ 600 C2 £ 1,700 C3 £ 830
		Deliver training workshops on <i>'Effective teaching and learning of digital competency'</i> [regional and targeted programme].	<ul style="list-style-type: none"> • Identified schools within Gwynedd gain access to support and training 	Bethan James Osian Hughes Simon Billington		2 days £ 830

5. TEACHING

<i>Ref</i>	<i>Priorities</i>	<i>Actions</i>	<i>Outputs and success criteria 2017-2018</i>	<i>Responsible</i>	<i>Target Date</i>	<i>Finance source</i>
		Deliver training workshops to develop the role of an effective teaching assistant and their deployment within the classroom [regional and targeted programme].	<ul style="list-style-type: none"> Targeted classroom assistants in Gwynedd schools are given access to high quality training to equip them with the knowledge and skills to provide the best support for learners in the classroom 	Bethan James	2017-18	2 days £ 1000
	Improve the quality of teaching in core subjects.	English : <ul style="list-style-type: none"> deliver training workshops on 'Effective teaching and learning of literacy' [regional and targeted programme]. identify good and excellent practice case studies as part of regional directory within Ysgol GwE. 	<ul style="list-style-type: none"> All Gwynedd schools participate in training Gwynedd schools meet agreed targets in this subject area 	Gaynor Murphy	2017 - 18	2 days £ 830 EIG
		Welsh : <ul style="list-style-type: none"> deliver training workshops on 'Effective teaching and learning of literacy' [regional and targeted programme]. identify good and excellent practice case studies as part of regional directory within Ysgol GwE. 	<ul style="list-style-type: none"> All Gwynedd schools participate in training Gwynedd schools meet agreed targets in this subject area 	Rhian Jones	2017 -18	1 day £ 300
		Mathematics : <ul style="list-style-type: none"> deliver training workshops on 'Effective teaching and learning of numeracy' [regional and targeted programme]. identify good and excellent practice case studies as part of regional directory within Ysgol GwE. 	<ul style="list-style-type: none"> All Gwynedd schools participate in training Gwynedd schools meet agreed targets in this subject area 	Delyth Ellis Dafydd Gwyn	2017-18	£830 2 days
		Science : <ul style="list-style-type: none"> deliver Science specific NQT training courses [targeted programme]. identify good and excellent practice case studies as part of regional directory within Ysgol GwE. 	<ul style="list-style-type: none"> All Gwynedd schools participate in training Gwynedd schools meet agreed targets in this subject area 	Nicola Jones	2017 - 18	1 day £ 330
	Improve the quality of teaching at A Level	Deliver a training programme to improve teaching and learning in all schools with post 16 provision - focus on developing higher thinking skills and independent learning	<ul style="list-style-type: none"> Identified subject areas and teachers within Gwynedd schools gain access to training 	Martyn Froggett Bethan James Gaynor Murphy Delyth Ellis	2017 - 18	1 days £ 1000

