

Divisional Delivery Plan 2023-2024

Strategy & Learner Support



sirgar.llyw.cymru
carmarthenshire.gov.wales

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:

- Welsh in Education Strategic Plan and Forum
- Youth Support Service
- Education data and systems
- Development of the Welsh Language / Standards reporting
- Estyn (elements relating to Departmental self-evaluation)
- Education and Wellbeing Team
- Young People Not in Education, Employment & Training (NEETS)
- Post 16 Education & Funding and Regional Learning and Skills Partnership

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 environments.
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 last few years have been like no other in our prior experience. I'm immensely proud of how all the division's component service areas have managed the challenge provided by the Covid pandemic and its aftermath.

The newly restructured Strategy and Learner Support Division incorporates a wide array of services. We lead on the strategic direction of the service and have been active in developing our Departmental Ten-year plan and in coordinating the incorporation of corporate priorities to our business planning processes. Self-evaluation has strengthened recently, and this exercise also provides us with a sound basis for our forward planning.

We strive to ensure a golden thread through all our policies and actions, as guided by our vision and moral purpose. Our actions from day to day are largely governed by expediting 8 priorities which are driven forward by our Strategic Focus Groups.

Our reconfigured division also incorporates the Business Support function which works to ensure the effective integration of professional and systems management roles and responsibilities across all education services and learner programmes.

Accentuated by the pandemic, wellbeing is firmly in the ascendancy and is a key component of our ongoing service delivery, where equity, inclusivity and excellence go hand in hand in all areas of service provision. Students' engagement with learning is multi-faceted, so that every learner can have the best possible predisposition to learn, in purposeful learning environments which enable each student to fully realise, and surpass, their learning potential.

A comprehensive offer of Youth and Youth Justice support is offered, which also sustains and bolsters young peoples' opportunities and life chances, so that we can nurture active and truly global citizens, who contribute actively to their bilingual communities in Carmarthenshire. The four pillars of service provision cover the 8-25 age range and offer open access and targeted provision and support throughout the county, whilst also encapsulating young peoples' participation. The service is strongly recognised by external evaluations, having recently received the Gold Quality Mark Award.

The Welsh in Education Strategic Plan is being implemented proactively as we support every school to move along the language continuum, supported by the new school linguistic categorisation system. This service is also supported by The Tîm Athrawon Gwella'r Gymraeg, who are primarily based in our language centres and provide vital and ground-breaking support to innate learners and those who are at the very onset of their bilingual journey.

Information management is also evolving with an increasing focus on data protection. Systems and staffing structures are being refined constantly so that data can inform and drive our practice and that we can provide an improved offer to our clients and service users.

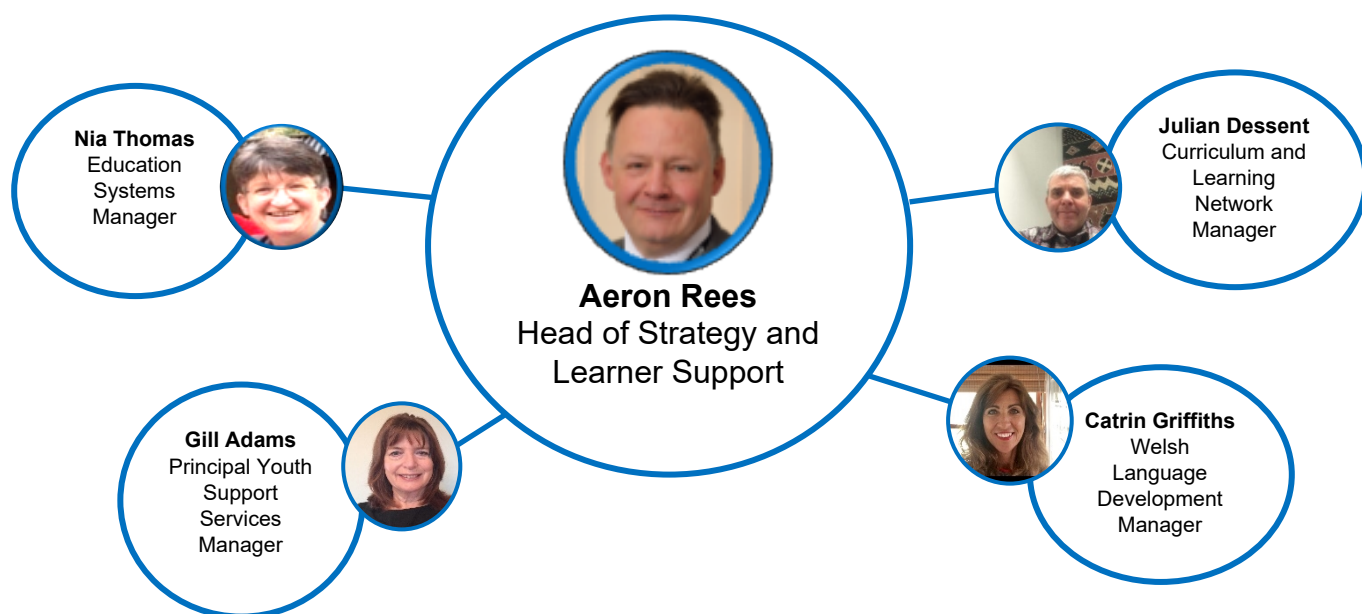
The Post 16 landscape is evolving, and our review of provision and governance is yielding important conclusions and recommendations. We promote rich formal, non-formal and informal learning opportunities and experiences in our school, youth and special settings. Our aim is to work with Head teachers and key stakeholders in ensuring the holistic development of young people as happy, healthy, thriving and well-rounded individuals. We wish our learners to be both well qualified and well educated, being offered valuable and lasting experiences through a vibrant, broad and balanced local curriculum, framed within the national context. A diverse array of enrichment and extension activities augment the pupil offer and entitlement. Learners' employability is therefore paramount, tying in closely the post 16 curriculum with evolving requirements of the global, regional and local economies.



