



## REPORT TO THE JOINT COMMITTEE

26 February 2020

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**Report by:** GwE Managing Director & GwE Lead Director / Chair of Management Board

**Subject:** GwE Business Plan 2020 - 2023 – Regional Priorities

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### **1.0 Purpose of the Report**

1.1 To present the draft Business Plan and regional priorities for 2020-2023 to the Joint Committee for approval.

### **2.0 Background**

2.1 The regional business plan sets out the priority areas for improvement across the region. Our priorities are a combination of improving school provision, leadership and outcomes, as well as delivering the reform journey.

2.2 Enclosed is a regional business plan, covering a 3 year outline timeframe (Appendix 1 - GwE Regional Business Plan 2020 - 2023). The plan outlines the key priorities and milestones, a summary of the consortium's strategic objectives, priorities for improvement and a high level strategic risk register.

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2.3 Also enclosed is a detailed 12 month business plan (Appendix 2 - GwE Annual Business Plan 2020 - 2021) outlining the work programmes to be undertaken over the following 12 months.

### 3.0 Considerations

3.1 Our strategic objectives aligns with *Education in Wales: Our National Mission* (Welsh Government), and reflects the current regional and national priorities:

1. Developing a high-quality education profession
2. Inspirational leaders working collaboratively to raise standards
3. Strong and inclusive schools committed to excellence, equity and well-being
4. Robust assessment, evaluation and accountability arrangements supporting a self-improving system
5. Transformational Curriculum
6. Business

3.2 Our regional priorities for improvement have been identified as follows:

<b>1: DEVELOPING A HIGH-QUALITY EDUCATION PROFESSION</b>
<b>Priorities for improvement:</b>
1.1 Support secondary schools in statutory category, and those causing concern, to improve performance
1.2 Cymraeg 2050 – deliver a regional strategy to support delivering ‘A million Welsh speakers’.
1.3 Support CaBan to develop high quality ITE provision.

<b>2: INSPIRATIONAL LEADERS WORKING COLLABORATIVELY TO RAISE STANDARDS</b>
<b>Priorities for improvement:</b>
2.1 Work with other regions to provide development programmes across the work force to ensure high quality leadership
2.2 Support secondary schools to improve middle leadership performance
2.3 Develop peer engagement model and processes with schools to ensure robust self-evaluation and improvement planning at all levels

<b>3: STRONG AND INCLUSIVE SCHOOLS COMMITTED TO EXCELLENCE, EQUITY AND WELL-BEING</b>
<b>Priorities for improvement:</b>
3.1 Further develop the implementation of the regional Pupil Development Grant (PDG)

framework model
3.2 Further develop LAC strategy
3.3 Work with LA and Schools to best prepare for Additional Learning Needs transformation

**4: ROBUST ASSESSMENT, EVALUATION AND ACCOUNTABILITY ARRANGEMENTS SUPPORTING A SELF-IMPROVING SYSTEM**

**Priorities for improvement:**

Support schools to improve performance in the secondary sector:

- 4.1 Develop tracking and assessment systems
- 4.2 Develop accountability and management systems
- 4.3 Further develop accountability arrangements and processes for robust self-evaluation and improvement planning

**5: TRANSFORMATIONAL CURRICULUM**

**Priorities for improvement:**

- 5.1 Support schools and clusters as they make themselves ready to offer a Transformational Curriculum through a programme of professional learning based on the following themes:
  - Leading change
  - Developing shared vision
  - Creating time and space for Professional Learning
  - Planning for curriculum change / curriculum design
  - Leading pedagogy

**6: BUSINESS**

**Priorities for improvement:**

- 6.1 Undertake a budget and workforce review

3.3 These priorities will be supported by detailed plans, local progress measures and clear milestones setting expectations for the next steps in delivering the reform journey.

3.4 The GwE Business Planning Framework that's in place ensures clarity and strategic coordination in the delivery of the priorities on a local, regional and national level.

3.5 The regional business plan set out the priorities across the region. These priorities are those at Level 1 and are the responsibility of the Managing Director. The Joint Committee are ultimately accountable for the delivery against the priorities.

3.6 Level 2 and 3 plans sit below the Level 1 plan and give more detailed information with regard to national, regional and local priorities. The Level 2 and 3 plans provide detail with regard to the actions to be delivered and the outputs and success criteria to be achieved. The 3 level business planning framework developed ensures accountability for delivery and provides the structure for monitoring progress effectively.

3.7 Progress against the business plan will be reported quarterly at future Joint Committee meetings.

#### **4.0 Recommendations**

4.1 The Joint Committee is asked to approve the draft Business Plan and regional priorities for 2020 – 2023.

#### **5.0 Financial Implications**

5.1 There are no financial implications arising from this report. GwE will operate within the current financial resources.

#### **6.0 Equalities Impact**

6.1 There are no new equalities implications arising from this report.

#### **7.0 Personnel Implications**

7.1 There are no new personnel implications arising from this report.

#### **8.0 Consultation Undertaken**

8.1 Consultation with GwE User Groups, County Quality Boards, Headteachers Strategic Forums, GwE Management Board and Joint Committee.

#### **9.0 Appendices**

9.1 Appendix 1 – GwE Regional Business Plan 2020 - 2023

Appendix 2 – GwE Annual Business Plan 2020 - 2021

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**OPINION OF THE STATUTORY OFFICERS**

**Monitoring Officer:**

Nothing to add from a propriety perspective.

**Statutory Finance Officer:**

I appreciate the Business Plan, which notes clear responsibility for appropriate action in the fields of business, risk, value for money, amongst others. I note that the author states, in paragraph 5 of the report, that no financial implications arise from this report. Whilst it will be challenging to implement every aspect of the Business Plan, it is expected that GwE will fund any financial implications within its current budget.