



ERW

Ein Rhanbarth ar Waith
Education through Regional Working

ERW Business Plan

2020-2021



ERW Business Plan

2020-21

Contents:

Section 1: Our context and provision

Section 2: ERW On-a-Page (Team structure, Governance & funding)

**Section 3: ERW Business Plan – Tier 1
(Statements of Intent and What Success Will Look Like)**

**Section 4: ERW Business Plan – Tier 2
(Operational Plans: content delivery & budget costs)**

Section 5: ERW Business Plan – monitoring, evaluation and review (KPIs)

Section 6: Appendices

- Local Authority priorities (2020-21)

Section 1: Our context and provision

ERW is one of four regional education consortia in Wales. Its purpose is to deliver a single consistent and integrated professional school improvement service across the five local authorities.

The national model for school improvement in Wales is based on a vision of regional school improvement consortia working on behalf of local authorities to lead and coordinate the improvement in the performance of schools and education of young people.

ERW'S AIMS

1. Improve the quality of leadership and its impact on outcomes.
2. Improve the quality of teaching and learning experiences and its impact on outcomes.
3. Reduce the impact of poverty on attainment, support vulnerable learners and ensure all learners reach their potential
4. Deliver high quality and bespoke support, challenge and intervention to schools
5. Communicate effectively with all stakeholders

ERW's VALUES

To achieve our vision, we have defined values to guide all we do at ERW. These include:

- Effectiveness
- Commitment
- Integrity
- Innovation
- Collaboration

ERW utilises a wide range of flexible approaches so that bespoke solutions can be used to support schools at their point of need. We support teachers through the provision and brokering of professional learning programmes to support individuals in their leadership journey whilst building expertise and capacity where and when it is needed in schools across the region.

Business Plan

The ERW business plan aligns and reflects that aspirations and enabling objectives of Our National Mission, whilst reflecting local and regional priorities. These are:

- **Developing and delivering a transformational curriculum**
- **To develop a high-quality education profession**
- **To develop inspirational leaders and to facilitate them working collaboratively to raise standards.**
- **To develop strong and inclusive schools that are committed to excellence and wellbeing.**
- **To develop robust assessment, evaluation and accountability processes that support a self-improving system**

Our Business Plan has been developed by using the outcomes of self-evaluation, research findings, cross-consortia planning as well as identification of school, local authority, regional and national priorities. A wide range of stakeholders have contributed and been consulted on the development of the plan prior to publication.

These include:

- Headteachers
- Directors of Education
- ERW Joint Committee & Executive Board
- Staff in the ERW central team
- Headteacher Reference Board; and
- ERW Strategy Groups

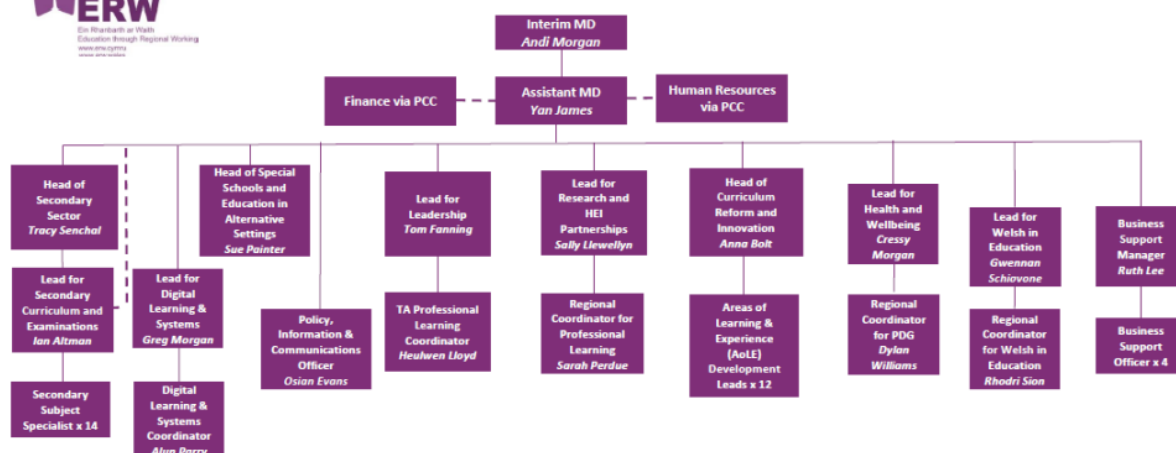
This business plan has been formally agreed by the Director of Education or Chief Education Officer of each Local Authority, the Joint Committee and the Lead Chief Executive.

The business plan is designed to meet the priorities of schools, local authorities and Welsh Government, against a backdrop of a new curriculum, new accountability frameworks, new approaches to supporting children with Additional Learning Needs, the development of schools as learning organisations, the introduction of a National Academy for Educational Leadership, the launch of a professional learning model, as well as changes to the way in which Estyn will inspect schools and local authorities.

Section 2: ERW On a Page



Current Organisation Structure



Governance

ERW is governed by a legally constituted Joint Committee whose membership is made up of the five local authority Leaders in South-West and Mid-Wales. ERW's Joint Committee is advised by the Executive Board which is made up of the five local authority Directors of Education in the region along with external school improvement experts, head teacher representatives and ERW's Managing Director.

The Executive Board is responsible for monitoring and evaluating ERW's work, in particular through the work of the ERW Strategy Groups.

The ERW Strategy Groups are a critical aspect of ERW's governance arrangements. They are the primary driver for developing ERW's work in the key areas of:

- Professional Learning and Research
- Leadership
- Curriculum
- Digital Skills
- Equity and Well-being
- Welsh

Each Strategy Group will be responsible for monitoring the progress of the aspect of Business Plan actions for which they are responsible. They will also be responsible for co-constructing content in the following year's Business Plan.

While it is accepted that the context and setting of each Local Authority in ERW is different, the purpose of collaborating on a regional level is to achieve a greater scale of economy through co-operation. Whilst changes and innovations can be incorporated to take into account local priorities or differences, there must remain a degree of regional consistency.

The Strategy Groups are a conduit for communication between the region and peers within the constituent Local Authority, and the wider profession. Group members are tasked with communicating their work externally, by using both local and regional communications channels.

