2023-24

PARTNERIAETH

BUSINESS PLAN

PARTNERSHIP WORKING TO ACHIEVE EXCELLENCE FOR ALL

Cyngor Sir Penfro-Pembrokeshire County Council

Cyngor **Sir Gâr**
Carmarthenshire
County Council

Cyngor **Abertawe**
Swansea Council

Vision

Partneriaeth Mission Statement

Partnership working to achieve excellence for all.

Our Aims

1. We lead schools and settings to design, develop and deliver a curriculum with equity and excellence at its core.
2. We support schools and settings to become ambitious, self-improving learning organisations.
3. We provide professional learning and opportunities for collaboration in order to develop strong and supportive partnerships.

Introduction

Partneriaeth is a regional collaborative arrangement designed to improve outcomes for all learners in Carmarthenshire, Pembrokeshire and Swansea.

All activity and support provided by Partneriaeth has to clearly contribute to the delivery of Welsh Government's aspirations and priorities for schools and education in line with Our National Mission: high standards and aspirations for all. It also has to align with: Journey to curriculum roll-out; Curriculum for Wales: Implementation Plan; School Improvement Guidance; National Professional Learning Entitlement; the Professional Standards and the Schools as Learning Organisations model.

This Business Plan has been developed in partnership with the 3 Local Authorities to ensure alignment of strategic priorities and avoid duplication of services.

Partneriaeth is fully committed to promoting the Welsh Language which is a central element of the region's identity.

PARTNERIAETH

Regional Overview

Partneriaeth is committed to partnership working and collaboration. Each Senior Strategic Adviser is directly linked with one of the Local Authorities which ensures that Partneriaeth can provide a range of support responsive to local needs.

Senior Strategic Adviser: Greg Morgan

PEMBROKESHIRE
Chief Executive: *Will Bramble*
Director: *Steven Richards-Downes*
Senior Improvement Adviser: *Elin Fry*

SCHOOLS	LEARNERS
Primary: 52	(2021-22)
Secondary: 8	17,230
Special: 1	

Senior Strategic Adviser: Gwennan Schiavone

CARMARTHENSHIRE
Chief Executive: *Wendy Walters*
Director: *Gareth Morgans*
Strategic Lead for School Effectiveness: *Elin Forsyth*

SCHOOLS	LEARNERS
Primary: 94	(2021-22)
Secondary: 12	27,460
Special: 2	

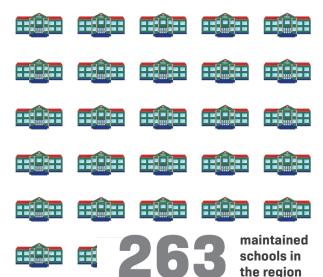## Senior Strategic Adviser: Cressy Morgan

SWANSEA
Chief Executive: *Martin Nicholls*
Director: *Helen Morgan-Rees*
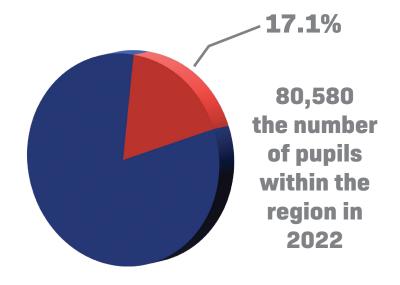Principal School Improvement Adviser: *David Thomas (Interim)*

SCHOOLS	LEARNERS
Primary: 77	(2021-22)
Secondary: 14	35,900
Special: 2	

263 maintained schools in the region

Partneriaeth

Cyngor Sir Penfro
Pembrokeshire County Council

Cyngor Sir Gâr
Carmarthenshire County Council

Cyngor Abertawe
Swansea Council

17.98% of the total schools in Wales

17.1%

80,580 the number of pupils within the region in 2022

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Partneriaeth Strategic Priorities 2023-26

Partneriaeth Strategic Priorities 2023-26

Partneriaeth have identified 4 high-level strategic priorities for 2023-2026:

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

Success will depend upon:

Collaboration

- Partneriaeth will ensure that information and intelligence is shared effectively between Partneriaeth and School Improvement Partners in order to target resources.
- Partneriaeth will ensure the co-construction of professional learning with all stakeholders with a commitment to co-delivery when appropriate and advantageous to do so.

