GwE
Tuag at Ragoriaeth
Towards Excellence

Business Plan

2015-2018

GwEGogledd.Cymru | GwENorth.Wales

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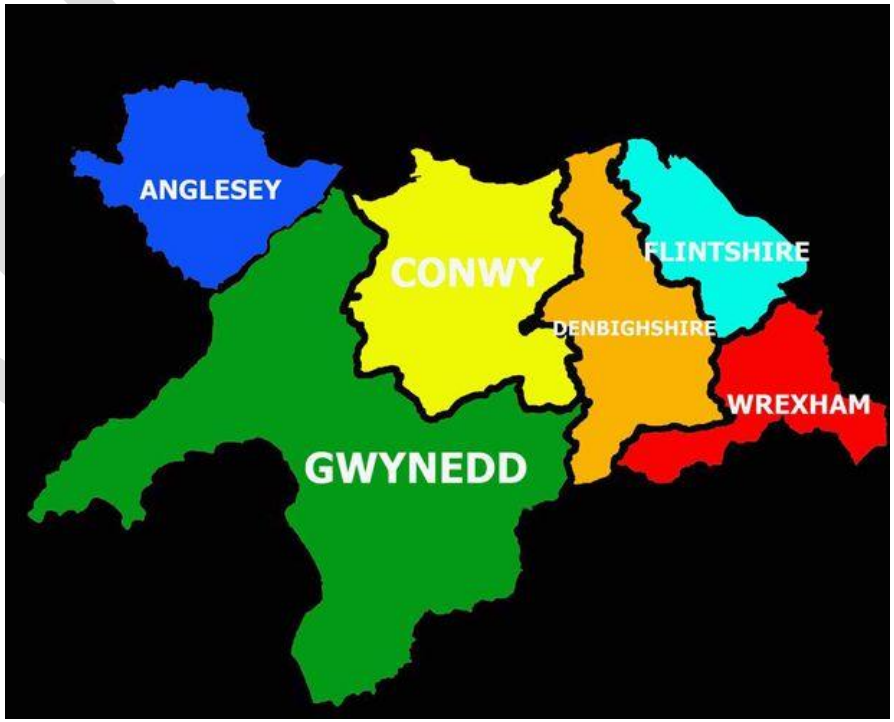
GwE: Foreword

GwE, the fully bilingual regional School Effectiveness and Improvement Service for North Wales, works alongside and on behalf of the Local Authorities of Conwy, Denbighshire, Flintshire, Gwynedd, Wrexham and Anglesey to develop excellent schools across the region and to improve outcomes for pupils by ensuring effective leadership at all levels and quality teaching and learning in all classrooms. By providing focused and supportive challenge, GwE's fundamental objective is to develop a self-improving system which trusts schools and their leaders at every level to guide us on that journey. At best, close collaboration between schools can be extremely challenging and leads us to the realisation that perhaps what we perceived as being excellent practice is not in fact excellent. Schools need to improve themselves for the sake of the learners in their care; it is up to GwE to ensure that this happens.



