



Tuag at Ragoriaeth
Towards Excellence

Ymateb i Argymhellion Estyn / SAC

Response to Estyn / WAO Recommendations

Yr heriau a'r cyfleoedd

The challenges and the opportunities



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Pob blaenoriaeth i'w chynnwys yn y Cynllun Busnes a gaiff ei gwblhau dros yr wythnosau nesaf.

Y rhain wedi'u hadnabod fel blaenoriaethau blwyddyn 1

All recommendations built into Business Plan which will be finalised over coming weeks.

These are identified as priorities for year 1



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A1: Gwella trefniadau rheoli perfformiad
A3: (SAC) Datblygu perthnasoedd mwy cydweithredol i'r system gwella ysgolion
A5: (SAC) Gwella effeithiolrwydd llywodraethu a rheoli consortia rhanbarthol

- Cynllun busnes newydd i gynnwys cerrig milltir 3 bl, gyda chamau gweithredu, deilliannau a chostau manwl wedi'u hadnabod ar gyfer pob blaenoriaeth.
- Bydd y blaenoriaethau yn y Cynllun Busnes yn bwydo i gofrestr risg ffurfiol diwygiedig gyda'r UDRh, Bwrdd Rheoli, Cydbwyllgor a Bwrdd Ymgynghorol yn monitro yn eu tro.
- Cytunwyd ar ddull strategol newydd efo Penaethiaid a fydd yn arwain at fwy o annibyniaeth i'n hysgolion gorau.

R1: Improve performance management arrangements

R3: (WAO) To develop more collaborative relationships for the school improvement system

R5: (WAO) To improve the effectiveness of governance and management of regional consortia

- New business plan to include 3 yr milestones where detailed action steps, outcomes and costings are identified for each priority.
- Priorities identified in Business Plan will be fed into a revised formal risk register and monitored by SLT, Management Board, Joint Committee and Advisory Board on a rotational basis.
- New strategic approach agreed with Headteachers which will lead to greater autonomy for our best schools



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A1: Gwella trefniadau rheoli perfformiad

- ▶ Parhau i hogi prosesau hunan arfarnu i sicrhau y caiff data perfformiad ei ddefnyddio yn fwy effeithiol.
- ▶ Datblygu system rheoli data gadarnach fel y gellir rheoli a dadansoddi data yn fwy effeithiol ar draws ysgolion.
- ▶ Hyrwyddo systemau tracio mwy effeithiol ar lefel ranbarthol a lleol.
- ▶ Caiff targedau a data cynnydd pob ysgol eu monitro'n drylwyr dros y flwyddyn ysgol. Data lefel macro yn y lle cyntaf. Bydd Ymgynghorwyr Her unigol yn gyfarwydd â thracio a data ar lefel disgybl.

R1: Improve performance management arrangements

- Continue to hone self evaluation processes to ensure more effective use of performance data.
- Develop a more robust data management system to facilitate more effective management and analysis of data across schools.
- Promote a more effective tracking systems at regional and local level.
- Targets and progress data from all schools will be thoroughly monitored during the school year. Stage 1 will be at macro level data. Individual Challenge Advisers will be privy to pupil level data and tracking.



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A1: Gwella trefniadau rheoli perfformiad

- ▶ Bydd perthynas agos rhwng yr holl amcanion Rheoli Perfformiad â blaenoriaethau'r Cynllun Busnes.
- ▶ Ail alinio strwythurau rheoli llinell ac atebolrwydd.
- ▶ Rhoddir amcanion i bob YH sy'n cyd-fynd â thargedau gwella meintiol ysgolion cyswllt.
- ▶ Strwythurau a chanllawiau eglur ar waith ar gyfer rheoli perfformiad staff, a chylch hyfforddiant unigryw i gefnogi gwelliant a chysondeb.
- ▶ Cydweithwyr eisoes yn gweithio fesul paru/cysgodi.
- ▶ Cytunwyd ar weithdrefnau medrusrwydd a darparwyd hyfforddiant i'r UDRh.

R1: Improve performance management arrangements

- All Performance Management objectives will be closely aligned with Business Plan priorities.
- Line management and accountability structures re-aligned.
- All CA's will receive objectives which are aligned with quantitative improvement targets for link schools
- Clear structures and guidelines for performance management of staff in place, and a cycle of bespoke training to support improvement, and consistency.
- Paired working/shadowing operational.
- Capability procedures agreed and training provided for SLT.



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A2: Sicrhau cysondeb gwell yn ansawdd arfarniadau YH o ysgolion

- ▶ Datblygu strwythurau cadarn i sicrhau cysondeb.
- ▶ Archwilir adroddiadau YH drwy drefniadau rheoli llinell fesul hwb a chyfarfodydd timau rhanbarthol/UDRh.
- ▶ Rhennir arferion da o fewn/ar draws hybiau.
- ▶ Pob adroddiad ar gael i'r YH, a nodir arferion rhagorol.
- ▶ Rhaglen hyfforddi ar waith i bob YH.