Engagement

- Partneriaeth will strive to increase awareness of the professional learning and support offer through agreed communication channels.
- Partneriaeth will ensure that every effort is made to engage with all schools and settings across the region during the Business Plan cycle.

Evaluation

- Partneriaeth will ensure that the agreed evaluation process is embedded in all professional learning.
- Partneriaeth will develop effective and agreed means to sample impact on the learner.
- Partneriaeth will ensure that all evaluations feed into the self-evaluation cycle.

Local Authority Strategic Priorities

Cyngor Sir Penfro / Pembrokeshire County Council

1. Covid recovery & disadvantaged learners support (inc. Literacy & Numeracy)
2. Teaching and Learning (evidence-based approaches)
3. Curriculum for Wales development & cluster working
4. School Leadership
5. Directorate & school evaluation processes

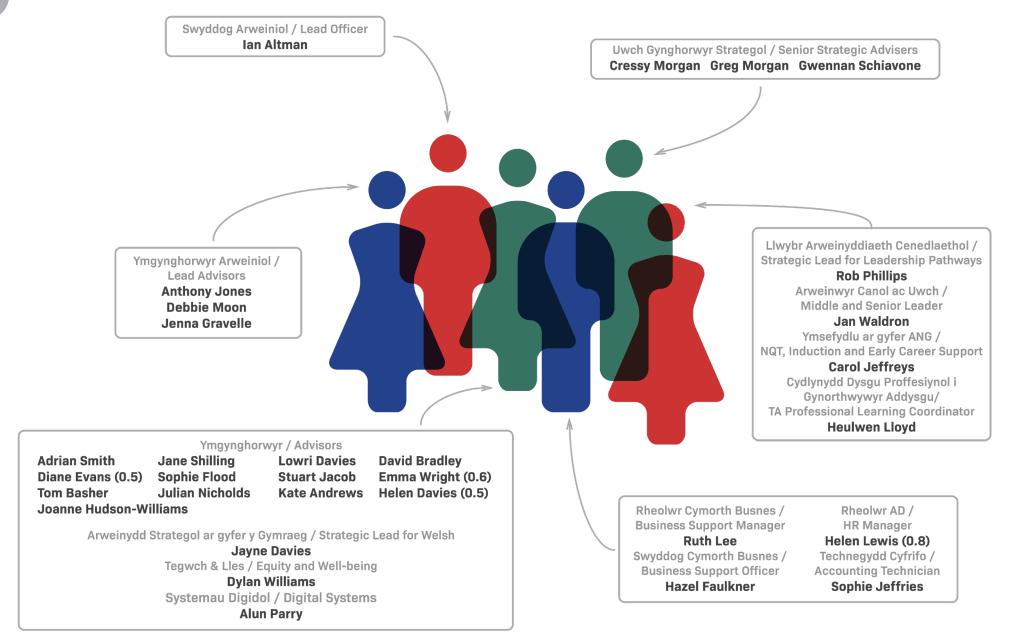**Cyngor Sir Gâr / Carmarthenshire County Council**

1. **Inclusion and Engagement:** Ensure a proactive, inclusive education system.
2. **Teaching and Learning:** Ensure excellent progress for all learners.
3. **Safeguarding Children:** Ensure all children and young people are happy, safe and thrive, overcoming poverty.
4. **Wellbeing:** Foster very good mental and physical health for all.
5. **Leadership:** Ensure that aspirational Leadership leads to excellent progress for learners.
6. **Sustainable Communities:** Deliver high standards of education in increasingly modern and sustainable community focused environments.
7. **Welsh:** Ensure successful bilingual & multilingual development for all.
8. **Departmental Operations:** Provide high quality support services that impact on the efficiency of the education system.