Finance

ERW uses all available funding to support the priorities identified by schools, local authorities, regions and Welsh Government within the business plan. The underlying principle is that delegation to schools should be as high as possible.

Local Authority funding for Consortium working is underpinned by the National Model for Regional Working, published by the Welsh Government in 2014. The model recommended a core funding allocation of £5.4m for the Consortium.

Financial Overview

Local Authority Contributions	Grant Funding for National Priorities	Total Funding Available
2019-20 - £0.3m*	£68.4m***	£68.7m
2020-21 - £0.5m**	£58.4m***	£58.9m

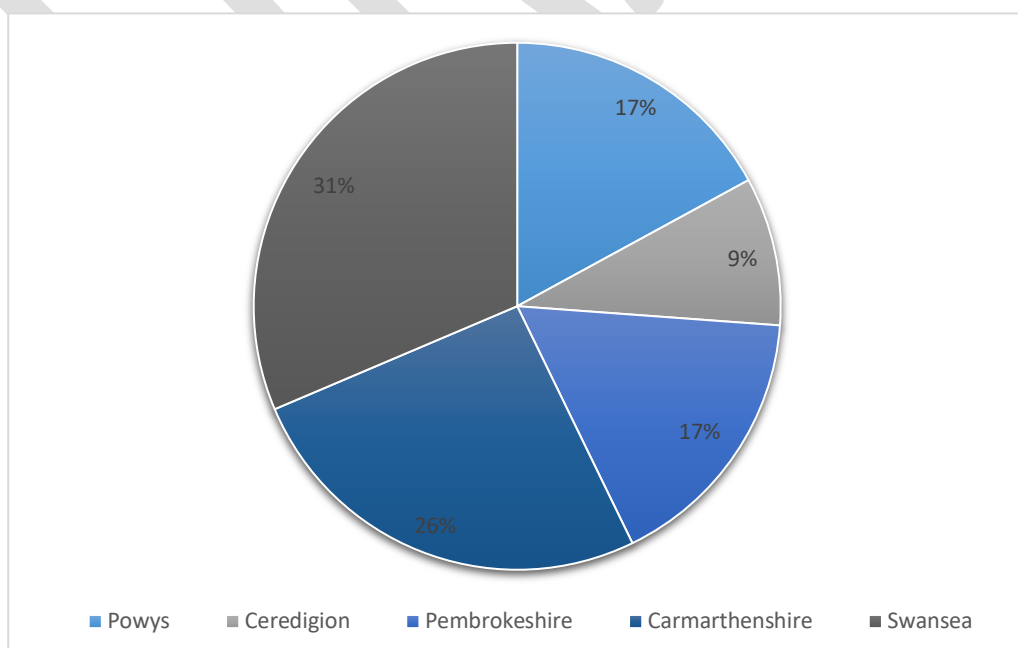
*includes NPT Contribution

**indicative and subject to change

***includes LA match funding

ERW is funded on an annual basis from the constituent local authorities to fulfil the requirement of the National Model for Regional Working as well as directly from Welsh Government to further support and develop both regional and national priorities.

Local authority contributions are calculated using the IBA (Indicator Based Assessment) published annually on the Stats Wales website. Local authority directors in conjunction with the Joint Committee then agree the percentage.



Historically there were two main grants received by ERW from Welsh Government. Pupil Development Grant (PDG) and the Education Improvement Grant (EIG). In addition, consortia used to receive additional grants for specific purposes proposed by Welsh Government, usually through the Regional School Support Grant (RSSG). With the launch of the national strategy 'Education in Wales: Our National Mission', there has been a streamlining of the grant funding process. From 2018/19, only two grants will be received by consortia:

Regional Consortia School Improvement Grant	Pupil Development Grant
2019/20 - £39.9m*	2019/20 - £24.5m
2020/21 - £36.8m*	2020/21 - £21.2m

*includes LA match funding

Regional Consortia School Improvement Grant

The main grant received by regional consortia to support national school improvement priorities is the Regional Consortia School Improvement Grant (RCSIG). This grant now incorporates the former Education Improvement Grant (EIG) and Raising School Standards Grant.

There is an expectation that the EIG element of the grant is match funded by local authorities and is predominantly delegated to schools in line with grant terms and conditions. In 2020/21 a minimum of 85% of the EIG element of the grant will be delegated to schools.

The outline funding envelope from Welsh Government was received in mid-March 2020 however includes funding for NPT and provides indicative allocations for the financial year 2020/21. Actual funding discussions are ongoing and expected to change. Activity within the 2020/21 business plan is predominantly funded from this grant.

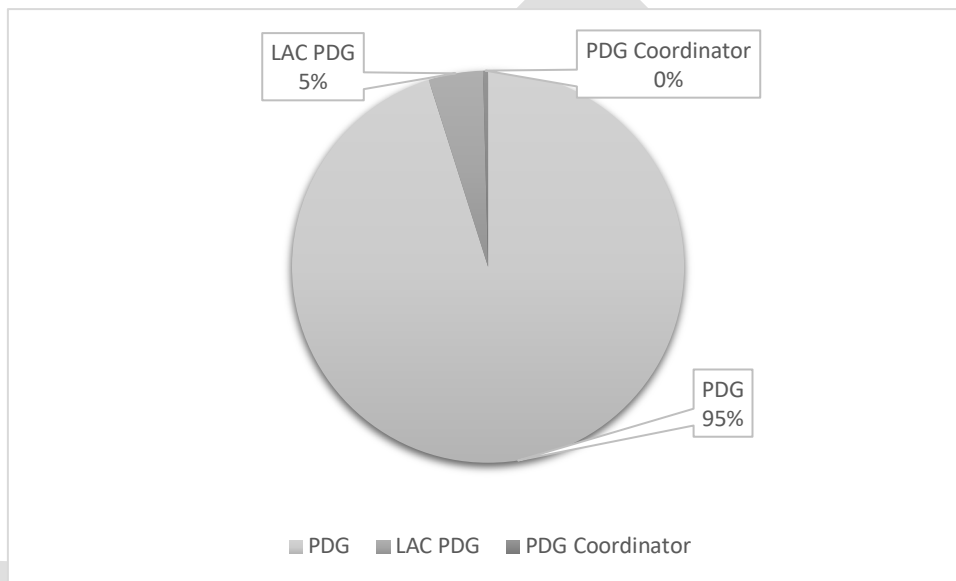
Objective	£m
Curriculum and Assessment	1.5
Developing a High Quality Education profession	31.84
Inspirational Leaders working collaboratively to raise standards	0.04
Robust assessment, evaluation and accountability arrangements supporting a self improving system	0.29
Total funding	34.09

Pupil Development Grant

The Pupil Development Grant was launched in 2012 and provides additional funding to schools based upon the number of pupils on their roll eligible for Free School Meals or who are Looked After Children.

