

ERW – short term improvement plan (PIAP) September 2016- March 2017					
<p>The Estyn inspection of ERW found that overall school improvement services and leadership are good. In addition, ERW's main performance indicator of Level 2+ raised again for 4th year to 64.1%. The region has benefitted from accelerated improvement in governance and practice which has accelerated improvement in outcomes.</p> <p>ERW has developed this action plan to accelerate and focus the required improvement at a time of change. The organisation has matured and developed effectively and quickly; but recognises that the work to consolidate its strong position is required prior to the beginning of the next business planning year.</p> <p>This plan will be used a vehicle through which to refine and focus areas of work which are already established so that they are even more effective. This plan will bridge two business planning years, and will be largely about internal processes and links between ERW and its constituent LAs. The impact on support to schools and on the workstreams to support school improvement within the normal business planning arrangements for this year should be minimal. Except for in areas of known and identified risk where focused work may be required.</p> <p>It is likely that there will be resource implications, largely in systems development and in consolidating the use of current systems. There will be also increased efficiency and this increased focus on improving marginal, single school or single LA matters will add greater value for money to the way ERW works.</p> <p>(the content of this document will be transferred and placed in a digital recording system once agreed)</p>					
Recommendations					
No	Issue	Actions	Date	Responsible	Director Oversight

R1	Ensure that school improvement services address the performance of schools causing concern, particularly in the secondary sector.	<ol style="list-style-type: none"> 1. Common consistent template for schools causing concern 2. Clear consistent plans for each school causing concern and intranet system updated regularly. Every half term updated; maintain accurate uploading of support visits. 3. Regular reports on quality and compliance to Exec Board 4. Capacity building resources allocated according to guidance set. Close monitoring by ChAd and support from central team 5. Quality assurance and performance management and CPD arrangements take full account of secondary schools causing concern 6. Guidance and training on HR to schools target all LAs, with emphasis on targeting advisers, HTs and GBs in schools causing concern 7. Categorisation support menus to schools are delivered fully to schedule in line with agreed 	<p>September 1st</p> <p>September 9th</p> <p>(Directors 26th September) October 21st December 2nd 3rd Feb 7th April</p> <p>ongoing from Autumn 2016</p> <p>from October 2016 – June 2017</p> <p>catch up delivered before half term October. 2016-17 menu of support to be adhered to.</p>	<ol style="list-style-type: none"> 1. ME, HMR 2. HMR, ME, AM 3. AT 4. BOC, school ChAd and JB 5. HMR, AM, ME 6. LS to liase with LA lead ChAds 7. HMR, ME, AM 8. Aled Evans/ BR 9. LH, RS, AE, BR, KEH, IR 	Lindsay
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		categorisation and ERW guidance.	As Required.		
		8. Development of ERW for high intensity work/ high risk work.	Directors		
		9. All directors to share use of stat powers.			
R2	Ensure that planning for education improvement clearly integrates local and regional priorities, so that ERW and local authority plans are complementary and contain actions that are specific and measurable, with appropriate milestones for delivery.	<ol style="list-style-type: none"> 1. Confirm all LA level 2 and 3 plans conform to agreed high expectations and common format 2. Day workshop for all Directors 3. Define clear operational targets for regional and LA expectations at key statutory aspects - all by first ever meeting of Jan 2017. 4. Develop improvement dashboard for improvement measures through Rhwyd to capture improvement in core work. Combine modelled actual school targets 5. Comply fully with all reporting 	<ol style="list-style-type: none"> 1. By January 2017 and 1st executive board of every cal year 2. October 2016 3. October 2016 4. October 2016 5. As outlined in 	<ol style="list-style-type: none"> 1. BR, KEH, LH, AE, RS, IR 2. 3. BR, KEH, LH, AE, RS, IR 4. AT 5. BOC, BR, KEH, LH, AE, RS, IR 6. AE, BOC, JH 7. BOC 	Ian

