



Qualified for life timeline 2014–15

Strategic objective 4: Leaders of education at every level working together in a self-improving system, providing mutual support and challenge to raise standards in all schools.

We will:	Autumn 2014	Spring 2015	Summer 2015	Autumn 2015
Ensure that the principle of school-to-school support underpins Welsh Government and consortia approaches to school improvement.	<ul style="list-style-type: none"> Review of Tranche 1 Partnership Plans of the Lead and Emerging Practitioner (LEP) programme and scoping of best practice for further review. 	<ul style="list-style-type: none"> Meet with identified schools to discuss best practice. Development and design of an approach for collating and communicating best practice. Sharing of information to inform Schools Challenge Cymru and the development of the National Model and school-to-school infrastructure. 		
Work with the National Leadership Development Board (NLDB) and consortia to continue to populate the Leadership Development Pathway and encourage school-to-school working.	<ul style="list-style-type: none"> NLDB meeting. Case study materials to support promotion of headship available on Learning Wales. 	<ul style="list-style-type: none"> Guidance materials on coaching and mentoring and networking available on Learning Wales. 	<ul style="list-style-type: none"> NLDB to discuss lessons learnt and populating the Pathway. 	<ul style="list-style-type: none"> Proposals developed for current headteachers (July–December 2015).
Improve access to Masters programmes at more career points to support more effective leadership development.	<ul style="list-style-type: none"> Outline proposals for revised Masters provision developed. 	<ul style="list-style-type: none"> Contract for revised Masters provision awarded. 	<ul style="list-style-type: none"> Detailed development of programme. 	<ul style="list-style-type: none"> Marketing of new Masters for first intake in September 2016.
Encourage wider practitioner engagement at all levels with the Individual Leadership Review (ILR) tool to promote an active participation in a continuum of leadership development.		<ul style="list-style-type: none"> Development of training pack for ILR. 	<ul style="list-style-type: none"> Good practice examples and video clips of using ILR uploaded onto Learning Wales. 	<ul style="list-style-type: none"> Proposals for further awareness and marketing of the ILR tool developed.
Work with consortia to introduce consistent provision for middle leader development.	<ul style="list-style-type: none"> Joint planning with consortia. Initial core provision in place in each consortium. 	<ul style="list-style-type: none"> Proposals developed for quality assurance of middle leader provision. 	<ul style="list-style-type: none"> Progress of middle leader provision with consortia reviewed. 	
Provide further leadership support materials that are quality assured.	<ul style="list-style-type: none"> Resource materials for selected Leadership Standard key areas published on Learning Wales. 		<ul style="list-style-type: none"> Resources for 'Strengthening the community' published as a focus key area on Learning Wales. 	<ul style="list-style-type: none"> Gap analysis undertaken to identify where further resources required.
Introduce a number of hubs across Wales to support young people to improve attainment at the highest levels, increasing their opportunities to access places at the UK's highest-ranking universities, including Oxford and Cambridge.	<ul style="list-style-type: none"> Launch pilot hubs. Commencement of project to identify academic, practical, and artistic/creative more able and talented provision within schools, further education institutions/colleges and local authorities in Wales. 	<ul style="list-style-type: none"> Final report due on project. 		<ul style="list-style-type: none"> Full national roll-out of hub model begins.
Work with the NLDB to identify how executive headship can be better supported.	<ul style="list-style-type: none"> NLDB meets to discuss executive headship. 		<ul style="list-style-type: none"> NLDB position on executive headship published. 	<ul style="list-style-type: none"> Consultation with stakeholders. Nature and delivery of support for executive headship finalised.
Roll out the Schools Challenge Cymru (SCC) project as a fast-track support programme for the most challenged schools in Wales, based on the principles of the National Model for regional working.	<ul style="list-style-type: none"> Start of SCC in Pathways to Success schools. 	<ul style="list-style-type: none"> Ministerial visits to SCC schools completed. Commission evaluation of SCC. 	<ul style="list-style-type: none"> Series of SCC events completed. Ongoing SCC evaluation. 	<ul style="list-style-type: none"> Key Stage 4 results of SCC schools. Ongoing SCC evaluation.
Review the current range of secondary school banding metrics.	<ul style="list-style-type: none"> Review of current arrangements continues during autumn 2014 with stakeholders. 			
Free our leaders to lead by reducing unnecessary bureaucracy, providing greater flexibility over resources with priority given to the front line. Rationalise education grants in order to provide greater flexibility particularly to those schools that are good or better.	<ul style="list-style-type: none"> Review of the current arrangements for the School Effectiveness Grant and all school focused education funding. 			
Review progress against the agreed priorities in regional consortia business plans via termly review and challenge meetings.	<ul style="list-style-type: none"> Autumn review and challenge regional events held with the Minister in attendance. 	<ul style="list-style-type: none"> Spring events held throughout March, following approval of the business plans. 	<ul style="list-style-type: none"> Summer events held with consortia. 	<ul style="list-style-type: none"> Annual autumn events held.
Develop a leadership programme for senior college leaders.	<ul style="list-style-type: none"> Contractor appointed to develop and deliver pilot programme. 	<ul style="list-style-type: none"> Pilot programme launched and first cohort of delegates enrolled. 	<ul style="list-style-type: none"> Start delivery of pilot programme to first cohort. 	
Work in partnership with ColegauCymru to develop a new code for governors in further education, which will reflect best practice.	<ul style="list-style-type: none"> ColegauCymru grant letter awarded. 	<ul style="list-style-type: none"> Publication and promotion of the new code. 		
Produce national standards for challenge advisers.	<ul style="list-style-type: none"> Challenge adviser training. Standards for challenge advisers published. 			
Introduce a national system for the categorisation of primary schools to enable regional education consortia to target intervention and support.	<ul style="list-style-type: none"> A pilot primary categorisation model, based on new, agreed metrics available. 	<ul style="list-style-type: none"> Categorisation of primary schools published. 	<ul style="list-style-type: none"> Review of primary categorisation model. 	<ul style="list-style-type: none"> Consideration of potential changes to primary categorisation model.
Introduce a national system for the categorisation of secondary schools (based on the revised school banding metrics) to enable regional education consortia to target intervention and support.	<ul style="list-style-type: none"> Secondary school categorisation model finalised following review of current range of secondary school banding metrics. 	<ul style="list-style-type: none"> Categorisation of secondary schools published. 		
Review and strengthen the existing governance framework in order to make it more flexible to enable governing bodies to appoint governors with the necessary skills.		<ul style="list-style-type: none"> Governance framework reviewed with a revised draft structure prepared and ready to consult on. 		