The Pupil Development Grant is split into two main elements the and is allocated as follows:

- 100% of the Pupil Development Grant is passported to schools and Local Authorities;
- 10% of the Looked After Children element is retained by ERW to provide professional learning opportunities across the region to support previously looked after children with the remaining 90% delegated to schools and Local Authorities.
- A further element is received by the Consortia to fund the position of the PDG Coordinator.



Section 3: ERW Business Plan – Tier 1

Statements of Intent and What Success Will Look Like

The ERW Business Plan Tier 1 content sets out our headline 'Statements of Intent' and 'What success will look like.'

All areas of activity noted are for implementation during the forthcoming financial year 2020-21. Each element of the plan is aligned directly to our key strategy and delivery model of 'ERW Strategy Groups.'

The model is designed to ensure:

- clarity and understanding of ERW provision for all schools
- milestones for effective monitoring and evaluation
- review systems at regular intervals (undertaken by key partners)

Curriculum Strategy Group

ERW will ensure that all schools and settings are supported to:

1. develop whole school understanding of a purpose-led curriculum
2. consider how the Four Purposes drive all school priorities.
3. develop an agreed view of priorities for developing teaching and approaches to assessment set out in the Curriculum for Wales guidance.
4. remain abreast of qualification requirements and future reform.
5. design, plan and trial inclusive approaches to curriculum and pedagogy
6. collaborate within and between settings to develop and share their thinking

What Will Success Look Like?

Across the region, all schools, settings and school improvement staff will have had opportunities to develop their whole school understanding of Curriculum for Wales. Clusters of schools will collaborate to develop a shared understanding of the curriculum model and approach to assessment. Schools and settings will consider and create their co-constructed vision for curriculum design which considers every learner and reflects the unique needs of the community. Identified departments in a range of secondary schools and settings will have benefitted from a bespoke package of support to develop teaching and learning. Schools and settings will develop meaningful, evidence informed professional learning opportunities which allow practitioners to explore pedagogical approaches in order to select those which are best suited to the progress of all their learners.

Professional Learning and Research Strategy Group

ERW will ensure that all schools and settings are supported to:

1. engage with a national professional learning offer, appropriate to the individual's role, to enhance their skills, improve their teaching, knowledge and career progression
2. collaborate with higher education institutions to make effective use of high-quality research to inform their practice and contribute to research where appropriate
3. use the professional standards to identify areas for professional learning to improve practice and develop themselves as learning organisations
4. engage with professional learning that promotes inclusivity and equity
5. engage with national development programmes for Teaching Assistants across the region, covering all stages of the Teaching Assistant Learning Pathway.

What will success look like?

Across the region, all schools and settings will have the opportunity to engage in a national professional learning offer appropriate to their role. Where settings engage with this offer they will be equipped and ready for introducing Curriculum for Wales 2022 having received support in managing change, engaging all stakeholders in developing a vision for their context as well as planning a curriculum that suits them with a workforce who have been given time and space for professional learning. Pedagogy will be a strong focus in nearly all schools. Many schools will have had the opportunity to develop links with HEI partners to develop themselves as research informed, reflective practitioners. All professional learning will be in line with the professional standards for teaching and leadership and many schools will be using the results of the Schools as a Learning Organisation survey to inform their planning for improvement.

Equity and Well-being Strategy Group

ERW will ensure that all schools and settings are supported to:

1. design and deliver the health and well-being area of the curriculum
2. develop an understanding of the barriers to learning that many pupils face
3. Identify and develop universal approaches which promote wellbeing
4. be aware of and contribute to the PDG and PDGLAC regional priorities
5. be informed and prepare for the Additional Learning Needs and Education Tribunal (Wales) Act

What will success look like?

Across the region, all schools, settings will have had opportunities to develop an initial needs analysis methodology for designing the health and well-being area of learning and experience. Resources will be available on Porth to support and guide schools and settings through the process. Having received support and guidance on the factors which impinge on a 'readiness to learn' schools will be better placed to develop a curriculum which meets the needs of all learners in safe and supportive environments. Schools, settings and school improvement staff will have clear and consistent guidance on effective use of PDG and PDGLAC. All schools and settings will have been provided with relevant information and training to help them prepare for the ALN and Education Tribunal (Wales) Act.

Leadership Strategy Group:

ERW will ensure that all schools and settings are supported to:

1. access a high-quality, extensive portfolio of leadership development opportunities at every stage of the Professional Leadership Pathway.
2. utilise the Professional Standards in order to develop and lead effective learning organisations.
3. access development opportunities and accreditation for Higher Level Teaching Assistants.

What will success look like?

National Leadership programmes accredited by the NAEL will be accessible to all leaders and effectively delivered across the region. A regional system of identification, tracking and professional learning support for aspirational leaders will be implemented enabling leaders to secure timely professional learning opportunities and experiences and LA can monitor effective succession planning. An effective Aspiring HLTA programme and assessment process will be available across the region.

Digital Skills Group

ERW will ensure that all schools and settings are supported to:

1. develop leadership of Digital Learning
2. ensure Online Safety, across all stakeholders, is as robust as possible
3. develop digital competence as a cross-curricular skill, engaging with the Digital Competence Framework
4. setup and run Code Clubs to develop logical thinking and coding skills
5. share effective practice in the use of digital technology, both in the classroom and as a management and collaboration tool for staff

What will success look like?