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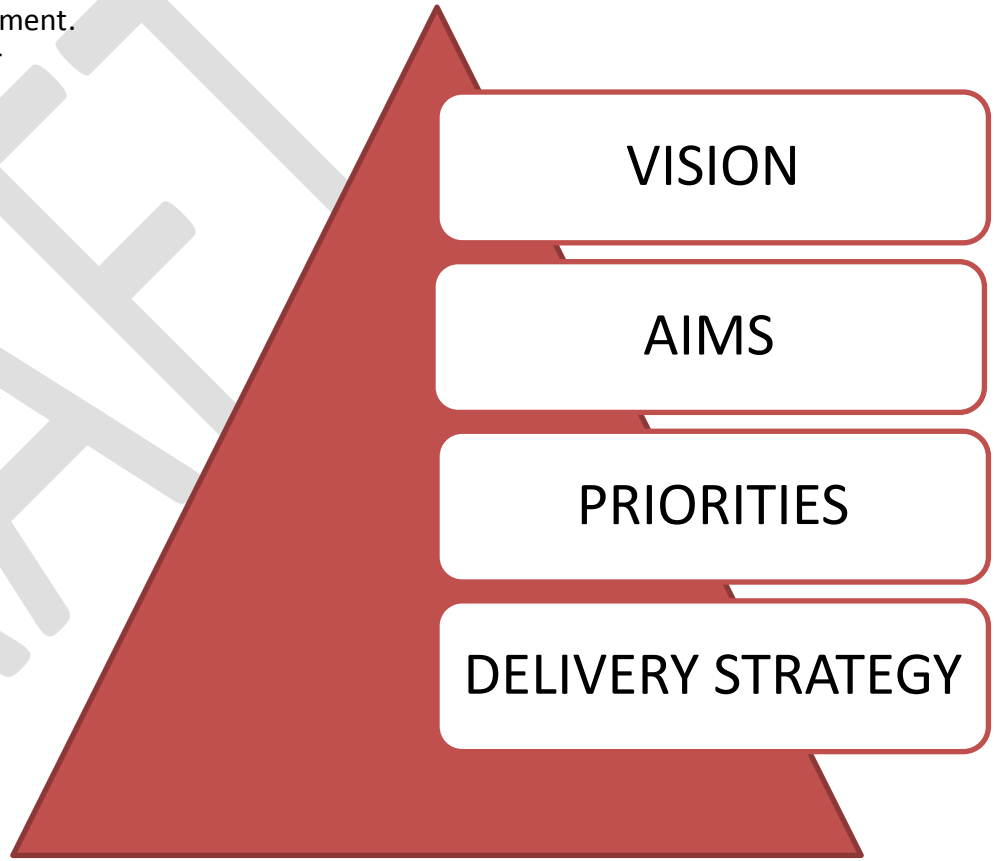
GwE: Introduction

The business plan sets out our 3 year vision, aims and priority areas for improvement. It also includes detail on the outcome measures and the key milestones in order to measure progress.

Detailed workstreams for each of the priorities are in place for 2015/16 & are an appendix to the Business Plan.



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GwE: The Vision

Our vision is to develop a world class system of education where every pupil within the region will be able to access consistently high quality teaching in all classrooms and where all schools, wherever their geographical location, will be led by excellent leaders.

To achieve our vision, GwE will work with all stakeholders to robustly and effectively support, challenge and monitor performance at all levels and ensure that the categorisation framework is used consistently to target support in proportion to the need that is identified.

The national improvement plan, "Qualified for Life" is an indication of a commitment to the concept of a self-improving education system, and encapsulates the vision of school leaders working together, taking charge of their future and development. Whilst those within our schools must take responsibility for raising standards within their own establishments, GwE is trying to nurture a mentality of mutually celebrating the achievements of an entire system.

In order to do this, GwE will work towards a clear set of educational aims, whilst also improving its organisational structures so that it is better able to offer sustainable support to schools across the region.

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Aims - Educational

- Improve outcomes at Level 2 + to 62% by summer 2016 and exceed 65% by summer 2017
- Improve outcomes at Level 2 + for learners eligible for FSM to 36% by summer 2016
- Raise standards at KS4 in the core subjects to each 68% (Maths), 77% (Cymraeg) and 72% (English) by summer 2016
- Improve outcomes for children and young people in the FP, KS2 & KS3 and ensure that the end of phase teacher assessment is an accurate reflection of individual learner standards in 2016
- Improve outcomes for children and young people eligible for FSM in the FP, KS2 & KS3 and ensure that the end of phase teacher assessment is an accurate reflection of individual learner standards in 2016

Aims - Internal Organisational Structures

- Improve the quality and range of support to schools (school to school strategies)
- Develop more collaborative relationships for the school improvement system
- Develop clearer strategies to address the impact of deprivation upon education outcomes and ensure that all actions are coherent in this purpose
- Secure greater consistency in the quality of Challenge Advisers' evaluations of schools, particularly in relation to teaching & learning
- Improve performance management arrangements
- Improve the effectiveness of governance and management including risk management
- Develop formal working arrangements between scrutiny committees in order to scrutinise the work and impact of the regional consortium