Cyngor Abertawe / Swansea Council

1. **Inclusion:** Embed universal provision for additional needs, specialist places for additional needs and a whole school approach to emotional health and psychological wellbeing.
2. **Welsh Language Skills:** Embed the Siarter Iaith to all schools.
3. **Leadership Support:** Maintain and support effective leadership, including governance, across all schools.
4. **Teaching Support:** Support literacy, numeracy, and digital competence to maintain, restore and accelerate learners' skills.
5. **Designing Destinations:** Support vocational learning, post-16 curriculum collaboration, careers and work-related education.
6. **Equity in Education Strategy:** Embed trauma informed practice across all schools, actions to reduce the impact of poverty on learners and meet our responsibilities as corporate parents.
7. **New and Better Schools:** Provide an efficient and effective educational infrastructure to meet current and future demands for school places.

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Partneriaeth Team

Swyddog Arweiniol / Lead Officer
Ian Altman

Uwch Gynghorwyr Strategol / Senior Strategic Advisers
Cressy Morgan   Greg Morgan   Gwennan Schiavone

Ymgynghorwyr Arweiniol /
Lead Advisors
Anthony Jones
Debbie Moon
Jenna Gravelle

Llwybr Arweinyddiaeth Cenedlaethol /
Strategic Lead for Leadership Pathways
Rob Phillips
Arweinwyr Canol ac Uwch /
Middle and Senior Leader
Jan Waldron
Ymsefydlu ar gyfer ANG /
NQT, Induction and Early Career Support
Carol Jeffreys
Cydlynydd Dysgu Proffesiynol i
Gynorthwywyr Addysgu/
TA Professional Learning Coordinator
Heulwen Lloyd

Ymgynghorwyr / Advisors

Adrian Smith	**Jane Shilling**	**Lowri Davies**	**David Bradley**
Diane Evans (0.5)	**Sophie Flood**	**Stuart Jacob**	**Emma Wright (0.6)**
Tom Basher	**Julian Nicholds**	**Kate Andrews**	**Helen Davies (0.5)**
Joanne Hudson-Williams			

Arweinydd Strategol ar gyfer y Gymraeg / Strategic Lead for Welsh
Jayne Davies
Tegwch & Lles / Equity and Well-being
Dylan Williams
Systemau Digidol / Digital Systems
Alun Parry

Rheolwr Cymorth Busnes /
Business Support Manager
Ruth Lee
Swyddog Cymorth Busnes /
Business Support Officer
Hazel Faulkner

Rheolwr AD /
HR Manager
Helen Lewis (0.8)
Technegydd Cyfrifo /
Accounting Technician
Sophie Jeffries

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Business Plan Activities 2023-24

This section details the strategic intent for this business plan cycle and outlines the success criteria for each area. These success criteria relate directly to the delivery requirements specified in 2023-24 RCG and all progress against them will be closely monitored and reported on.

PRIORITY 1

SUPPORT ALL SCHOOLS AND EDUCATIONAL SETTINGS TO DESIGN AND DELIVER THEIR OWN HIGH QUALITY EQUITABLE CURRICULUM.

Our aim is that all learners will experience high quality teaching and learning which enables them to make progress and develop as:

- Ambitious, capable learners
- Enterprising, creative contributors
- Ethical, informed citizens
- Healthy, confident individuals

1.i   We will continue to support the Curriculum Design and Review process through a tiered programme of asynchronous and synchronous professional learning.

Success Criteria:

- ✓ All schools and educational settings who engaged with the Partneriaeth and national Professional Learning Offer demonstrate a stronger understanding of the design and implementation process.
- ✓ Partneriaeth aligned its work with, and promoted, National Networks in relation to developing a shared understanding of curriculum design.
- ✓ All schools and educational settings who engaged with the Partneriaeth RSE PL Offer are more confident in the planning and delivery of developmentally appropriate RSE in line with the RSE code.
- ✓ Schools and educational settings increasingly include International Languages as part of their curriculum provision.