Leaders from all settings across the region will have had opportunities to receive support in developing their strategic approach to the use of digital learning, both in the classroom and as a management and collaboration tool. This support will include the creation of a clear vision for their setting, involving, and being shared with, all relevant stakeholders. Staff will be able to access relevant and up to date information regarding Online Safety to ensure all stakeholders in their setting are as safe online, as possible. Support in engaging with the 360 degrees Safe Cymru online safety framework will have been made available to all settings that require it. Support for the development of digital competence will have been identified and brokered by Challenge Advisers. This support will have been delivered by relevant ERW or LA colleagues as well as Digital Innovation Schools via a school to school model. Settings that have not already done so, will have the opportunity to receive the necessary support to either setup and run an extra-curricular Code Club or include activities to develop logical thinking and coding skills as part of their curriculum. A Regional Digital Learning Event and a series of ERW DigiMeets will have given settings the opportunity to share examples of good practice in the development of digital competence beyond their own settings. Further examples of good practice will have been made available to all members of staff in ERW schools via Porth.

Cymraeg – Welsh Strategy Group

ERW will ensure that all schools and settings are supported to:

1. deliver current and future curriculum to support improvement in the Welsh language
2. develop as bilingual communities
3. plan effectively in order to contribute to the delivery of the 'Cymraeg 2050: Welsh Language Strategy'
4. develop the Welsh language proficiency of teachers and education assistants at different levels

What will success look like?

Centrally, the region will have a high level strategy with clearly defined priorities for the work of developing and supporting Welsh in education. Schools will be actively engaged with the aims of the Cymraeg 2050 strategy, the region's Welsh in Education Strategy and the Local Authorities' Welsh in Education Strategic Plans.

Good practice will be further developed and shared to ensure effective pedagogy and methodology for teaching and learning Welsh, and through the medium of Welsh based on research and identified best practice.

All schools will be actively engaged with their own work in developing the Welsh Language Charter Framework in line with the most recent developments in the national Welsh Language Charter Framework. All schools will be ambitious in their targets, and will monitor progress internally throughout the year and will include the targets in their School Development Plans.

The region will support a programme of professional learning to develop practitioners' Welsh skills and expertise when teaching Welsh and through the medium of Welsh, in line with the criteria / principles of the National Professional Learning Model. ERW will work with external providers, including the regional Welsh Language Sabbatical Course providers to develop the Welsh language proficiency of teachers and education assistants at different levels. ERW will support schools and LAs to identify training needs, and seek to address those needs by ensuring the profession has access to suitable high-quality professional learning opportunities to develop their Welsh language skills.

ERW effectiveness and efficiency

ERW will:

1. Review its performance management processes
2. Ensure that professional learning is appropriate and develops ERW staff's knowledge and expertise
3. Align Business Planning more closely with the self-evaluation process
4. Establish a coherent and well-understood process of self-evaluation and improvement
5. Ensure a robust process of Business Planning monitoring underpinned by high quality first-hand evidence and high quality research
6. Ensure that the self-evaluation process informs high quality impact reporting
7. Ensure accountability is evidenced against the Business Plan success criteria.
8. Ensure a high quality professional learning offer is provided for school during the summer term.

What will success look like?

Performance management cycle will be linked closely with Business Planning priorities and result in relevant, high quality professional learning opportunities for all staff. Business Planning will be clearly lined with self-evaluation and national priorities. A robust 90 day cycle of PM reviews and Business Planning monitoring, with first-hand evidence will be introduced. Business Planning monitoring will be reported by exception to JC at each JC meeting and a final evaluation report produced by the end of July each year. An annual impact report will be produced by the end of September each year. Case studies will evidence effective practice and value for money.

Schools will be provided with a professional learning offer during the summer term.

Section 4: ERW Business Plan – Tier 2

(Content delivery & budget costs)

ERW Business Plan Tier 2 – Operational Plans

Curriculum Strategy Group: Operational Plan			
Plan Owner:	Curriculum Strategy Group		
Strategy Group Members:	Aeron Rees, Meinir Ebsworth, Sian Rowles, Donna Caswell, Daniel Owen		
ERW Supporting Officer/s	Anna Bolt / Anthony Jones		
Budget	£905,000		
Statements of Intent			
<p>ERW will ensure that all schools and settings are supported to:</p> <ol style="list-style-type: none"> 1. develop whole school understanding of a purpose-led curriculum 2. consider how the Four Purposes drive all school priorities 3. develop an agreed view of priorities for developing teaching and approaches to assessment set out in the Curriculum for Wales guidance. 4. remain abreast of qualification requirements and future reform. 5. design, plan and trial inclusive approaches to curriculum and pedagogy 6. collaborate within and between settings to develop and share their thinking 			
How will we achieve this?	Responsible Officer/s	Timescale	Budget
<p>1. ERW will ensure that all schools and settings are supported to develop whole school understanding of a purpose-led curriculum</p> <ul style="list-style-type: none"> • Curriculum events across region to ensure consistency aligned to the NM and shared expectation • Support for Challenge Advisers to develop dialogue with schools in support visits • Roll out of Transforming Your Curriculum online support tool to enable schools and settings to identify their strengths and 	AB/Curriculum Team	April 20 – March 21	

<p>development/action plans and formulate professional development in relation to understanding the curriculum model</p> <ul style="list-style-type: none"> • Liaise with LA strategy groups, Challenge Advisers and cross-region strategy groups to ensure consistency of expectation • Professional development offer to include cluster and school Inset, twilight sessions, meetings with key staff and assistance with planning training/advice • Sharing practice from identified schools 			
<p>2. ERW will ensure that all schools and settings are supported to consider how the Four Purposes drive all school priorities</p> <ul style="list-style-type: none"> • Curriculum events across region to support leaders and middle leaders in developing understanding of the four purposes • Train the trainer model developed to ensure consistent support within and across schools/settings • Develop four purposes workshops through the ‘Transforming Your Curriculum’ resource • Liaise with LA strategy groups, Challenge Advisers and cross-region strategy groups to ensure regional understanding of the four purposes • Partnership working with Challenge Advisers in relation to support and evaluation and identification of strengths and needs • Professional development offer to include LA conferences, cluster and school Inset, twilight sessions, meetings with key staff and assistance with planning training/advice/evaluation • Sharing practice from identified schools 	<p>AB/Curriculum team</p>	<p>April 20 – March 21</p>	
<p>3. ERW will ensure that all schools and settings are supported to develop an agreed view of priorities for developing teaching and approaches to assessment set out in the Curriculum for Wales guidance</p>	<p>AB/AJ Curriculum Team Secondary Subject Specialists</p>	<p>April 2020 – March 2021</p>	