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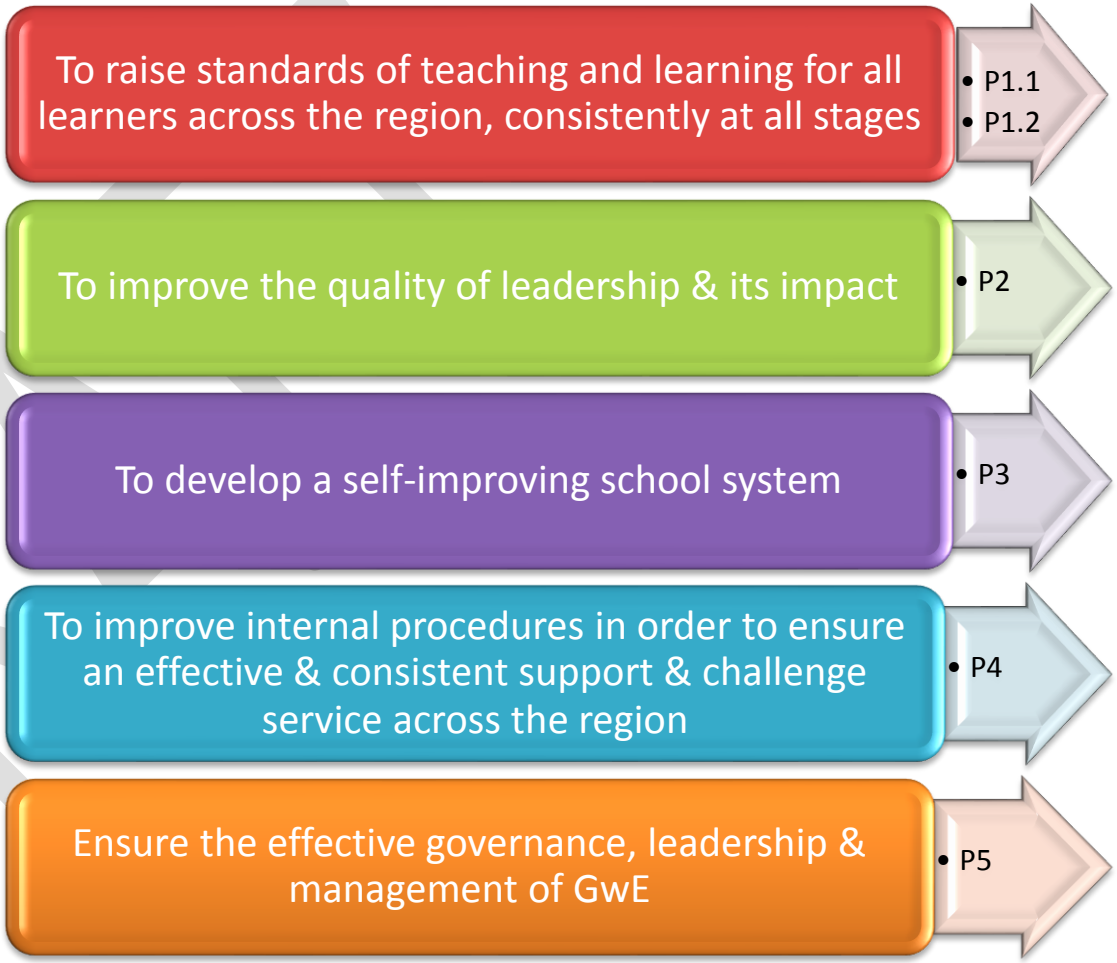
Priority Areas

The priority areas have been agreed by all 6 constituent local authorities and they reflect the region's commitment to addressing national and local priorities. They will direct the work of GwE and demonstrate how we will implement the expectations of the National Model and the requirements of the North Wales Partnership Agreement. They also reflect the findings of the WAO/Estyn thematic reports, published in June 2015. There is a clear emphasis in our approach and methodology on developing a self-improving system where Challenge Advisers, LA Officers, leaders and schools will robustly support, challenge and share best practice. Rigorous quality assurance procedures will be applied to ensure effective delivery across and within the three geographical hubs.



Delivery Strategy

The delivery strategy details the outcome measures and the key milestones in order to measure progress in achieving the priorities.

A detailed workstream is in place for each of the 5 priority areas of improvement.
The workstreams identify the actions, lead responsibility & monitoring responsibility within GwE.

Individual workstreams, coordinated regionally by LA Directors through the regional network structure are also in place for the following:

- Specialist HR Support
- Foundation Phase
- Governor Support & Training
- Welsh in Education Grant / WESP
- 14-19 Learning Pathways
- Regional ICT Strategy

The workstreams are included as an appendix to the Business Plan.