		<p>requirements within the ERW Business Planning cycle</p> <ol style="list-style-type: none"> Strengthen the medium term financial planning within the constraints of grants from WG often slow Internal audit review to look at changes to new planning arrangements 2017- 2020 and costings 	<p>BP arrangements</p> <ol style="list-style-type: none"> Quarterly Report by March 2017 		
R3	Ensure that the work of the main boards and working groups is recorded carefully and consistently, so that concerns, decisions and actions are clear, auditable, fully costed and enable leaders to monitor progress.	<ol style="list-style-type: none"> Training for all staff taking minutes Correspondence and expectation set out for all Chairs Strengthen further the guidance given to all groups and chairs Manage strategically the creation/ ending and focus of groups 	<ol style="list-style-type: none"> October 2016 September 2016 October 2016 Ongoing and quarterly 	<ol style="list-style-type: none"> RL BOC RL GM, KEH, BR, BOC 	Kate Evan Hughes
R4	Refine the framework for assessing value for money so that all relevant costs across the six authorities are taken into account fully when set against outcomes	<ol style="list-style-type: none"> Develop a forward work plan for value for money items to be evaluated regularly Quantify the value of key work undertaken in kind to support further collaboration Internal audit review to look at success of 'support' to schools and its impact on resources and 	<ol style="list-style-type: none"> Executive Board October 21st Executive Board January 2017 Report by March 2017 	<ol style="list-style-type: none"> BOC BOC, ERW Finance officer 	Rob Sully

		value for money.			
		Howevers			
No	Issue	Actions + date		Responsible	
H1	Challenge advisers are too generous in their judgements about schools and miss important areas for improvement in the school.	<ol style="list-style-type: none"> 1. Comply with national guidance ofr Challenge Advisers, categorisation and Ladder of support 2. 		HMR, ME, AM, AT	BOC
H3	Work with PRUs is less effective	<ol style="list-style-type: none"> 1. Consistently adhere to Ladder of support and agreed link ChAd to each provision 2. Additional guidance and developments days for ChAds 3. Review of improvements made and impact of work undertaken 	<ol style="list-style-type: none"> 1. October 2016 2. January 2017 3. May 2017 	<ol style="list-style-type: none"> 1. HMR, ME, AM, AT 2. ME 3. JB 	BOC
H4	ERW's evaluation of the impact of funding on learners' standards is limited.	<ol style="list-style-type: none"> 1. Continue with the evaluations of impact on all programmes including school to school work 2. Continue with Annual Impact Report (slightly earlier timescale this year) 3. Internal Audit Review of support programmes post categorisation 	<ol style="list-style-type: none"> 1. May 2016 2. December 2016 3. March 2017 	<ol style="list-style-type: none"> 1. JB 2. BOC 3. BOC 	AE
H5	Communication between LAs and region	<ol style="list-style-type: none"> 1. Each Director will receive a full briefing pack for reference. 	<ol style="list-style-type: none"> 1. September 23rd 	<ol style="list-style-type: none"> 1. BOC 	AE

		2. Additional training and sessions held for directors on online systems	2. On request	2. AT	
H6	The quality of individual strategy documents varies too widely.	1. A refresh of strategy documents	1. T&L – AE 2. Leadership – new appointee 3. Support – AT 4. Poverty – CM 5. SCS - IR	All by December 15 th 2016	AE
H7	Local authority portfolio holders do not have a clear enough input to the management or oversight of the work of ERW despite their key responsibility in their local authority for the oversight of education services.	1. Agreed changes to HUB QA 2. Added to all communications lists, and written to outline arrangements and dates	1. HMR, AM, ME 2. RL	September 2016	BOC
H8	Evaluations lack sufficient detail about the performance of groups of pupils, including vulnerable pupils, at a regional level.	1. Central team and leads to identify annually the focus of their evaluations to feed formally and inform the ERW self evaluation report 2. Building on 2016 , to develop an annual review for the region's progress towards a self improving system	May 2017	1. All central team 2. Joan Bessant	BOC

		General			
G1	Teacher and leadership recruitment and retention programme.	Initiative and set out clear expectations between four regions	From September 8 th	TBC	BOC
G2	Receive assurance that ERW's challenge advisers (due to being employed directly by each of the six local authorities) that their performance management is facilitated effectively at local authority level	Establish assurance arrangements to make sure that all issues are communicated clearly to each line manager.	ongoing	BOC, HMR, AM, ME, AT	AE
G3	Written workforce strategy	Develop regional strategy to efficiently manage the transient workforce and to secure sustainable workforce for central team	October 15 2016	LS	AE
G5	Agree a high level outcomes framework for ERW.		Exec October 21st	GD	BOC
G6	Refine amendments to Legal Agreement and delegation schedule		Joint Committee October 10th	EP, JH, BOC	AE
G7	Undertake regional programmes of LA Peer Review		As Agreed		AE