<ul style="list-style-type: none"> • Curriculum and secondary team to develop coherent approach to delivery of support in all schools and settings in partnership with strategy groups. • Joint visits from ERW officers to ensure aligned message to schools – bespoke support with Support Form to include School will.../ERW will... sections and clear recommendations etc. 			
<p>4. ERW will ensure that all schools and settings are supported to remain abreast of qualification requirements and future reform.</p> <ul style="list-style-type: none"> • Secondary Team to deliver network meetings to middle leaders. • Qualifications Wales/WJEC updates when appropriate in Network Meetings. • Support for teachers and middle leaders through bespoke support for identified departments. • Liaise with Challenge Advisers/Strategy Groups to ensure shared messages. • Support for non-specialist and new teachers through professional learning. • Menu of support developed for training/PL events 	<p>AJ Secondary Subject Specialists</p>	<p>April 2020 – March 2021</p>	
<p>5. ERW will ensure that all schools and settings are supported to design, plan and trial inclusive approaches to curriculum and pedagogy</p> <ul style="list-style-type: none"> • Develop supporting guidance accessed via the ‘TYC’ and national resources when available • Work in collaboration with ERW officers to develop PLO across the region • Provide bespoke support for schools and settings through training and advice • Share outcomes from Lead Enquiry project and QI schools 	<p>AB/AJ/SPa/SL Curriculum Team Secondary Subject Specialists</p>	<p>April 2020 – March 2021</p>	

<ul style="list-style-type: none"> Respond to school and setting needs and LA strategy plans through partnership working 			
<p>6. ERW will ensure that all schools and settings are supported to collaborate within and between settings to develop and share their thinking</p> <ul style="list-style-type: none"> Broker high quality school/setting to school/setting support to share best practice in pedagogy and assessment. Share models of proven effective practice which demonstrates positive impact through a range of platforms including Porth/Hwb. Share models of schools with emerging messages and reflections on lessons learned 	<p>AJ/AB Curriculum Team Secondary Subject Specialists</p>		

Professional learning and research Strategy Group : Operational Plan			
Plan Owner	Professional learning & research Strategy Group		
Strategy Group Members:	Elin Forsyth, Lynette Lovell, Nia Thomas, Bev Phillips, Ray McGovern		
ERW Supporting officer/s	Sally Llewelyn		
Budget	£1,901,000		
Statements of Intent			
<p>ERW will ensure that all schools and settings are supported to:</p> <ol style="list-style-type: none"> engage with a national professional learning offer, appropriate to the individual's role, to enhance their skills, improve their teaching, knowledge and career progression collaborate with higher education institutions to make effective use of high-quality research to inform their practice and contribute to research where appropriate use the professional standards to identify areas for professional learning to improve practice and develop themselves as learning organisations engage with professional learning that promotes inclusivity and equity 			
How will we achieve this?	Responsible Officer/s	Timescale	Budget
<ol style="list-style-type: none"> ERW will ensure that all schools and settings are supported to engage with a national professional learning offer, appropriate to the individual's role, to enhance their skills, improve their teaching, knowledge and career progression <ul style="list-style-type: none"> Deliver a national PL offer for senior leaders that covers: Managing change, vision, curriculum design, making time and space for PL, leading pedagogy Write and deliver a national PL offer for middle leaders and teachers that covers: Curriculum for Wales 2022, using the planning guidance materials, long and medium term planning, cross-curricular skills, disciplinary and interdisciplinary approaches, progression, links within and across AoLEs, pedagogic content knowledge, assessment Deliver a national PL offer for HLTAs and governors appropriate to their role 	SAL/AB/TF/S Perdue	<p>July 2020</p> <p>March 2021</p>	

<p>2. ERW will ensure that all schools and settings are supported to collaborate with higher education institutions to make effective use of high-quality research to inform their practice and contribute to research where appropriate</p> <ul style="list-style-type: none"> • Work with Lead Enquiry Schools on the National Professional Enquiry Project in collaboration with UWTSD. • Work with 11-18 schools across the region on the Post-16 Professional Enquiry Project. • Collaborate with ITE partnerships in Swansea, UWTSD and Aberystwyth to train lead ITE schools to support research in their schools and settings • Work with 8 Lead MAT Schools across the region conducting MAT enquiry research. <p>NB: All enquiry to be captured using national and regional pro forma and shared via Porth.</p>	SAL/SPerdue/DE/IA	July 2020	
<p>3. ERW will ensure that all schools and settings are supported to use the professional standards to identify areas for professional learning to improve practice and develop themselves as learning organisations</p> <ul style="list-style-type: none"> • Track numbers, phases and categories of schools registered with the SLO survey using WG data • Continue to promote professional standards and SLO model through PL offer and ERW engagement events/challenge adviser training 	SAL	SLO data updated monthly	
<p>4. ERW will ensure that all schools and settings are supported to engage with professional learning that promotes inclusivity and equity</p> <ul style="list-style-type: none"> • In conjunction with WG, develop a Level 7 module for ALNCos • Collaborate with UWTSD to review qualifications for special school and specialist centres to review and re-validate the post graduate diploma - Teaching pupils with severe or profound and multiple learning difficulties at L6/ L7 	SPainter/SAL		