New insights have been gained in 2022/23 and we are building provision better and stronger for the future, secure in the view that the very best of our work can be considered at the cusp of lead professional practice.

J. Aeron Rees, Head of Strategy and Learner Support 10.03.23

Divisional Structure



Divisional Profile of services by Service Area

Strategy and Learner Support Division forms part of the Department for Education and Children. The division has approximately 130 staff including Social Workers in the Youth Service and Teachers in the Welsh for adults team.

Budget to be confirmed following the consultation process, awaiting final documentation.

Key Responsibilities:

- Youth Support Services
- Participation and Children's Rights
- Strategy and Business plan coordination
- Education Systems Management and Design
- School MIS
- 14-19 Learning Pathways and post-16 learning
- Young People Not in Education, Employment & Training (NEETS)
- Welsh Medium Education
- Welsh for Adults
- Welsh in the Department

Learning Transformation Service – Julian Dessent, Learning Network Development Manager

3-19 Curriculum Reform Business Unit

- The curriculum reform agenda as applicable for Carmarthenshire, within the national and regional context
- Local Curriculum, including partnership work with the Regional Consortia

The **Learning Transformation Service** includes:

- 11-19 learning partnership developments and 14-19 Learning Pathways in Carmarthenshire and regional links to the Partneriaeth 14-19 Group
- Development of hybrid learning to support learning pathways including development of collaboration between schools and other stakeholders.
- The development of learning pathways, careers education and work-related learning linked to the local economy and Regional Learning and Skills Partnership including the Swansea Bay City Region priorities.

Welsh in Education Services – Catrin Griffiths, Welsh Language Development Manager

The **Welsh in Education Service** includes:

- Welsh in Education Strategic Plan implementation
- School Linguistic Categorisation implementation
- Welsh for Adults
- Athrawon Gwella'r Gymraeg a Dwyieithrwydd (Tim Athrawon Datblygu'r Gymraeg)
- Canolfannau Iaith

Youth Support Service – Gill Adams, Principal Youth Support Services Manager

The Carmarthenshire **Youth Support Service** brings together the Youth Service and the Youth Justice Team under a single integrated management structure enabling the development of a more holistic approach to youth support services. The service retains the statutory functions of the Youth Justice Team; promotes the ethos of working together to deliver targeted support and retains elements of direct universal youth work provision.

Within its wide-ranging responsibilities, the Service undertakes strategic work to reduce the number of young people who become NEET in county and is responsible for the delivery of Welsh Government Youth Engagement and Progression Framework.

Services to children, young people and young adults are delivered by:

- Universal Support Team - including Participation & Children's Rights (11-25)
- Targeted Youth Support (10-18 years)
- Targeted Youth Support Team (16-25 years)
- Youth Justice Team (10 -17)

Education Systems – Nia Thomas, Education Systems Manager

Education Systems:

The primary purpose of the Education Systems team is to provide effective integration of professional and systems management roles and responsibilities across all education services.

