

Divisional Delivery Plan 2023-2024

Education and Inclusion Services



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Cyngor Sir Gâr
Carmarthenshire
County Council



INTRODUCTION

Purpose of this Plan

This Divisional Delivery Plan sets the strategic actions and measures that the services within this Division will take forward in order for the Council to make progress against its Well-being Objectives, thematic priorities, and service priorities. Action and measures for the delivery of the Cabinet Vision Statement Commitments are also included.

The plan also notes the support required by the divisional services from the Core Business Enablers in order to make progress against their own actions or actions and measures to be delivered by those Business Enabler services in their own right.

The actions and measures should set the direction of travel and translate into individual staff objectives targets. It provides an open and transparent way of showing staff, customers, elected members, and stakeholders what is to be achieved and how we plan to do this.

The actions and measures are also reflective of the departmental self-evaluation process, whereby areas to develop are incorporated here or via our Strategic Focus Groups. Where applicable, Estyn thematic report outcomes are also considered.

Cabinet Member

Councillor Glynog Davies, Cabinet Member with Responsibility for Education, Young People and the Welsh Language



Cabinet Member Portfolios relevant to Division:

- Schools and Education Services from 3 – 19
- Regional Integrated School Improvement Service
- School Improvement, Organisation and Performance
- Education Welfare and Inclusion
- Adult Community Learning including Welsh for Adults
- School Support and Governor Services
- Nursery Education and Standards
- Behavioural Services Regional Consortia
- School Attendance
- Additional Learning Needs
- Music Service
- Healthy Schools
- Estyn
- Education and Wellbeing Team

Director's Foreword



As we start a new business year, I would like to thank all staff for their continued commitment to ensuring that our children, young people and learners of all ages are happy, safe, and thriving, and fulfilling their personal, social and learning potential.

We continue to strive to make sure that every child and young person is valued and valued equally and to deliver our ambitious priorities.

As Director, I'm proud of what we've achieved as a service over the last year; we have worked as a team, focused on and listened to our children and young people, strived for excellence and acted with integrity- we put Carmarthenshire's core values into practice.

As one Education and Children's Services team we worked effectively to ensure that our children and young people were successfully supported to access their education and all the services they required. I've been impressed by the innovation, perseverance and enthusiasm shown by staff across all divisions and schools to work through challenges and problem-solve together to make sure key services were available to our children, young people and their families.

However, it is important to acknowledge that as a Department and County Council we are facing significant issues. The demands on our services are at the highest they've been for many years and the financial position is extremely challenging. However, we will continue to do our best, to provide high quality services to support our children and young people.

As an Education and Children's Services Department and learning organisation we are continually looking at how we can further develop, address issues and improve. Therefore, the main priorities of the Department for the immediate future are encapsulated in the following 8 high-level statements-

INCLUSION AND ENGAGEMENT	•ensure a proactive, inclusive education system
TEACHING AND LEARNING	•ensure excellent progress for all learners.
SAFEGUARDING	•all children and young people are happy, safe and thrive.
WELLBEING	•ensure very good mental and physical health for all.
LEADERSHIP	•aspirational leadership leads to excellent progress for all learners.
SUSTAINABLE COMMUNITIES	•ensure high standards of education in increasingly modern and sustainable community focused
Y GYMRAEG	•ensure successful bilingual and multilingual development for all
DEPARTMENTAL OPERATIONS	•high quality delivery and impact across the Department.

Each Division has their own detailed Business Plan and document the actions relevant to their respective sections.

Gareth Morgans

Gareth Morgans; Director of Education and Children's Services

Divisional Overview

Introduction by Head of Service

The Education Services Division is made up of a range of discrete services working in effective collaboration towards enhanced provision, outcomes and achievement for all Carmarthenshire learners. Our aim is to provide ongoing support, guidance and appropriate challenge for all schools. These activities ensure our learners are provided with the essential skills, knowledge, social attitudes and integrity necessary to become successful and responsible citizens in a constantly evolving national and international context.