Equity and Wellbeing Strategy Group – Operational Plan			
Plan Owner:	Equity and Wellbeing Strategy Group		
Team Members:	Gareth Morgans, Amanda Taylor, James White, Hayley Burrows, Sarah Groves, Berian Lewis		
ERW Supporting Officer/s	Cressy Morgan / Dylan Williams		
Budget	£737,000		
Statements of Intent			
<p>ERW will ensure that all schools and settings are supported to:</p> <ol style="list-style-type: none"> 1. design and deliver the health and well-being area of the curriculum 2. develop an understanding of the barriers to learning that many learners face 3. Identify and develop effective universal approaches which promote wellbeing 4. be informed of and contribute to the PDG and PDGLAC regional priorities 5. be informed and prepare for the Additional Learning Needs and Education Tribunal (Wales) Act 			
How will we achieve this?	Responsible Officer/s	Timescale	Budget
<p>1. ERW will ensure that all schools and settings are supported to design and deliver the health and well-being area of the curriculum</p> <ul style="list-style-type: none"> • Develop networks and supporting resources to offer a methodology for carrying out the initial needs analysis to identify health and wellbeing curriculum priorities <ul style="list-style-type: none"> ○ Collaborate with Cascade, Cardiff University and Welsh Network Healthy Schools Scheme (WNHSS) to develop resources which support all secondary schools to complete a needs analysis for Health and Well-being using School Health Research Network (SHRN) data 	<p>CM / Curriculum Team</p>	<p>April- July (develop resources) Sep – March (supporting new</p>	<p>Funding for supply cover costs</p>

<ul style="list-style-type: none"> ○ Collaborate with Health and Attainment of Pupils in a Primary Network (HAPPEN), Swansea University and WNHSS to develop resources which support all primary to complete a needs analysis for Health and Well-being using HAPPEN reports. ○ Collaborate with representatives from special schools and PRUs to develop a needs analysis tool that is fit for purpose. ● Collaborate with UWTSD and Cardiff Met to develop and deliver Professional learning opportunities for wellbeing and PE leads on the principles of physical literacy ● Develop and deliver professional learning opportunities for wellbeing leads on core skills that evidence from positive psychology shows strategies can be explicitly taught which promote : happiness, kindness, compassion, resilience and optimism. ● Share and develop best practice to implement and embed the RSE framework 		schools to use resources)	
<p>2. ERW will ensure that all schools and settings are supported to develop an understanding of the barriers to learning that many pupils face</p> <ul style="list-style-type: none"> ● Provide a programme of professional learning and school to school working focussed on developing a firm understanding of the barriers to learning that many pupils face including: <ul style="list-style-type: none"> ○ Attachment, Trauma and ACEs in context of Curriculum for Wales ○ Guidance on reasonable adjustments ○ Strategies which support learners to calm, focus and reflect ○ Use of VR to support those learners for whom changes and transitions are a significant barrier to engagement and learning 	<p>CM/ DW</p> <p>SPa</p> <p>DW/JG</p>	<p>April – July (develop)</p> <p>Sep – March (deliver)</p>	

<ul style="list-style-type: none"> • Coordinate action enquiry/pilot projects which have a focus on identifying and developing pedagogical approaches which support the learning of disadvantaged learners. • Commission bespoke specialist support for secondary schools to raise achievement and attainment of pupils eFSM. 	DW		
<p>3. ERW will ensure that all schools and settings are supported to identify and develop universal approaches which promote wellbeing</p> <ul style="list-style-type: none"> • Provide a programme of professional learning and school to school working focussed on developing outdoor learning as a pedagogical approach • Provide a programme of professional learning and school to school working focussed on developing the creative process as a pedagogical approach. • Further develop and promote ‘Relationships First’ resources and use of sociograms • Pilot and evaluate approaches which focus on developing kindness and compassion including EmpathyLab. • Pilot and evaluate approaches which develop active and responsive listening skills for staff and learners including: <ul style="list-style-type: none"> ○ Emotion Coaching ○ DEAL (Developing Emotional Awareness and Listening) ○ Motivational Interviewing 	CM/DW and curriculum team	<p>April – July (develop)</p> <p>Sep- March (deliver)</p>	
<p>4. ERW will ensure that all schools and settings are supported to be informed of and contribute to the PDG and PDGLAC regional priorities</p>	DW	April - March	PDG LACPDG grant

<ul style="list-style-type: none"> • Develop in partnership with local authority Looked After Children’s Education (LACE) coordinators guidance and training for Designated LAC leads. • Develop in partnership with LA PDG leads guidance for Challenge Advisers and Governors • Collaborate with external organisations to identify and promote approaches which raise oracy and literacy levels 			
<p>5. ERW will, in partnership with local authorities, ensure that all schools and settings are supported to be informed of, and prepare for, the Additional Learning Needs and Education Tribunal (Wales) Act</p> <ul style="list-style-type: none"> • Collaborate with regional ALN Transformation Lead and LA Inclusion Leads to update School Improvement Officers and ERW central team on ALN reform • Collaborate with LA Inclusion services to provide updates and training for schools and settings on ALN reform and inclusive practice • Deliver ALNCo middle leaders training 	<p>SPa</p> <p>SPu/SPa</p>	<p>April - March</p>	

Leadership Strategy Group : Operational Plan			
Plan Owner:	Leadership Strategy Group		
Team Members:	Nick Williams, Hayley Smith, Clive Williams, Amanda Lawrence, Rhian Evans		
ERW Supporting Officer/s	Tom Fanning, Sarah Perdue, Heulwen Lloyd		
Budget	£941,000		
Statements of Intent			
<p>ERW will ensure that all schools and settings are supported to:</p> <ol style="list-style-type: none"> 1. access a high-quality, extensive portfolio of leadership development opportunities at every stage of the Professional Leadership Pathway. 2. utilise the Professional Standards in order to develop and lead effective learning organisations. 3. access development opportunities and accreditation for Higher Level Teaching Assistants. 			
How will we achieve this?	Responsible Officer/s	Timescale	Budget
<p>1. ERW will ensure that all schools and settings are supported to access a high quality, extensive portfolio of leadership development opportunities at every stage of the Professional Leadership Pathway</p> <ul style="list-style-type: none"> • Collaborate effectively with all regions and the Leadership Academy (NAEL) to establish an accredited high quality PL offer for all leaders • Deliver an extensive portfolio of leadership development opportunities for the regional education community at every stage of the Professional Leadership Pathway. <ul style="list-style-type: none"> ○ Middle Leader Development Programme ○ Senior Leader Development Programme ○ NPQ Assessment Programme. ○ New and Acting Headteacher Programme. ○ Experienced Headteacher Development Programme. 		ML DPm02/20 - 10/20 SL DP from 10/20 AHTDP 02/20- 02/21 NPQH 02/21 NHTDP (1) 2018-20 NHTDP (2) 2019-21 EHTDP 02/20-07/21	