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To raise standards of teaching and learning for all learners across the region, consistently in the primary sector (P1.1)

Priority	Outcome measures 2015-16
• Identify areas of underperformance through a detailed analysis of end of phase and progressive data so that resources and expertise is targeted appropriately • Ensure effective strategic documentation which clearly outlines how schools will make effective use of resources to raise standards • Improve internal tracking and procedures so as to ensure effective and appropriate intervention for all groups of learners • Develop the processes that lead to an improved evidence base that will result in more reliable end of phase teacher assessment	• Improved end of phase assessment outcomes at the expected and higher levels for all groups of learners • Improved reading & numeracy test results for all groups of learners • End of phase teacher assessment is an accurate reflection of individual learners standards

MILESTONES 2015-16

All schools have strategic documentation which focusses on raising standards

Areas of underperformance identified and resources allocated to target schools.

All schools part of robust teacher assessment moderation procedures

2016-17

All schools have effective tracking & targetting systems & are using successful & proven interventions

Schools to respond to changes in expectation of learners attaining the higher levels

2017-18

Outcomes in Summer 2017 inform further planning for this year.

To raise standards of teaching and learning for all learners across the region, consistently in the secondary sector (P1.2)

Priority	Outcome measures 2015-16
• Increase the proportion of learners [including those entitled to FSM] who achieve the Level 2+ Threshold at the end of KS4 • Maximise the achievement of all KS4 learners across all subjects at all levels • Improve consistency and reliability of assessment, target setting, tracking and intervention and the effective use of data to target improvement • Ensure support for core subjects and the Welsh Baccalaureate in introducing the new specifications - in particular to target improvement in English and Maths • Strengthen procedures to improve consistency and reliability of teacher assessments at KS3	• Increase the % achieving L2+ to 62% in 2016, • Increase the % of eFSM pupils achieving L2+ to 36% in 2016 • Increase the percentage achieving L2: ➢ Maths to 68% in 2016 ➢ English to 72% in 2016 • Increased understanding and reliability of Teacher Assessment Levels at KS3

MILESTONES 2015-16

Curriculum design and assessment models are fit for purpose.

Schools have access to appropriate support networks for core subjects operational – including Lead schools, Co-Leading schools

2016-17

Bespoke support available for English and Maths across the region

Established self-supporting networks fully operational across the region

2017-18

Outcomes of revised Performance Indicators in 2017 inform further planning

To improve the quality of leadership and its impact (P2)

Priority	Outcome measures 2015-16
Improving Leadership - improve the quality of leadership and its impact on improving outcomes across the region	• All school practitioners, at all levels across the GwE region, possess the relevant effective leadership skills • The distributed leadership mindset is established in all schools across the region so as to strengthen the capacity for robust and rapid intervention with schools causing most concern. • Relevant effective leadership development is an entitlement for all practitioners in all schools across the GwE region • All Challenge Advisers possess the relevant effective leadership skills • The aims in Qualified For Life are fully met for all learners in all settings.

MILESTONES 2015-16

First, second and third cohort of middle leaders

First cohort of the Physical Literacy Middle Leaders, participated in the relevant development programme

First cohort of Expert Headteacher's participated in the relevant development programme (20 in total)

Specific CLS identified and active in developing leadership across the region

GwE to continue to actively engage with WG and Consortia's to develop an effective National Leadership Development Programme

All Challenge Advisers participated in the relevant bespoke development programme

2016-17

The full GwE LDP will be available for all schools across the GwE region

In accordance with WG policy GwE to develop an effective Leadership Development Programme for Aspiring and Middle Leaders, Practicing / Expert / Executive Headteachers, and Consultant Leaders to be shared nationally.

2017-18

Extend the GwE LDP locally and nationally according to the needs identified.

GwE to incorporate effective Leadership Development developed by other Consortia's

Developing a self-improving school system (P3)

Priority	Outcome measures 2015-16
Develop a self-improving school system	• Improved performance in the main indicators at all key stages, including eFSM pupils and those from economically disadvantaged backgrounds • Improved performance in National Reading and Numeracy Tests. • A reduction in the number of schools going into Estyn statutory categories. • An increase over the period 2014-2017 in the number of green and yellow category schools across the region. • Moving towards an embedded and sustainable culture and ethos of co-challenge and support across the region.