R2: Secure greater consistency in the quality of CA's evaluations of schools

- Developing robust structures to ensure consistency.
- CA's reports scrutinized through hub line management arrangements and SLT/regional team meetings.
- Good practice shared within/across hubs.
- All reports accessed by all CAs, with excellent practice tagged.
- Training programme in place for all CA's.



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A2: Sicrhau cysondeb gwell yn ansawdd arfarniadau YH o ysgolion

- ▶ Categoriadau: Darparu rhaglen hyfforddiant i sicrhau cysondeb â'r disgwyliadau cenedlaethol a chysondeb gweithredu ar draws hybiau.
- ▶ Disgwyliad bod profiad perthnasol o reolaeth ar lefel uchel yn allweddol ym mhob penodiad a wneir.
- ▶ Adnabod 3 maes allweddol fel sail i rôl portffolio arweiniol YH [Dysgu ac Addysgu; Arweinyddiaeth; Asesu a Thracio].

R2: Secure greater consistency in the quality of CA's evaluations of schools

- Categorisation : Deliver training programme to ensure alignment with national expectations and cross-hub consistency of approach
- Expectations that relevant experience of high level management is key to all appointments.
- Identification of 3 key areas as basis for lead portfolio role for CA's [Teaching & Learning; Leadership; Assessment and Tracking]



A3: Strategaethau eglur i roi sylw i effaith amddifadedd

- ▶ Adnabuwyd arweinydd strategol a drafftwyd strategaeth ranbarthol (rhannwyd copi â LIC).
- ▶ Adnabuwyd blaenoriaethau a chamau gweithredu allweddol.
- ▶ Datblygwyd cynllun rhanbarthol i gefnogi PMG, a gymeradwywyd gan LIC, ac fe'i weithredir gan swyddog arweiniol.
- ▶ Adnabuwyd Ysgolion Cyd-Arweiniol (YCA) i leihau effaith tlodi yn y lle cyntaf.
- ▶ Trefnir Cynhadledd Genedlaethol gan GwE at yr Hydref.
- ▶ Hyfforddwyd Ymgynghorwyr Her ar strategaethau llwyddiannus i roi sylw i effaith amddifadedd ar safonau.
- ▶ Mynd i'r afael ag amddifadedd yn eitem sefydlog yng nghyfarfodydd yr UDRh.

R3: Clear Strategies to address impact of deprivation

- Strategic lead identified and regional strategy drafted (copy shared with WG)
- Priorities and key actions identified.
- Regional plan for supporting LAC developed, approved by WG and implemented by lead officer.
- Initial identification of Co-Leading Schools (CLS) for reducing the impact of poverty
- National Conference arranged by GwE for the Autumn
- Challenge Advisors have received training on successful strategies for addressing impact of deprivation on standards.
- Tackling deprivation included as standard item for SLT meetings



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A4: Gwella ansawdd ac ystod cymorth ar gyfer ysgolion (strategaeth Y i Y)

A4 (SAC): Datblygu arweinyddiaeth effeithiol a denu'r talent gorau

A3: (SAC)

- ▶ Strategaeth drosfwaol gytûn ar waith.
- ▶ Hwylusir rhaglenni traws sector a thraws awdurdod [gan gynnwys cysylltiadau ag AU a busnesau lleol] a'u rhannu mewn cynadleddau rhanbarthol.
- ▶ Cytunwyd ar Strategaeth Ysgolion Cyd-Arweiniol [i'w gyflwyno Haf 2015].
- ▶ Gweithio gyda LIC i adnabod Ysgolion Arloesi Dyfodol Llwyddiannus ac ysgolion Arloesi y Fargen Newydd.
- ▶ Bydd model diwygiedig GwE ar gyfer cefnogi/herio ysgolion yn hybu datblygiad system hunan wella ysgol ymhellach.
- ▶ Rhaglen Datblygu Arweinyddiaeth ar waith.

R4: Improve the quality and range of support to schools (S to S strategies)

R4 (WAO): To build effective leadership and attract top talent

R3: (WAO)

- Agreed overarching strategy in place.
- Cross sector and cross authority programmes facilitated [including links with HE and local businesses] and shared at regional conference.
- Agreed Co-leading Schools Strategy [rolled out from summer 2015].
- Co-construction with WG to identify Successful Futures Pioneer schools and New Deal Pioneer schools.
- Revised GwE model for supporting/challenging schools will further promote the development of a self-improving school system.
- Leadership Development Programme operational.