<ul style="list-style-type: none"> • Provide Middle leader training for all ALNCOs in the region who require the training • Work with colleagues across regions to develop bespoke module Middle leader training for; <ul style="list-style-type: none"> ○ special schools, PRUs and specialist settings • Work with and across LAs to identify and encourage the development of future leaders across the region. • Work with Cross Regional Leadership Group to develop and deliver National Leadership programmes. National programmes will be accredited by NAEL. 			
<p>2. ERW will ensure that all schools and settings are supported to utilise the Professional Standards in order to develop and lead effective learning organisations</p> <ul style="list-style-type: none"> • Working with Regional Leadership Group identify personnel to engage with programmes and system leadership opportunities for experienced staff. Work to identify and encourage the development of future leaders across the region. • Promote the effective use of Professional Standards in all leadership training including the use of LSR Review as an endorsement criteria for all National Leadership Programmes. 	TF		
<p>3 ERW will ensure that all schools and settings are supported to access development opportunities and accreditation for Higher Level Teaching Assistants</p> <ul style="list-style-type: none"> • Working with the Cross Regional TA Group provide an extensive portfolio of development opportunities for Teaching Assistants across the region. • Deliver the new Aspiring HLTA Programme. • Develop and implement a new accreditation process for Higher Level Teaching Assistants ensuring rigour and equity with the previous model. 	TF & HL	02/20 - 11/20 11/20	

Digital Skills Strategy Group : Operational Plan			
Plan Owner:	Digital Skills Strategy Group		
Team Members:	Dylan Evans, Steven Richards-Downes, Kay Morris, Eurig Towns, Tim Richards, Helen Burgum		
ERW Supporting Officer/s	Rob Walters		
Budget	£229,000		
Statements of Intent			
<p>ERW will ensure that all schools and settings are supported to:</p> <ol style="list-style-type: none"> 1. develop leadership of Digital Learning 2. ensure Online Safety, across all stakeholders, is as robust as possible 3. develop digital competence as a cross-curricular skill, engaging with the Digital Competence Framework 4. setup and run Code Clubs to develop logical thinking and coding skills 5. share effective practice in the use of digital technology, both in the classroom and as a management and collaboration tool for staff 			
How will we achieve this?	Responsible Officer/s	Timescale	Budget
<p>1. ERW will ensure that all schools and settings are supported to develop leadership of Digital Learning</p> <ul style="list-style-type: none"> • Raise awareness of the Digital Professional Learning Journey material • Support schools in the engagement with the Digital Learning Self-Evaluation Tool 	GM	4/2020 - 3/2021	Digital Competence Professional Offer grant
<p>2. ERW will ensure that all schools and settings are supported to ensure Online Safety, across all stakeholders, is as robust as possible</p> <ul style="list-style-type: none"> • Engage with South West Grid for Learning to provide relevant Online Safety support to settings 	GM	1/2021	LiDW grant

<ul style="list-style-type: none"> • Signpost schools to relevant Online Safety resources for all stakeholders, via Porth 			
<p>3. ERW will ensure that all schools and settings are supported to develop digital competence as a cross-curricular skill, engaging with the Digital Competence Framework</p> <ul style="list-style-type: none"> • Facilitate a Digital Innovation Schools model to provided school to school support for digital learning • Collaborate with LAs to identify local need and suitable schools to provide this support, ensuring schools have the capacity to deliver this support 	GM, Curriculum Team, Challenge Advisers	4/2020 - 3/2021	LiDW grant
<p>4. ERW will ensure that all schools and settings are supported to setup and run Code Clubs to develop logical thinking and coding skills</p> <ul style="list-style-type: none"> • To facilitate the 4th and final year of the Cracking the Code Welsh Government initiative, running a series of training days and providing relevant loan kit to settings 	GM, SW, AP	9/2020 - 3/2021	Cracking the Code grant
<p>5. ERW will ensure that all schools and settings are supported to share effective practice in the use of digital technology, both in the classroom and as a management and collaboration tool for staff</p> <ul style="list-style-type: none"> • To facilitate a series of ERW DigiMeets providing settings with the opportunity to share effective practice with other schools • To facilitate a Regional Digital Learning Event providing settings with the opportunity to showcase effective practice in the use of digital technology with schools across the region 	GM, Curriculum Team	10/2020 - 11/2020 3/2021	HwbMeets funding RDLE funding

<ul style="list-style-type: none">• To share examples of practice worthy of sharing online, via Porth• Share examples of good practice from Lead Creative Schools			

DRAFT

Welsh Strategy Group – Operational Plan

Welsh Strategy Group – Operational Plan				
Plan Owner:		Welsh Strategy Group		
Team Members:		Mary Davies, Helen Morgan-Rees, Geoff Evans, Sian Davies, Mike Davies		
ERW Supporting Officer/s		Gwennan Schiavone,		
Budget		£686,000		
Statements of Intent				
Statements of Intent	<p>ERW will ensure that all schools and settings are supported to:</p> <ol style="list-style-type: none"> 1. deliver current and future curriculum to support improvement in the Welsh language 2. develop as bilingual communities 3. plan effectively in order to contribute to the delivery of the ‘Cymraeg 2050: Welsh Language Strategy’ 4. develop the Welsh language proficiency of teachers and education assistants at different levels 			
How will we achieve this?		Responsible Officer/s	Timescale	Budget
<p>1. Deliver current and future curriculum to support improvement in the Welsh language: Facilitate regional meetings for county Welsh in Education officers to develop a coordinated approach to the teaching of Welsh in both Welsh and English medium settings. Develop cross county networks to share and develop resources and practice. Secondary specialist to support the region’s secondary schools Welsh departments by facilitating networking meetings, school to school support and departmental visits. Develop resources and facilitate courses across the region on the skill of translanguaging in line with the expectation of the new curriculum. Work in partnership with ‘Talk for Writing’ to coordinate a Welsh medium approach and bank of resources for Welsh medium settings. Facilitate courses across the region to train practitioners. Work in partnership with Dr. Mererid Hopwood to develop work around ‘Geiriau Diflanedig following the success of ‘The Lost Words’ to develop literacy in English. Unify and develop county drilling schemes and resources for Welsh medium schools to secure</p>		<p>Lead for Welsh</p> <p>Welsh Secondary Specialists</p>	<p>April 2020 – March 2021</p>	<p>WEG Grant</p>

