

PRIORITY 1.1: To raise standards of teaching and learning for all learners across the region, consistently in the primary sector

Milestones 2015-16	Progress to date (RAG rating)	Headlines / Mitigation
All schools have strategic documentation which focusses on raising standards		GwE have provided guidance to schools regarding the new Welsh Government statutory expectations for School Development Plans
Areas of underperformance identified and resources allocated to target schools.		GwE schools have agreed support category & more robust regional & national moderation in place.
All schools part of robust teacher assessment moderation procedures		GwE working in collaboration with 3 other consortia to develop more robust moderation procedures on a national level for 2015-16.

PRIORITY 1.2: To raise standards of teaching and learning for all learners across the region, consistently in the secondary sector

Milestones 2015-16	Progress to date (RAG rating)	Headlines / Mitigation
Curriculum design and assessment models are fit for purpose.		All schools have participated in new GCSE workshops provided by Co-leading Schools. Lead practitioners appointed for Science, English & Maths. Further evaluation following initial result sets.
Schools have access to appropriate support networks for core subjects operational – including Lead Schools, Co-Leading Schools		WG yet to confirm funding for support post March 2016. CLS appointed for literacy, numeracy, new GCSEs & active. Networks established on a hub basis in core subjects.

PRIORITY 2: To improve the quality of leadership and its impact

Milestones 2015-16	Progress to date (RAG rating)	Headlines / Mitigation
First, second and third cohort of middle leaders		Cohort 1 & 2 completed. Recommendations following the formal evaluation by external consultant incorporated into cohort 3. Cohort 3 in progress.
First cohort of Physical Literacy Middle Leaders, participated in the relevant development programme		Very positive feedback. The balance between physical literacy & leadership aspects was successful. Future of the programme depends upon the future funding available. This remains very uncertain.
First cohort of experienced Headteacher's participated in the relevant development programme (20 in total)		19 participated. Very positive outcomes. Formal evaluation to be completed by end of February 2016. Initial findings have been incorporated into the design of cohort 2 – date for cohort 2 is May 2016.
Specific Co Leading Schools (CLS) identified and active in developing leadership across the region		CLS appointed for literacy, numeracy, new GCSEs, MFL & LAC & active.
GwE to continue to actively engage with WG and Consortia to develop an effective National Leadership Development Programme		Following the success of the Middle Leadership Development Programme & the Leadership Development Programme for Experienced Headteachers & the dissemination of the good practice with all consortia; there has been significant interest from other regions. 9 individuals from the ERW region are now participating in the Middle Leadership cohort 3 & interest also exists for cohort 4. This is part of the co-operation with Welsh Government, National Leadership Development Board & the 4 consortia in developing a National Leadership Development Programme reflecting the milestones noted in the career development pathway.
All Challenge Advisers participated in the relevant bespoke development programme		All Challenge Advisers participated in: <ul style="list-style-type: none"> • Specific 3 day bespoke coaching skills programme.

		<ul style="list-style-type: none"> Bespoke developmental programme based on specific needs, e.g. the skillset required to challenge & support red & amber schools (ongoing). <p>Future CPD will be based on performance management meetings & specific needs of the region.</p>
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PRIORITY 3: Developing a self-improving school system

Milestones 2015-16	Progress to date (RAG rating)	Headlines / Mitigation
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		<p>GwE Challenge & Support Programme Green / Strong Yellow Schools operational (pilot year). Positive response to the principle regarding establishing a self-improving school system. Varied response to date – specific stakeholder groups established to work collaboratively with GwE in order to evaluate & modify as appropriate. Revised model operational from September 2016.</p> <p>GwE Challenge & Support Programme Yellow Schools operational (pilot year). Initial challenge adviser visits completed & shared developmental priorities identified.</p> <p>As a result of the new model of working, capacity has been released to provide more intensive support to amber & red schools</p> <p>School to school collaboration developing effectively across the region.</p>
GwE has greater capacity to provide more intensive support for amber and red schools		<p>Greater capacity achieved. Specific bespoke packages for amber and red schools progressing effectively.</p>
A significant growing involvement of school leaders in designing and coordinating strategies to promote a		<p>Stakeholder groups established. Assistant Director involved in specific collaboration with all consortia regarding</p>

self-improving system		<p>creating a self-improving school system definition & guidance.</p> <p>Future work:</p> <ul style="list-style-type: none"> • Utilise the definition & guidance in order to raise awareness & understanding of the key aspects & requirements of developing a self-improving school system across the region. • Work collaboratively with key stakeholders to move agenda forward.
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PRIORITY 4: To improve internal procedures in order to ensure an effective and consistent support and challenge service across the region

Milestones 2015-16	Progress to date (RAG rating)	Headlines / Mitigation
Performance and accountability framework operational		Performance and accountability have been further strengthened, however further development is to be done.
AD [Standards] monitors the framework to build on best practice and ensure continued development of the model		Ongoing process.
Enhanced level of challenge and accountability for Challenge Advisers from Senior Challenge Advisers		New monitoring process operational & ongoing.
AD [Standards] engages with national cross-regional work to ensure that GwE teams perform in line with the expectations of the national model		Initial meeting has taken place & further joint consortia meetings planned for February & March 2016.
Progress against commissioned work is quality assured by Senior Challenge Advisers and monitored by the AD [Standards]		New monitoring arrangements operational & ongoing on an individual basis.

Robust procedures for regional moderation of categorisation in place.		Regional & national verification process completed.
Robust Performance Management procedures fully operational across respective hubs		New performance management procedures adopted and are being implemented.
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		Model operational and in the process of being evaluated.

PRIORITY 5: Ensure the effective governance, leadership and management of GwE

Milestones 2015-16	Progress to date (RAG rating)	Headlines / Mitigation
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		Report presented to the Joint Committee & meeting taken place with the Scrutiny Chairs & Officers to discuss & agree the work programme.
Review the Inter Authority Agreement in relation to the National Model		Draft in progress.
Advisory Board developing its critical friend role		