5. TEACHING

<i>Ref</i>	<i>Priorities</i>	<i>Actions</i>	<i>Outputs and success criteria 2017-2018</i>	<i>Responsible</i>	<i>Target Date</i>	<i>Finance source</i>
				Dafydd Gwyn Sian Hydref Nicola Jones Link SIA		
	Deliver on Successful Futures	Develop and promote effective professional learning opportunities within schools e.g. triads/peer observation	<ul style="list-style-type: none"> All Gwynedd schools engage with best practice training shared Schools requiring support in this area identified in order to assist them with delivering best practice 	Ruth Thackery Bethan James SF Team Link SIA	Sept 2017 onwards	PG
		Ensure effective support for NQTs to work collaboratively to meet new Professional Teaching Standards	<ul style="list-style-type: none"> All NQT in Gwynedd are provided with the best possible support to meet the new PTS 	Ruth Thackery Ieuan Jones	“”	PG
		Develop teachers’ confidence and capability of teaching DCF effectively across a range of subjects as part of the digital learning approach.	<ul style="list-style-type: none"> Schools identified as requiring support with this area are identified All Gwynedd schools are prepared for the requirements of delivering DCF across the curriculum 	Ruth Thackery Simon Billington SF Team + all link SIAs	“”	PG
		Develop School-to-School collaboration by effective use of Pioneer Schools and identified practice of Partner Schools	<ul style="list-style-type: none"> All Gwynedd schools gain access to support provided by Pioneer and Partner Schools in order to plan for effective delivery of SF 	Ruth Thackery SF Team + all link SIAs	Sept 2017-18	PG
		Develop Partnerships with North Wales Economic and Ambition Board and employers.	<ul style="list-style-type: none"> Learners within Gwynedd are provided with the best learning opportunities to provide them with the skills and qualifications for the world of work 	Ruth Thackery + SF Team	“”	PG
	Improve the quality of teaching in PRU centres.	Deliver ‘Improving classroom practice’ training workshops for identified staff members [targeted programme].	<ul style="list-style-type: none"> Teaching staff on Pecyn 25 programme gain access to training to enable them to be effective practitioners All learners on Pecyn 25 achieve qualifications in line with their ability and agreed expectations in line with 	Martyn Davies Bethan James	2017 - 18	1 day £ 330

5. TEACHING

<i>Ref</i>	<i>Priorities</i>	<i>Actions</i>	<i>Outputs and success criteria 2017-2018</i>	<i>Responsible</i>	<i>Target Date</i>	<i>Finance source</i>
			their needs			

6. BUSINESS

<i>Ref</i>	<i>Priorities</i>	<i>Actions</i>	<i>Outputs and success criteria 2017-2018</i>	<i>Responsible</i>	<i>Target Date</i>	<i>Finance source</i>
6 6.1 6.3 E1 E2 E3 E4 E6 U B R1 R2 R3 R8 R9 R10 R18 R19 R20 R21 R24 R25 R26 R27	Fully implement the revised secondary challenge and support programme.	Develop a regional secondary strategy and L2 business plan which will be further underpinned by detailed and specific L3 business plans for each priority area.	<ul style="list-style-type: none"> Gwynedd L2 plan developed to address and deliver on key priority areas for Gwynedd Education Authority within the Secondary sector 	Elfyn Jones Portfolio leads	Draft Sept 2017	
		Ensure that high quality quarterly monitoring reports are completed within the expected timeframe for all business plans.	<ul style="list-style-type: none"> Quarterly reviews undertaken within expected timeframes 	Elfyn Jones Portfolio leads Ellen Williams	Termly	
		Improve the monitoring, quality assurance and accountability framework for the 6 Core Leads.	<ul style="list-style-type: none"> Core Lead for Gwynedd carries-out work in line with expectations for Gwe Core Leads 	Elfyn Jones Ellen Williams	Sept 2017 - 2018	
		Improve the monitoring, quality assurance and accountability framework for all School Improvement Advisers [SIAs].	<ul style="list-style-type: none"> Core Lead ensures that all SIA working within Gwynedd schools provide high quality consistent service to their link schools 	Ellen Williams	Sept 2017 -	
		Ensure more effective and timely use of data and supporting evidence from action research to identify areas and strategies for improvement at regional, local authority and individual school level.	<ul style="list-style-type: none"> Effective use made of data by Core Lead and SIA to drive forwards improvements in key areas across the Authority and within schools 	Elfyn Jones Llyr Gilmore Jones Richard Watkins Ellen Williams	June 2018	
		Ensure that the regional programme of support : <ul style="list-style-type: none"> provides a high quality and consistent approach across all 6 authorities. 	<ul style="list-style-type: none"> High quality consistent programme of support provided by all GwE SIA and Advisors to Gwynedd schools 	Elfyn Jones Ellen Williams	Sept 2017 - 18	