To achieve this, we work relentlessly in close partnership with numerous partners. These partnerships include 'Partneriaeth' (the regional school improvement consortium) which is made up of three neighbouring Local Authorities (Carmarthenshire, Pembrokeshire and Swansea). This regional approach provides support for curriculum development, leadership and professional learning.

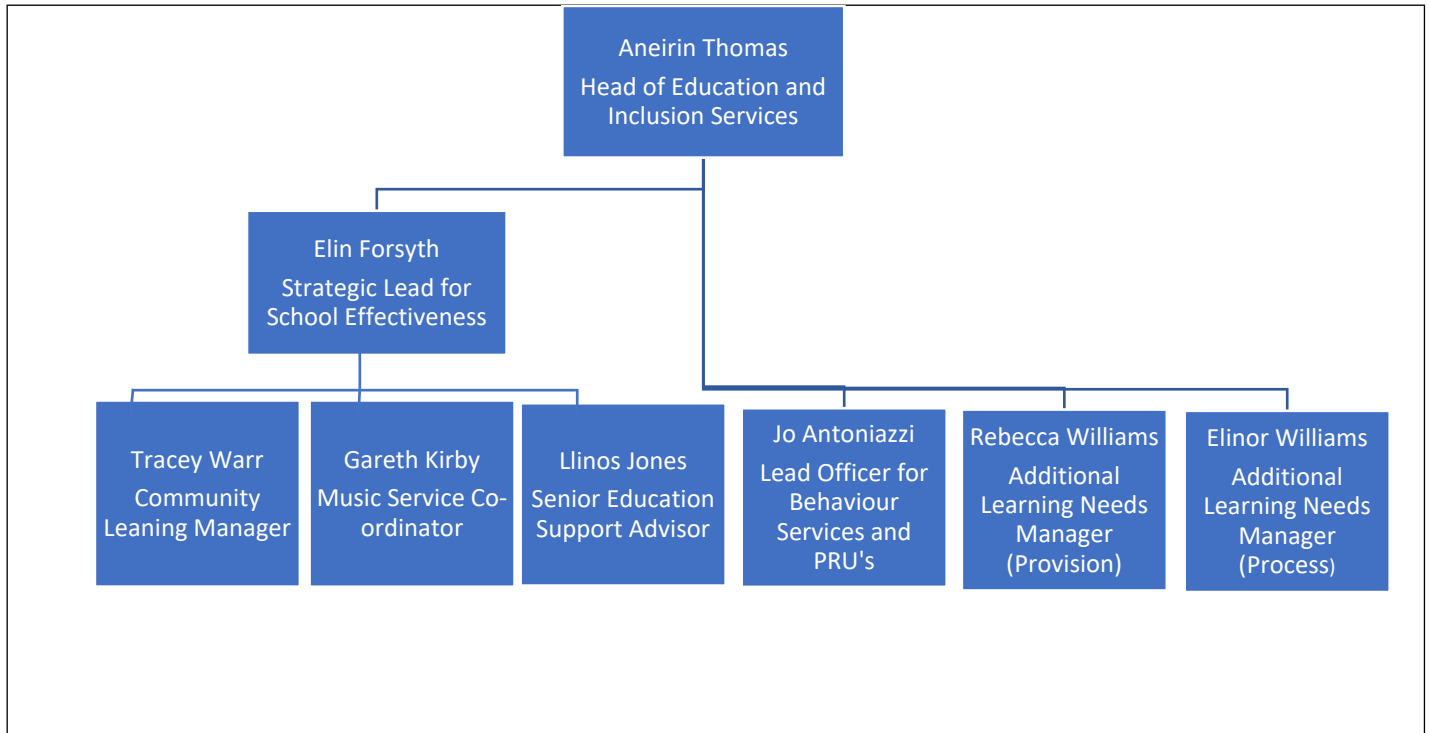
We provide extensive support and guidance for all aspects of the evolving inclusion and additional learning needs agenda within our schools. Our aim is to ensure the highest levels of inclusivity exist across all aspects of provision within both our mainstream schools and specialist settings. We continue to focus tightly on supporting our schools to build further knowledge and capacity in readiness for the successful implementation of ALN Transformation in an innovative and impactful manner.