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A4: Gwella ansawdd ac ystod cymorth ar gyfer ysgolion (pynciau anghraidd)

- ▶ Cyflwynir rhaglen ddatblygu GwE i wella gwaith arwain dysgu ac addysgu, a dylid gweld effaith mewn pynciau craidd ac anghraidd.
- ▶ Datblygir cydweithio ysgol i ysgol drwy'r rhaglenni hyn.
- ▶ Bydd y model ysgolion cyd-arweiniol yn gysail i ddatblygu cefnogaeth i bynciau anghraidd.
- ▶ Bydd datblygu trefn o ysgolion Gwyrdd a Melyn sy'n cyd gefnogi a chyd herio ei gilydd yn helpu i gynnal y gwaith sydd ei angen ar draws y pynciau anghraidd.
- ▶ Mae GwE yn datblygu mynegai o arferion effeithiol ar draws y rhanbarth, a fydd yn cynnwys pob pwnc maes o law. Yn y pendraw, bydd GwE yn gosod trefn sicrhau ansawdd ac yn cynnwys ysgolion yn y mynegai.

R4: Improve the quality and range of support to schools (non-core subjects)

- GwE development programme is being rolled out to improve the leading of teaching and learning which will provide impact in core and non core subjects
- School to school working is being developed through these programmes
- The co-leading schools model will underpin the development of non core subject support.
- The development of Green and Yellow schools providing mutual support and challenge will assist with underpinning the work needed across non-core subjects
- GwE is developing an index of effective practice across the region, and will in due course include all subjects. In due course, GwE will secure a quality assurance system and include schools in the index.



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A5: Cynnwys awdurdodau esgobaethol

- ▶ **Cydnabu adroddiad Estyn mai GwE yw'r unig ranbarth sydd eisoes yn mynd ati i gynnwys yr awdurdodau esgobaethol.**
- ▶ Wrth sefydlu GwE, roedd cynrychiolwyr esgobaethol o Wrecsam, Llanelwy a Bangor yn rhanddeiliaid allweddol ac fe ymgynghorwyd â nhw ar wahanol adegau.
- ▶ Mae Strwythur Llywodraethu GwE yn cynnwys cynrychiolydd esgobaethol fel aelod cyfetholedig y Cydbwyllgor [yn gwasanaethu am ddwy flynedd ar y mwyaf].

R5: Include diocesan authorities

- **Estyn report acknowledge that GwE is the only region already actively engaging the diocesan authorities**
- During the establishment of GwE diocesan representatives from Wrexham, St Asaph and Bangor were key stakeholders and consulted at various stages.
- Governance Structure includes diocesan representative as co-opted member of Joint Committee [serving for maximum term of 2 years] .



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A6: Cynlluniau busnes tymor canolig

- ▶ Bydd y cynllun busnes yn cynnwys cerrig milltir am y tair blynedd nesaf a bydd cyfeiriad amlwg at y gwaith fydd ei angen ym mhob ALI (yn ychwanegol at unrhyw ddarpariaeth graidd gan GwE).

R6: Medium term business plans

- Business Plan to include 3yr milestones and each section will include clear references to delivery required in each LA (in addition to any GwE core provision)



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A7: Pwyllgorau craffu

A1 (SAC): Crisialu natur a gweithrediad consortia

A5 (SAC): Gwella effeithiolrwydd llywodraethu a rheoli consortia rhanbarthol

- ▶ Sefydlwyd Bwrdd Ymgynghorol.
- ▶ Hogi ymhellach rôl y Cydbwyllgor sy'n cynnwys cynrychiolaeth weithredol o bob un o'r awdurdodau partner.
- ▶ Cytuno ar raglen craffu dreigl i'r ALI/Cydbwyllgor.
- ▶ Sicrhau her gadarn i uwch staff GwE mewn cyfarfodydd craffu.
- ▶ Sicrhau bod y Grŵp Defnyddwyr yn rhoi cefnogaeth a her i uwch staff GwE.
- ▶ Awdurdodau Lleol i grisialu a yw gwasanaethau consortia yn cael eu darparu ar y cyd neu'n wasanaethau a gomisiynir.

R7: Scrutiny committees

R1 (WAO): To clarify the nature and operation of consortia

R5 (WAO): To improve the effectiveness of governance and management of regional consortia

- Advisory Board established.
- Further hone role of Joint Committee which includes active representation from each of the partner authorities.
- Agree rolling scrutiny programme for LA/Joint Committee.
- Ensure robust challenge for GwE senior staff in scrutiny meetings.
- Ensure User Group provides both support and challenge to GwE senior staff.
- Local authorities to clarify whether consortia services are jointly provided or are commissioned services



GwEGogledd.Cymru
GwENorth.Wales