More specifically, the team undertakes the following key activities across all education functions of the local authority:

- Service co-ordination, operation and support
- Staff deployment and logistics
- Business support for specialist services
- Strategic and performance planning
- Grants management and support
- Co-ordination and liaison between local authority and regional functions associated with school improvement
- Creditors and debtors processes, particularly those associated with school meals
- Free School Meals applications
- Departmental Management Team support
- Catering Service support
- Mail handling, reception & meeting room management (St. David's Park, Carmarthen)
- Front of house (Neuadd y Gwendraeth, Drefach)
- School Essentials Grant management
- Co-ordination of Departmental and School communications

Educational Data Systems – design and analysis

- School MIS:
 - School Management Information Systems (MIS) support, training & development

- Statutory school data returns, e.g. PLASC (Pupil Level Annual School Census), attendance & National Data Collection
- School data management and information requests

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](#)
- [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

Welsh in Education Strategic Plan (WESP) - A new 10 Year WESP commenced on 1st September 2022.

Youth Justice Plan

(hyper-link's to be added when published on Corporate Website)

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**:

Developing a high-quality education services profession

Inspirational leaders working collaboratively to raise standards

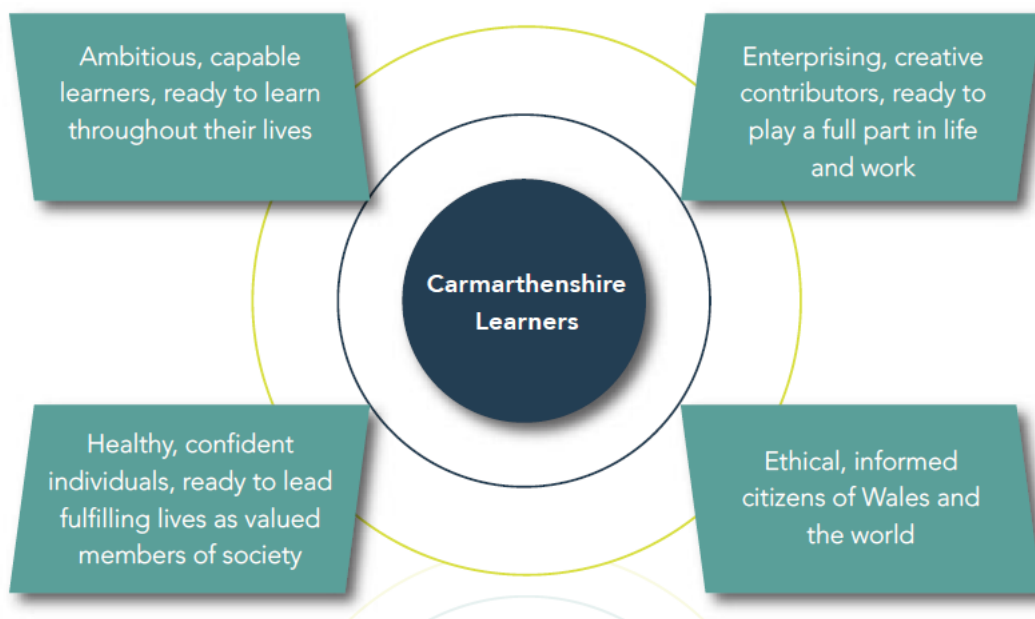
Strong and inclusive schools and services committed to excellence, equity and well-being

Robust assessment, evaluation and accountability arrangements supporting a self-improving system

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 work on wellbeing of all staff and pupils	April 2024	Aeron Rees	SFG4
2	Further develop Learner voice and participation - being taken seriously in school;	April 2024	Sarah Powell	SFG4
3	We will ensure delivery against the Youth Justice Plan priorities.	April 2024	Gill Adams	SFG2
b	Service Priority - Early years childcare, play & family support			
	Non applicable			
c	Service Priority – Education			
	Actions			
1	In line with the Welsh Government’s programme, increase the availability of bilingual and Welsh medium education in our schools, following thorough consultation with parents, school governing bodies, learners, and the local community.	April 2024	Catrin Griffiths	Cabinet Vision
2	We will address the recommendations of the Estyn Thematic Report – Support for learners’ mental health and emotional wellbeing.	April 2024	Aeron Rees	Estyn
3	We will address the recommendations of the Estyn Thematic Report – “We don’t tell our teachers” Experiences of peer-on-peer sexual harassment among secondary school pupils in Wales.	April 2024	Aeron Rees	Estyn
4	We will address the recommendations of the Estyn Thematic Report – Welsh Immersion Education - Strategies and approaches to support 3 to 11-year-old learners	April 2024	Catrin Griffiths	Estyn
5	We will address the recommendations of the Estyn Thematic Report – A level Welsh First Language.	April 2024	Julian Dessent	Estyn
6	We will address the recommendations of the Estyn Thematic Report – Business and social studies subjects at A level.	April 2024	Julian Dessent	Estyn
7	We will address the recommendations of the Estyn Thematic Report – Post-16 partnerships.	April 2024	Julian Dessent	Estyn
8	We will address the recommendations of the Estyn Thematic Report – How schools and colleges used the RRRS and catch-up grants for post 16 learners.	April 2024	Julian Dessent	Estyn
9	We will extend Post 16 collaborative working.	April 2024	Julian Dessent	SFG2
10	We will continue to extend and develop the Seren More able and Talented Programme to pre-16 learners.	April 2024	Julian Dessent	
11	We will work with partners to develop further opportunities for vocational and employment learning pathways where applicable within the County.	April 2024	Julian Dessent	