<p>a regional approach. Develop educational resources to support the teaching and learning of Welsh in English medium settings in response to needs identified by teachers. Collect case studies of good practice in using ERW's resources to develop Welsh across the curriculum in English medium settings.</p>			
<p>2. Develop as bilingual communities: Facilitate the delivery of the Siarter Iaith across the region and plan the strategic use of the Siarter Iaith Grant. ERW's Siarter Iaith Coordinator to promote and support the delivery of the language charter in primary and secondary schools across the region. Continue to facilitate termly Siarter Iaith meetings with county Welsh in Education officers to share good practice and develop a regional approach to the development of the language charter. Facilitate a series a roadshow across the region to promote the new language charter framework. Facilitate termly 'Siarter Iaith Meets' to provide settings with the opportunity to share effective practice with other schools.</p>	Lead for Welsh	April 2020 – March 2021	Language Charter Grant
<p>3. Plan effectively in order to contribute to the delivery of the 'Cymraeg 2050: Welsh Language Strategy' Facilitate regional meetings to discuss the development and implementation of the new Welsh in Education Strategic Plans. Facilitate networking opportunities for Welsh Language Centre practitioners to develop a coordinated approach to the teaching of latecomers</p>	Lead for Welsh	April 2020 – March 2021	WEG grant
<p>4. Develop the Welsh language proficiency of teachers and education assistants at different levels Work with the sabbatical scheme providers in the region and collaborate on future provision. Further develop a mentoring programme for those who have completed the sabbatical scheme. Promote the use of the Learn Welsh online taster courses for leaders for practitioners to develop their Welsh language skills. Work with all counties to develop a cluster approach to bespoke Welsh language training based on the WG's language proficiency framework for all schools and education settings</p>	Lead for Welsh	April 2020 – March 2021	WEG Grant

ERW Effectiveness and Efficiency – Operational Plan

Plan Owner:	Yan James, ERW SLT
Team Members:	Anna Bolt, Sue Painter, Greg Morgan, Tom Fanning, Cressy Morgan, Sally Llewellyn, Gwennan Schiavone, Ian Altman, Helen Lewis, Ruth Lee, Natalie Chambers
ERW Supporting Officer/s	

Statements of Intent

Statements of Intent	<p>ERW will ensure that all schools and settings are supported to:</p> <ol style="list-style-type: none"> 1. Review its performance management processes 2. Ensure that professional learning is appropriate and develops ERW staff’s knowledge and expertise 3. Establish a coherent and well-understood process of self-evaluation and improvement 4. Ensure a robust process of Business Planning monitoring underpinned by high quality first-hand evidence and high quality research 5. Ensure that the self-evaluation process informs high quality impact reporting 6. Ensure accountability is evidenced against the Business Plan success criteria. 7. Ensure a high quality professional learning offer is provided for school during the summer term.
-----------------------------	--

How will we achieve this?	Responsible Officer/s	Timescale	Budget
<p>1. Review its performance management processes</p> <ul style="list-style-type: none"> • Performance management cycle will be linked closely with Business Planning priorities, as well as identify individuals’ professional learning needs. • The performance Management cycle will align with the Business Plan cycle – 1.4.20 – 31.3.21. • The PM cycle will include a cycle of 90 day 1:1 meetings. 	GM/IA	April 2020 – March 2021	

<p>2. Ensure that professional learning is appropriate and develops ERW staff's knowledge and expertise</p> <ul style="list-style-type: none"> • Every member of ERW central team staff will be allocated a mentor/coach and receive a termly coaching session to discuss professional learning. Coaches will be trained to facilitate discussions with staff. This will provide opportunities for regular reflection, with feedback to support improvement. Staff will be encouraged to provide regular feedback on their own professional learning opportunities through a blend of questionnaires and face to face interviews. • Allocation within the annual budget will be made to staff to develop their professional learning based on a clear and equitable rationale to meet the PL needs of all staff. • ERW's vision will be reviewed annually and include the voices of all stakeholders across the organisation. 	GM/IA	April 2020 – March 2021	
<p>3. Establish a coherent and well-understood process of self-evaluation and improvement A cycle of self-evaluation will align with the 90 Business Plan monitoring and PM. Business Planning will be clearly aligned with self-evaluation and national priorities.</p>	GM/IA	April 2020 – March 2021	
<p>4. Ensure a robust process of Business Planning monitoring underpinned by high quality first-hand evidence and high quality research A robust 90 day cycle of Business Planning monitoring, with first-hand evidence will be introduced.</p>	GM/IA	April 2020 – March 2021	
<p>5. Ensure that the self-evaluation process informs high quality impact reporting An annual impact report will be produced by the end of September each year. Case studies will evidence effective practice and value for money.</p>	IA/GM	April 2020 – March 2021	
<p>6. Ensure accountability is evidenced against the Business Plan success criteria. Business Planning monitoring will be reported by exception to JC at each JC meeting and a final evaluation report produced by the end of July each year.</p>	IA/GM	April 2020 – March 2021	

<p>7. Ensure a high quality professional learning offer is provided for school during the summer term. Schools will be provided with a professional learning offer in 2020-21</p>	ERW Central Team	April 2020 – March 2021	
--	------------------------	-------------------------	--

DRAFT

Section 5: ERW Business Plan – monitoring, evaluation and review

The progress of the ERW Business Plan will be monitored and challenged robustly on a 90 cycle. The monitoring outcomes will be reported to all levels of the ERW governance structure.