We support the governance, financial management and organisation of our schools through a variety of processes and actions. This includes the delivery of practical and interactive workshops and training, emphasising engagement and collaboration with all school partners in support of our learners.

Our service remains committed to both the principles and priorities as outlined in the Welsh Government's most recent strategic document '[Education in Wales: Our National Mission.](#)' Its four 'Enabling Objectives' serve to capture and embrace the direction of all our work:

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

Divisional Structure



Divisional Profile of services by Service Area

Education and Inclusion Services Division forms part of the Department for Education and Children. The division has approx. 100 staff, including peripatetic teaching staff. Budget to be confirmed following consultation process, awaiting final documentation.

School Improvement – Elin Forsyth, Strategic Lead for School Effectiveness

School Effectiveness/School Improvement

The Strategic Lead for School Effectiveness, works in collaboration with the range of teams and divisions across the Education and children's services department, as well as the Partneriaeth region, building a culture of school Improvement in which all of our learners and school-based practitioners progress and thrive.

The School Improvement Team of Educational Support Advisers and Associates, focuses robustly on supporting our schools, pupil referral units and specialist settings, across a range of self-evaluation processes. Working in collaboration with school leaders, governors, teachers and assistants, the team ensures that schools effectively analyse the progress achieved by all learners, irrespective of their individual starting points, offering support if further progress is required. The team develops and delivers a comprehensive range of professional learning opportunities for teachers, leaders and teaching assistants and sharing effective practice and signposting to research.

Key focus areas for reflection and support include:

- Pupil progress, skill development and outcomes achieved.
- The range and quality of teaching and learning experiences in the context of the curriculum for Wales for all learners, including those who are vulnerable and those who have additional learning needs.
- The wellbeing and safeguarding of pupils; their care, support and guidance received.
- Pupil engagement in their learning, as well as their attendance.
- Leadership of school improvement, vision, community and parental engagement, financial and resource management, professional development.

The Partneriaeth region delivers a range of professional learning opportunities prioritising:

- Support for all schools and settings to design and deliver their own high quality equitable curriculum.
- Embedding principles and processes which underpin educational equity in all schools and settings.
- Supporting schools and settings to develop a range of research and enquiry skills as a key part of their professional learning.
- Providing career pathways for leaders, practitioners and support staff at all levels of the system.

The Carmarthenshire Music Service provides music support across the county of Carmarthenshire. Currently over 3,000 pupils receive tuition on a weekly basis across a range of instrumental and vocal tuition as well as pedagogical curriculum support for teachers in line with the National Music Plan. Schools are offered a range of support either via an annual Service Level Agreement (SLA) Or through the Welsh Government's funding of the music plan. In addition, the service develops a range of ensembles at junior, intermediate and senior levels, providing valuable performing experiences as well as enhancing corporate events for Carmarthenshire County council.

The Healthy Schools service works in partnership with the Education department and the Hywel Dda National Health Service. The service manages the 'Health Promoting Schools' Initiative to ensure that our schools and settings are healthy environments for children and young people. A range of support is provided for teachers to develop effective pedagogy in relation to learners' physical and mental health, addressing many aspects of the mandatory Relationships and Sexual Health education aspect of the Curriculum for Wales as well as leading on the Whole school approach to Mental Health and Wellbeing. The wellbeing of staff is also a key focus of the work of this service.

The **Adult Learning Service** provides Essential Skills in Communication, Application of Number and Digital Literacy, and English for Speakers of Other Languages for post 16 learners. Classes are at all levels from pre-entry to level 2, including GCSE Maths and English and held in Carmarthen, Llanelli, Ammanford, with some outreach provision as required.