MILESTONES 2015-16

A significant growing involvement of school leaders in designing and coordinating strategies to promote a self-improving system.

An established model of working across the region that builds the capacity within our schools to move to a sustainable self-improving school system within the next two years.

GwE has greater capacity to provide more intensive support for amber and red schools.

2016-17

A culture of co-challenge and co-support embedding across the region.

A more effective service that fully utilises the expertise of its Challenge Advisers within the core team and provides a high level of challenge and support to schools.

2017-18

Embedded and sustainable culture of co-challenge and co-support across the region.

Sustainable self-improving school system embedded across the region.

High level of confidence in quality of service across all key stakeholders.

To improve internal procedures in order to ensure an effective and consistent support and challenge service across the region (P4)

Priority	Outcome measures 2015-16
Ensure greater consistency in the quality of challenge and support to schools by developing the role of the Challenge Adviser within the regional service	• Robust internal quality assurance and accountability procedures operational which leads to higher level of consistency within and across hubs. • Robust Performance Management procedures applied consistently and procedures for individual Challenge Advisers promotes personal professional development. • Robust procedures operational for regional moderation of categorisation. • Seconded SLT members from schools deployed effectively as CA's. • Regional programmes for up-skilling Challenge Advisers and seconded SLT members effectively delivered. • No school that is categorised as yellow or better going into Estyn monitoring category. • Increase the percentage of yellow and green schools across the region. • Senior Challenge Advisers for each hub quality assure the work of each of their Challenge Advisers to ensure consistency within and across hubs. • GwE training programmes are designed and delivered to build greater capacity within teams. • Portfolio briefs across the GwE region allow Challenge Advisers to be trained in specialist roles and disseminate their expertise to the wider GwE teams. • Senior Challenge Advisers for each hub commission appropriately qualified persons to engage in Challenge Adviser work and thus ensure system-wide building of capacity.

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MILESTONES 2015-16

Performance and accountability framework operational.

AD [Standards] monitors the framework to build on best practice and ensure continued development of the model.

Enhanced level of challenge and accountability for Challenge Advisers from Senior Challenge Advisers.

AD [Standards] engages with national cross-regional work to ensure that GwE teams perform in line with the expectations of the national model.

Progress against commissioned work is quality assured by Senior Challenge Advisers and monitored by the AD [Standards]

Robust procedures for regional moderation of categorisation in place.

Robust Performance Management procedures fully operational across respective hubs.

Relevant CA training programme delivered and impact evaluated.

Seconded SLT Members from within schools up-skilled and effectively deployed and utilised as CA's.

New working model of peer review operational and evaluated.

2016-17

Higher level of consistency in quality of support and challenge by CA's.

Higher level of confidence in the consistency of the national categorisation process.

Robust procedures embedded for scrutiny and accountability of CA's.

Model of peer review, co-challenge and co-support embedding across the region.

Review of the Challenge Adviser development programme for 2015-16 informs current and future planning.

2017-18

High level of confidence in quality of service across all key stakeholders.

High level of confidence in the consistency of the national categorisation process.

Clear and efficient accountability and reporting processes embedded and fully operational.

Leaders of education at every level working together in a self-improving system, providing mutual challenge and support to raise standards in all schools.

High level review of the Challenge Adviser role to ensure continued fitness for purpose.

Ensure the effective governance, leadership and management of GwE (P5)

Priority	Outcome measures 2015-16
Ensure the effective governance, leadership and management of GwE	• Effective governance and leadership which is in keeping with the expectations of the National Model, Estyn and WAO requirements. • Clear decision making protocols and procedures in place for Joint Committee. • Advisory Board able to operate effectively in advisory/critical-friend role • Clarity of role for Directors of Education in relation to GwE management and oversight.

MILESTONES 2015-16

The GwE Management Board and Senior Leadership Team work with the relevant local authority scrutiny committees to operate a co-ordinated work programme in relation to school improvement.

Review the Inter Authority Agreement in relation to the National Model.

Advisory Board developing its critical friend role.

2016-17

Work programme in place & operational.

Inter Authority Agreement reviewed.

Advisory Board fully developed as a critical friend.

2017-18

Review success of work programme & identify areas of improvement.