Ref #	Actions & Measures	By When?	By Whom? Responsible Officer	Source Ref
12	Undertake a comprehensive review of post 16 provision including all stakeholders in order to achieve a learner centered provision in line with the CfW.	April 2024	Julian Dessent	
13	We will continue to use the Youth Engagement and Progression Framework and the Vulnerability Assessment Profile as a means of effectively engaging those children and young people that are NEET/at risk of NEET.	April 2024	Gill Adams	
14	We will implement actions identified in the self-assessment of the Youth Support Services against the National Participation Standards to increase participation which will contribute to improved service outcomes in terms of more effectively engaging those children and young people that are NEET.	April 2024	Gill Adams	
15	We will implement the actions identified in the YSS National Participation Standards Self-Assessment Plan in order to strengthen participative approaches across the service.	April 2024	Gill Adams	
16	Develop and implement a Departmental Childrens Rights, Participation and Engagement Plan.	April 2024	Sarah Powell	
17	We will continue to implement the agreed development plan for the School Management System to introduce further Local Authority functions	April 2024	Luke Howells	
18	Investigate the development or implementation of a data dashboard across all systems. Currently, Carmarthenshire's aggregated data sits behind closed doors and is only available to staff on request. However, this is an archaic method of data transparency. Developing new analysis and maintaining training and support for Departmental staff on a data dashboard will require less resource from the service, while increasing turnaround for LA staff who can access available data without delay.	April 2024	tbc	
	Measures			
	5.0.2.3 - The percentage of 17 year olds who enter a volume equivalent to 2 A Levels and who achieve the Level 3 threshold (2 A levels grade A-E).			
	PAM/009 - The percentage of Year 11 Leavers not in education, employment or training (NEETS)			
	5.1.0.2 - The percentage of Year 13 Leavers not in education, employment or training (NEETS)			
	EDU/034 - Percentage of year 11 pupils studying Welsh (first language)			
2	Well-being Objective 2 - Enabling our residents to live and age well (Live & Age Well)			
a	Theme: Tackling Poverty			
	Actions			
1	We will deliver our Toy and Wellbeing Hamper Appeal to those children and families identified to us as requiring some support.	April 2024	Nia Thomas	SFG8
b	Service Priority – Housing			

Ref #	Actions & Measures	By When?	By Whom? Responsible Officer	Source Ref
	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			
	Non applicable			
a(ii)	Theme: Decarbonisation/Climate & Nature Emergency			
	Non applicable			
a(iii)	Theme: Welsh Language & Culture			
	Actions			
1	We will address the recommendations of the Estyn Thematic Report – Post-16 partnerships.	April 2024	Catrin Griffiths	Estyn
2	Encourage and develop more use of Welsh in the ECS department	April 2024	Catrin Griffiths	SFG7
3	We will use the YSS Welsh Language Plan to ensure that as a service we embed the Welsh Language in service delivery.	April 2024	Catrin Griffiths	
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			
	Non applicable			
4	Well-being Objective 4 - To further modernise and develop as a resilient and efficient Council (Our Council)			
a	Theme: Organisational Transformation			
	Actions			
1	Further develop internal and external cooperation and communication	April 2024	Nia Thomas	SFG8
2	Review departmental business support services in order to meet the demands of new ways of working.	April 2024	Nia Thomas	SFG8
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			

Ref #	Actions & Measures	By When?	By Whom? Responsible Officer	Source Ref
	Non applicable			
g	Internal Audit			
	Non applicable			
h	People Management (HR, L&D, Occ Health)			
	Actions			
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	
2	Continue to work on wellbeing of all staff and pupils.	April 2024	Aeron Rees	SFG4,
3	Address the recommendations of the Estyn Thematic Report - The Value of Youth Work Training	April 2024	Aeron Rees	SFG5
i	Democratic Services			
	Non applicable			
j	Policy & Performance			
	Non applicable			
k	Business Support			
	Further develop internal and external cooperation and communication.	April 2024	Nia Thomas	SFG8
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 <u>after</u> mitigation	Identified Risk	WBO Ref # above action
EC4 Part of CRR190018	9	Failure to deliver the Welsh in Education Strategic Plan;	WBO1c Action 1 WBO3aiii Actions 1-3