Inclusion and Additional Learning Needs Services – Rebecca Williams ALN Manager (Provision), Elinor Williams ALN Manager (Process)

The [Inclusion Service](#) is an integral part of the Local Authority's front line service to children and young people. It is a division which has statutory responsibilities and provides support and intervention where necessary. The Council's strategy on Additional Learning Needs (ALN) states that inclusive education means providing all children and young people with appropriate education and networks of support.

We are committed to the belief that 'inclusive learning' is the best practice in teaching and learning.

Our service places a strong emphasis on supporting schools within the following key areas:

- Accurate assessment of strengths and needs
- Planning effectively to build on strengths and address areas of need
- Adopting pedagogical approaches to optimise individual learning
- Involving children in setting their learning goals and evaluating their progress towards agreed targets
- Engaging with parents to inform them of their children's progress and to involve them in supporting their children's learning
- Evaluating individual children's progress and the progress of groups and classes
- Refining the approach to teaching and learning in light of evaluation

Maintaining systematic records to report progress and to enable reflective practice

Behaviour Support Service – Jo Antoniazzi

The **Behaviour Support Service** provide:

- Support and advice to schools on a wide range of behavioural issues including exclusion
- Centrally-based officers supporting EOTAS and behaviour
- Specialist EBD settings and PRUs
- Behaviour Support Community Team (Mainstream Outreach)
- Behaviour Strategies for Mainstream
- Home Tuition
- Elective Home Education

National Drivers/expectations for service area (strategy & policy)

- [Welsh Government - Successful Futures - Independent Review of Curriculum and Assessment Arrangements in Wales](#)
- [Curriculum For Wales](#)
- [Welsh Government: Education in Wales: Our National Mission Action Plan 2017-21](#)
- [Welsh Government - Building a Brighter Future: The Early Years and Childcare Plan](#)
- [Welsh Government - Keeping Learners Safe - The role of Local Authorities, Governing Bodies and proprietors of independent schools under the Education Act 2002](#)
- [Welsh Government - Information Management Strategy](#)
- [Welsh Government - National Literacy and Numeracy Framework \(LNF\)](#)
- [Welsh Government - National Model for Regional Working Framework](#)
- [Welsh Government - All Wales Attendance Framework](#)
- [Welsh Government - The National Youth Work Strategy for Wales 2014-2018](#)
- [Welsh Government - Delivering the Youth Guarantee in Wales](#)
- [Welsh Government - Youth Engagement and Progression Framework Implementation Plan](#)
- [Welsh Government - The School Organisation Code](#)
- [Welsh Government – 21st Century Schools Programme](#)
- [Welsh Government - Framework on embedding a whole-school approach to emotional and mental well-being](#)

- [The forthcoming Equity Wellbeing Strategy will be a key strategic driver for Well-being as the year progresses.](#)
- [Additional Learning Needs \(ALN\) Reform](#)
- [Crime and Disorder Act 1998](#)
- [Learning & Skills Act 2000](#)
- [Tertiary Education and Research \(Wales\) Bill](#)
- [Million Speakers](#)
- [School Standards and Organisation \(Wales\) Act 2013](#)

Divisional Specific Strategies and Policies

10 Year Departmental Strategy and our Purpose Pieces



[Departmental Strategy](#) / [Strategaeth Adrannol](#)