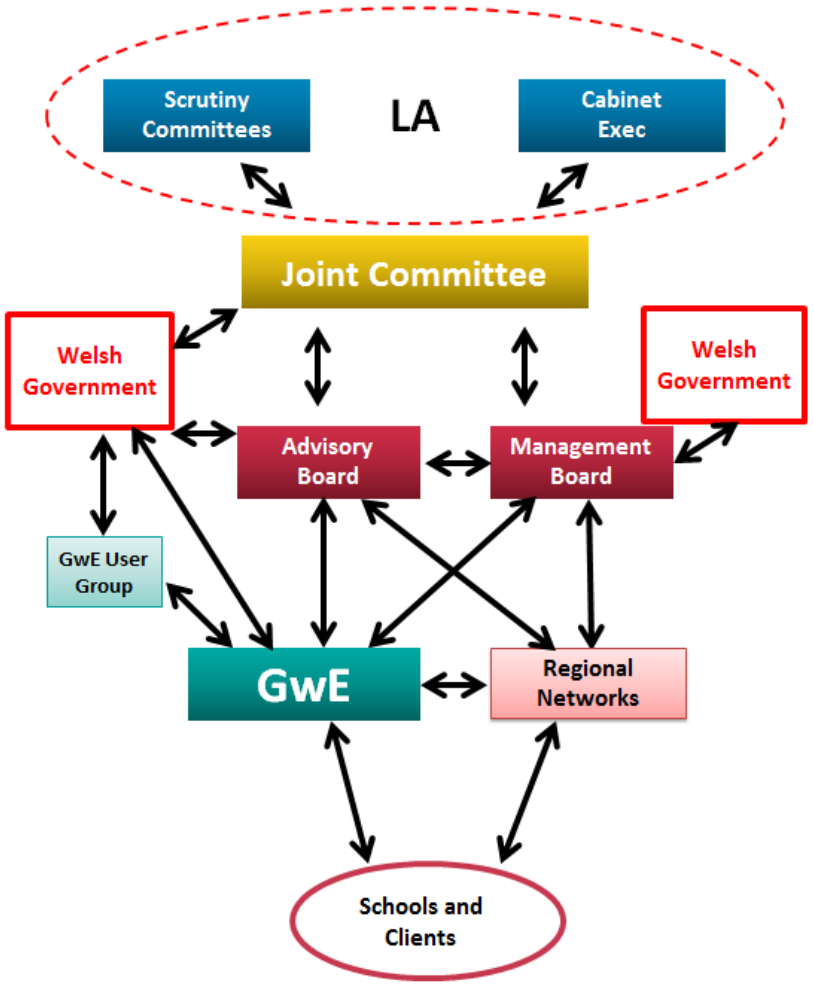
GwE: Governance

The service, established in April 2013, is accountable to the six North Wales Local Authorities and is responsible for undertaking statutory responsibilities with regards to duties to monitor, challenge and provide support services. In addition, it provides services that can be commissioned by schools, local authorities and Welsh Government.

Membership of the Joint Committee comprises the 6 Cabinet Members for Education from the North Wales Local Authorities as the voting members. Non-voting members include Headteacher & Governor representation.

The terms of reference and delegated powers of the Joint Committee are:

i. to promote joint working in the delivery of the Service through:
ii. facilitating constructive partnership working;
iii. engaging with key interested bodies and stakeholders when appropriate; and
iv. carrying out such other activities calculated to facilitate, or which are conducive to the
successful delivery of the Service; and
v. to oversee the management of the Service and ensure that the Service is provided and
performs in accordance with the expectations of the Partner Authorities as reflected in the Full Business Case, Inter Authority Agreement and agreed Annual Business Plan;
vi. to approve the budget for the Service on an annual basis';
vii. to approve the business plan for the Service on an annual basis;
viii. to monitor and manage the risks associated with the Service;
ix. to ratify requests from the Service for additional budget funding from individual Councils;



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x. to approve the staff structure of the Service;
xi. to appoint the Managing Director of the Service;
xii. to decide on disciplinary action against the Managing Director; and
xiii. where required, to determine or arrange for the determination of appeals in relation to Human Resources matters.

The following matters are specifically reserved for individual Cabinet decision:

i. approval of inter-Council partnership governance arrangements;
ii. increase of budget over agreed Council contributions;
iii. procuring the necessary audit and assurance checks; and
iv. termination of the Partnership.