6. BUSINESS

<i>Ref</i>	<i>Priorities</i>	<i>Actions</i>	<i>Outputs and success criteria 2017-2018</i>	<i>Responsible</i>	<i>Target Date</i>	<i>Finance source</i>
AL1		<ul style="list-style-type: none"> enables all schools to receive effective tailored monitoring, support, challenge and intervention according to their specific circumstances/needs and which is clearly articulated in detailed support plans. has the necessary flexibility to allow SIAs to adapt and revise support plans for individual schools where there is concern about the pace and/or quality of progress 		All SIA Subject Advisors		
		Ensure that leaders, SIAs and LA Officers are effectively supported and empowered in their work by the new ' <i>Information Management System</i> ' [school dashboard].	<ul style="list-style-type: none"> Gwynedd LA officers provided with necessary support by GwE to gain access to data and information from IMS system in relation to the Gwynedd Secondary schools 	Alwyn Jones	January 2018	
		Ensure that leaders, SIAs and LA Officers can efficiently access national, regional and local best practice via the new virtual centre ' <i>Ysgol GwE</i> '.	<ul style="list-style-type: none"> As above 	Elfyn Jones Portfolio Leads + all link SIAs	June 2018	
		Ensure that all schools are correctly defined within the national categorisation model.	<ul style="list-style-type: none"> Robust and sound procedures in place to ensure that all Gwynedd schools are placed in the appropriate categorisation categories 	Elfyn Jones Sharon Vaughan Ellen Williams Enid Christie Dewi Lake	October 2017	
		Ensure that effective development programmes [as defined below] are delivered in the key priority areas of : <ul style="list-style-type: none"> senior leadership middle leadership teaching and learning curriculum planning and assessment welfare 	<ul style="list-style-type: none"> All Gwynedd schools gain access to the relevant training provision at all levels in order to provide the best possible education for its learners consistently across the Authority 	Elfyn Jones + Portfolio Leads	Sept 17 - 18	
		Apply a consistent model of effective communication and collaboration with LA Officers across the 6 local authorities		Elfyn Jones	Sept 17 onwards	

6. BUSINESS

<i>Ref</i>	<i>Priorities</i>	<i>Actions</i>	<i>Outputs and success criteria 2017-2018</i>	<i>Responsible</i>	<i>Target Date</i>	<i>Finance source</i>
		<p>Ensure that LA Officers and members of Local and Regional Quality Boards are :</p> <ul style="list-style-type: none"> • supplied with high quality and timely information regarding the progress of all relevant risk schools. • supported appropriately where further action is deemed necessary to drive improvements. 	<ul style="list-style-type: none"> • Core Lead provides high quality information in relation to the performance, progress and circumstances of all Gwynedd schools with emphasis on those at risk • Provide the Authority with support in instances where further action is required 	<p>Elfyn Jones Ellen Williams</p>	<p>April onwards</p>	
		<p>Ensure that effective annual performance management processes are adopted and that objectives are closely aligned with :</p> <ul style="list-style-type: none"> • self-evaluation processes • business plan success criteria/outputs • the required improvements in individual schools. 	<ul style="list-style-type: none"> • All Performance Management targets for Core Lead and SIA in line with priorities for improvement in line with Gwe strategic priorities at regional and local level • All SIA carry –out effective and robust PM procedures with their link Headteachers in order to drive forwards improvements 	<p>Elfyn Jones Ellen Williams Link SIA</p>	<p>April 2017 onwards</p>	
		<p>Ensure that effective processes are in place to support the professional development and effectiveness of all SIAs</p>	<ul style="list-style-type: none"> • Core Lead to work with relevant SIA to ensure the best possible support for SIA to enable them to fulfil their responsibilities as SIA to all Gwynedd schools consistently 	<p>Elfyn Jones Stella Gruffydd Euros Davies Ellen Williams</p>	<p>Sept 2017</p>	