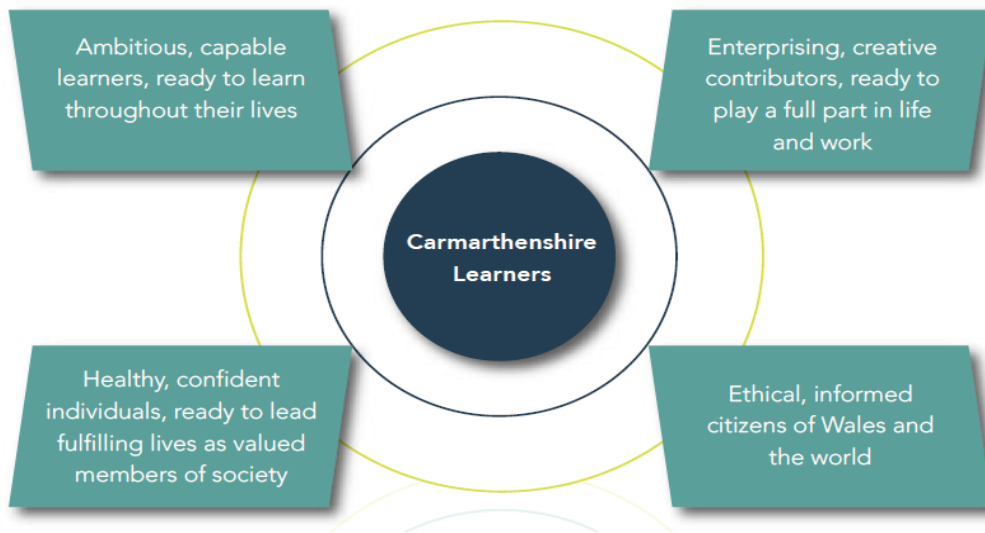
The Department has produced a draft 10 Year Strategy, **The future direction of Education Services in Carmarthenshire 2022 – 2032**, which includes our **Purpose Pieces** (High-Level Priorities). As a Department we have clear priorities focused around 4 key themes, tied into **Wales: Our National Mission**:



Vision to 2032

We will support all Carmarthenshire learners. We will ensure that they are happy, safe, are thriving, and are fulfilling their personal, social and learning potential. We will strive to become the best we can be and be highly regarded locally, whilst also earning national and international recognition.

We will achieve our desired outcomes by realising our Purpose Pieces and the ideals of the new Curriculum for Wales:



PURPOSE PIECES



Strategic Focus Groups

The Carmarthenshire County Council Education and Children's Services Department's Strategic Progress is to be operationally and strategically steered through a series of collaborative 'Focus Groups', aligning to the department's business plan.

The aim and purpose of these Strategic Focus groups is to ensure that:

- Our vision to 2032 is promoted, *'that children and young people are happy, safe and thriving, fulfilling their personal, social and learning potential'*.
- We fulfil our moral purpose, that:
 - *'Every child and young person is valued and valued equally'*.
- We are responsive to the changing needs of our children and young people and to the professionals who provide their care, support and education.
- Our strategies are co-constructed, delivered and evaluated across the department, linking to the Corporate and Departmental aims and vision.
- Schools, settings and services are provided with good quality, effective support and professional development in line with their children and young person's needs.
- We collegiately monitor and evaluate the impact of our service strategies, informing future focus areas.
- We improve the interface between services and schools, promote engagement and understand what schools want

There will be one focus group to encompass each of our eight Departmental priority areas (this Division has a lead role in highlighted groups):

Focus Group	Priority Area	Chair (HOS)
SFG 1. Inclusion and Engagement	Ensure a proactive, inclusive education system,	Aneirin Thomas
SFG 2. Teaching and Learning	Ensure excellent progress for all learners	Elin Forsyth
SFG 3. Safeguarding Children	Ensure all children and young people are happy, safe and thrive, overcoming poverty	Jan Coles
SFG 4. Wellbeing	Foster very good mental and physical health for all	Aeron Rees
SFG 5. Leadership	Ensure that aspirational Leadership leads to excellent progress for all learners	Elin Forsyth
SFG 6. Sustainable Communities	Deliver high standards of bilingual education in increasingly modern and sustainable community focussed environments	Simon Davies
SFG 7. Y Gymraeg	Ensure successful bilingual & multilingual development for all	Aeron Rees
SFG 8. Departmental Operations	Provide high quality support services that impact on the efficiency of the education system	Nia Thomas

Note: These groups to work independently or together depending on the nature of the research and developmental work to be undertaken.

There may be sub-groups that sit alongside this tier within different divisions e.g within Teaching and Learning there are sub-groups providing and evaluating support for Literacy, Numeracy and digital.