There are a minimum of 3 meetings per year (one per term) & the calendar of meetings for 2015-16 are:

- 15 July 2015
- 23 September 2015
- 12 November 2015
- 24 February 2016
- 6 July 2016

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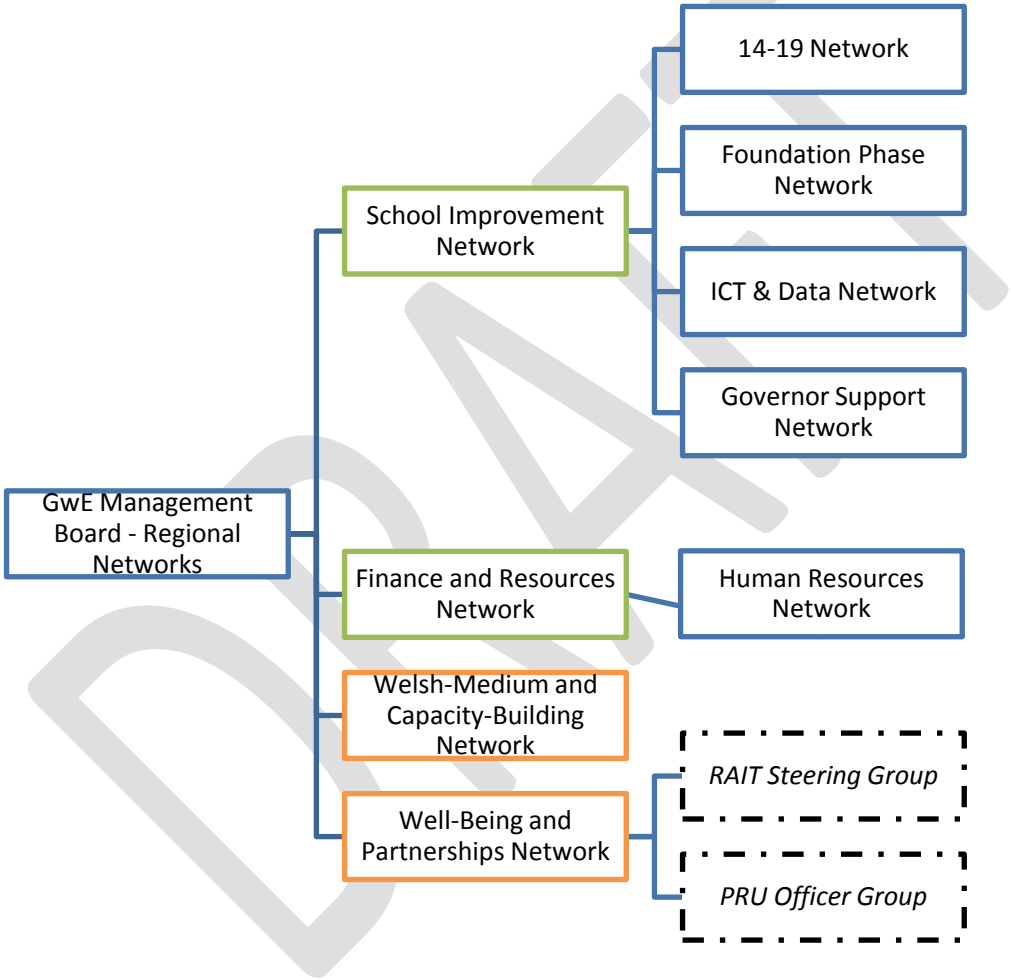
Regional Networks



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School Improvement Network
This network monitors and challenges the effectiveness of the networks below & GwE. It looks at policies and practices and agrees on priorities, in order to meet the demands of raising standards and improving school performance for all categories of pupils.
Chair: Delyth Molyneux (Isle of Anglesey)
Membership: Senior Officer from each LA; GwE Senior Challenge Advise

- **14-19 Network** – this Network will provide an overview of the regional 14-19 offer, including allocation of resources to programmes in line with Welsh Government priorities. This will include: support for planning the use of grants; ensuring schools and provider provision are in line to deliver the expected impact inherent in these grants; working with local authorities to provide a strategic overview to challenge and support all providers, including FE colleges and private training providers, to ensure equality of access to the development opportunities; administering the relevant grants and co-ordinating and supporting bids for emerging grant opportunities.
  Chair: John Gambles (Denbighshire)
  Membership: representatives of Local Area Networks (LAN), representative from GwE

- **Foundation Phase Network –** this Network brings together the senior office holders for Foundation Phase in order to provide a strategic overview of developments within the Foundation Phase including maintained and funded non-maintained settings. It provides leadership and direction in this key area, supports good working relationships between individual LAs and GwE and can act as a facilitator to support the transition of Foundation Phase into the Regional Service (as per the National Model) when the Directors consider it to be appropriate. The Network can also develop networks of good practice and joint approaches to training across the region, particularly in light of changes to the Foundation Phase grant structure and recent modifications to the curriculum structure, as well as those anticipated through the Foundation Phase Stocktake and Donaldson Review.
  Chair: Claire Homard (Flintshire)
  Membership: Senior Officers with responsibility for Foundation Phase from each LA, representative from GwE

- **ICT and Data Network –** this Network oversees the creation of common software platforms and databases for the education service in the region with a view to enhancing and sustaining joint working.
  Chair: Simon Billington (Wrexham)
  Membership: Officers from each LA, GwE Information Manager

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- **Governor Support Network -** The network meets at least termly sharing best practice and provides coordination and joint delivery of the regional training programme including the delivery of the Wales Government statutory governor training content; it provides direction and support for an annual governors conference aligned to national, regional and local priorities; it has developed in conjunction with Cynnal an e.elearning toolkit for governors. This toolkit has now been rolled out to other consortia areas with the group continuing to take the lead on its development.
  Chair: Ray Wells, Regional Development Officer Governors Wales
  Membership: Governor Support officer from each Local Authority and GwE representative

Finance and Resources Network
This network addresses issues relating to regional Grants, school finances, provision of places, capital programmes etc in the context of developing joint-working arrangements, coherence in policies and practices and joint-commissioning cost agreements. In future, it will also look at other areas where the six LAs might wish to collaborate.
Chair: John Davies (Wrexham)
Membership: Finance Officer from each LA; GwE Business Manager

- **Human Resources Network -** This network promotes greater collaboration to develop HR services that ensure consistent high-quality advice and support to school leaders, leading to improved capacity and the development of a self-improving school system (contributing to Qualified for Life Strategic Objective 4) across the region. Key to this being the development and promotion of regional model procedures to manage staff attendance, performance management and capability and ensure consistency of advice and practice.
Chair: Julie Worrall (Denbighshire)
Membership: HR Managers/ Business Partners from each LA

Welsh-Medium and Capacity Building Network – this Network promotes greater collaboration and sharing of expertise in Welsh-medium education to meet the diverse needs of the region. It seeks to improve equality of provision and coherence and to develop policies and practices to share specialisms in other activity areas.
Chair: Garem Jackson (Gwynedd), on behalf of Arwyn Thomas
Membership: Officers from each LA, representative from GwE

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Well-Being and Partnerships Network - this Network addresses issues relating to enabling pupils to partake fully and equitably of the education service's provision in order to improve standards. It comprises the identified specialists in these areas of activity from each authority.
Chair: Richard Ellis Owen (Conwy)
Membership: Inclusion and Social Inclusion Officers from each LA, representative from GwE

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GwE: Budget 2015/16

The Budget for 2015-16 was approved by the Joint Committee at their meeting on 15/07/15.

EXPENDITURE	BUDGET 2015/16 £
Employee costs	3,070,352
Premises	92,997
Transport	122,822
Supplies & Services	95,134
Commissioning	259,400
Support Services	52,547
National Model – LA's Commissioned (Regional Networks)	463,004
TOTAL EXPENDITURE	**4,156,256**

Local Authority contributions are as follows:

LOCAL AUTHORITY	CONTRIBUTION 2015/16 £
Isle of Anglesey	421,410
Gwynedd	739,138
Conwy	644,348
Denbighshire	632,512
Flintshire	935,531
Wrexham	783,317
TOTAL	**4,156,256**

Local authority contributions are based on the appropriate indicator based assessments (IBAs) published by the Welsh Government as part of the 2015/16 revenue budget settlement.

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GwE: Reporting

	Autumn Term	Spring Term	Summer Term
Joint Committee	Annual Report on performance	Proposals for the new business plan priorities & targets	Annual report against budget
		Budget setting proposals	
	Termly budget monitoring		
	Termly progress monitoring against the Business Plan		

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