Ref #	Actions & Measures	By When?	By Whom? Responsible Officer	Source Ref
1	Well-being Objective 1 - Enabling our children and young people to have the best possible start in life (Start Well)			
a	Theme: Healthy Lives – prevention /early intervention			
	Actions			
1	Continue to ensure that pupils with additional learning needs (ALN) are fully supported to meet their potential in line with ALN Reform.	April 2024	Rebecca Williams	Cabinet Vision
B	Service Priority - Early years childcare, play & family support			
	Non applicable			
C	Service Priority - Education			
	Actions			
1	Work alongside schools to increase school attendance rates and improve access to education for vulnerable pupils.	April 2024		Cabinet Vision
2	Work with schools to deliver a full and rounded curriculum which aspires to raise educational standards and ensures that pupils understand and celebrate their local history, geography, and culture.	April 2024	Elin Forsyth	Cabinet Vision
3	Ensure that the standard of learning and teaching in our schools is of a high quality to support our learners to make appropriate progress.	April 2024	Elin Forsyth	Cabinet Vision
4	Work in schools to educate learners about food production and how to cook healthy meals using local produce.	April 2024	Elin Forsyth	Cabinet Vision
5	We will address the recommendations of the Estyn Thematic Report – Celebrating diversity and promoting inclusion.	April 2024	Elin Forsyth	Estyn
6	We will address the recommendations of the Estyn Thematic Report – The value of Youth Work Training.	April 2024	Elin Forsyth	Estyn
7	We will address the recommendations of the Estyn Thematic Report – English language and literacy in settings and primary schools.	April 2024	Elin Forsyth	Estyn
8	We will address the recommendations of the Estyn Thematic Report – Developments in remote and blended learning practice.	April 2024	Elin Forsyth	Estyn
9	We will address the recommendations of the Estyn Thematic Report – The teaching of Welsh history including Black, Asian and Minority Ethnic history, identity and culture.	April 2024	Elin Forsyth	Estyn
10	We will continue to promote Professional Learning opportunities for all staff.	April 2024	Clare Jones	SFG5
11	We will address the recruitment crisis for school staff.	April 2024	Elin Forsyth	SFG5
12	We will strengthen Monitoring and Improvement planning at all levels of leadership.	April 2024	Marian Morgan	SFG5
13	We will review and improve Communication with schools and across the ECS department to ensure consistency of message.	April 2024	Elin Forsyth	SFG5
14	We will continue to further strengthen school governance.	April 2024	Lowri Williams / Huw Rees	SFG5
15	We will support schools to develop a culture in line with the Schools as Learning Organisations (SLO) principles.	April 2024	Elin Forsyth	SFG5

Ref #	Actions & Measures	By When?	By Whom? Responsible Officer	Source Ref
16	We will continue with the Implementation of the Curriculum For Wales	April 2024	Elin Forsyth	SFG2
17	We will ensure high standards of Teaching and Learning in all schools and settings, in line with the 12 pedagogical principles.	April 2024	Ann James	SFG2
18	We will ensure (promote /develop) skills progression in all schools	April 2024	Nicola Morris	SFG2
	Measures			
	PAM/008 - Percentage of pupil attendance in Secondary Schools			
	4.1.2.2 - Percentage of authorised absence in Secondary schools.			
	PAM/007 - Percentage of pupil attendance in Primary Schools			
	4.1.2.3 - The percentage of authorised absence in Primary schools for the Academic Year.			
	PAM/032 - Average Capped 9 score for pupils in year 11			
	4.1.2.4 - Average Capped 9 score for pupils in year 11 for pupils eligible for Free School Meals			
	8.3.1.6 - Percentage of schools achieving Phase 5 of the Healthy Schools Initiative			
	EDU/002i - Percentage of All pupils (including those in local authority care) in any local authority maintained school, aged 15 as at the preceding 31 August who leave compulsory education, training or work based learning without an approved external qualification			
2	Well-being Objective 2 - Enabling our residents to live and age well (Live & Age Well)			
a	Theme: Tackling Poverty			
	Non applicable			
b	Service Priority – Housing			
	Non applicable			
c	Service Priority – Social Care			
	Non applicable			
3	Well-being Objective 3 - Enabling our communities and environment to be healthy, safe and prosperous (Prosperous Communities)			
a(i)	Theme: Economic Recovery & Growth			
	Actions			
1	Support the provision of opportunities for residents in the county to engage in essential learning in literacy, numeracy, and digital skills, in line with current Welsh Government funding. Enabling post 16 learners to upskill for employment and progression, as well as lifelong learning and community benefits and offer learners’ high quality 21st century learning environments.	April 2024	Tracy Warr	Cabinet Vision
a(ii)	Theme: Decarbonisation/Climate & Nature Emergency			
	Non applicable			
a(iii)	Theme: Welsh Language & Culture			

Ref #	Actions & Measures	By When?	By Whom? Responsible Officer	Source Ref
	Non applicable			
a(iv)	Theme: Community Safety and Cohesion and resilience			
	Non applicable			
b	Service Priority – Leisure & Tourism			
	Non applicable			
c	Service Priority - Waste			
	Non applicable			
d	Service Priority – Highways & Transport			
4	Well-being Objective 4 - To further modernise and develop as a resilient and efficient Council (Our Council)			
a	Theme: Organisational Transformation			
	Non applicable			
5	Core Business Enablers: Actions & Measures	By When?	By Whom? Responsible Officer	Source Ref
a	ICT Services			
	Non applicable			
b	Marketing & Media including Customer Services			
	Non applicable			
c	Legal			
	Non applicable			
d	Planning			
	Non applicable			
e	Finance			
	Non applicable			
f	Procurement			
	Non applicable			
g	Internal Audit			
	Non applicable			
h	People Management (HR, L&D, Occ Health)			
1	Analyse the current workforce, and then extending that analysis to identify future workforce requirements, skills and competencies which will be needed to deliver new, different, or improved service	April 2024	All Managers	
i	Democratic Services			
	Non applicable			
j	Policy & Performance			
	Non applicable			
k	Business Support			
	Non applicable			
l	Estates			
	Non applicable			
m	Elections and Civil Registration			
	Non applicable			

Risks

Risks are anything that can impede or enhance the achievement of strategic objectives (Our Well-being Objectives above). You must identify the following:

1. Any Risks that the service has on the **Corporate Risk Register**
2. **All Service Significant Risks** (scored 16+)
3. All **Service High Risk** (scored 10+)
4. Other risks and mitigation are on the Service Risk Register

Make sure you identify actions in the table above that address these actions and cross refer below ↓

Risk Ref or New?	Risk score after mitigation	Identified Risk	WBO Ref # above action
CRR190018	12	Failure to deliver a quality Education Service (Divided into Departmental Risks EC1-6) (EC4 and EC6 in other Divisional Plans)	
EC1	6	Failure to raise standards at Primary and Secondary level;	WBO1c Actions 1, 3, 7, 8,17
EC2	8	Failure to support schools to remodel curriculum in light of Welsh Government reviews	WBO1c Actions 2, 4, 9, 16
EC3	12	Failure to support the implementation of the ALN reform;	WBO1a Action 1
EC5	12	Failure to provide appropriate support for vulnerable learners;	WBO1c Action 5
EC7 CRR190019	16	Failure to ensure that schools effectively manage their financial resources and respond to the challenges of reduced funding.	WBO1c Action 12
EC13 CRR190028	16	Our ability to recruit and retain high quality and resilient school leaders who can respond to and deal with the transformation of education in Wales.	WBO1c Action 11, 18 WBO5h Action 1
CRR190046 - COVID19 - Strategic	12	Failure to ensure the expected progress and outcomes of all Carmarthenshire learners for the period that operation of schools and learning establishments are affected by the pandemic	WBO1c Actions 1, 3, 7, 8,17