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1.ii   We will ensure that clusters are supported to develop a shared understanding of progression on a 3-16 continuum.

Success Criteria:

- ✓   All schools and educational settings who engaged with the Partneriaeth and national Professional Learning Offer demonstrate a shared understanding of progression of learners across the 3-16 continuum (including effective transition).
- ✓   Partneriaeth aligned its work with, and promoted, National Networks in relation to developing a shared understanding of progression.
- ✓   A stronger model of cluster working across the region as a result of Partneriaeth engagement with all clusters, including PRU and Special School networks.

1.iii   We will collaborate with partners to identify and share arrangements for assessment which are embedded in day-to-day practice and inform planning.

Success Criteria:

- ✓   All schools and educational settings who engaged with the Partneriaeth and national Professional Learning Offer demonstrate an understanding of assessment arrangements as an integral part of curriculum design and for the purpose of supporting individual learner progression.
- ✓   Partneriaeth aligned its work with, and promoted, National Networks in relation to developing a shared understanding of assessment arrangements.
- ✓   Funded schools and educational settings have developed their understanding of assessment through Camau I'r Dyfodol project and supported others to engage with this learning.

1.iv   We will develop and co-construct a professional learning offer focussed on high quality teaching and learning, including Post-16.

Success Criteria:

- ✓   Support provided for embedding high-quality, ongoing day to day assessment within teaching and learning.

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- ✓ Support provided for the use of assessment data as an integral part of planning, self-evaluation and reporting.
- ✓ Leadership programme for sixth form leaders including engagement with the VESPA mindset delivered.
- ✓ Support provided for development and delivery of the new Advanced Welsh Baccalaureate.
- ✓ Partneriaeth aligned work with, and promoted, National Networks in relation to teaching and learning.

1.v   We will engage with stakeholders to design and deliver a programme of support for schools and settings focussing on developing cross curricular skills.

Success Criteria:

- ✓ Professional learning and support offered to all schools and educational settings to develop learner progression in cross curricular skills within Curriculum for Wales.
- ✓ Direction and guidance provided to schools and educational settings to meet learners needs on computational thinking, coding and emerging digital technologies.
- ✓ Guidance developed and support provided on teaching the cross curricular skills across the Areas of Learning and Experience.

1.vi   We will continue to work with LAs to support high-quality teaching and learning of Welsh in all settings and support the Cymraeg 2050 agenda.

Success Criteria:

- ✓ Developed and delivered a professional learning offer to support local authorities to implement the Welsh in Education Strategic Plans.
- ✓ Opportunities and support provided to leaders to enable them to strategically plan to address the objectives of Cymraeg 2050.

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PRIORITY 2

EMBED PRINCIPLES AND PROCESSES WHICH UNDERPIN EDUCATIONAL EQUITY IN ALL SCHOOLS AND EDUCATIONAL SETTINGS.

Our aim is that personal or social circumstances are not obstacles to achieving educational potential and that all schools and settings have high aspirations for all learners.

2.i   We will continue to support schools and educational settings to understand how to mitigate the impact of poverty on engagement, achievement and attainment.

Success Criteria:

- ✓ Schools and educational settings that have engaged in the Raising the Achievement of Disadvantaged Youngsters (RADY) , Thinking Differently or Poverty Proofing programmes demonstrate systemic changes that improve engagement, achievement and attainment of targeted learners, families and wider communities.

2.ii   We will continue to support schools and settings to understand how to mitigate the impact of trauma on engagement, achievement and attainment.

Success Criteria:

- ✓ Increased engagement in trauma informed training.
- ✓ Schools and educational settings that have engaged with professional learning related to being trauma informed demonstrate a better understanding of trauma and how to support learners to overcome barriers facing these learners.

2.iii   We will work with key partners to embed evidence based universal approaches to promote positive health and well-being.

Success Criteria:

- ✓ Partnership working further developed to embed evidence based universal approaches to promote positive health and well-being.

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PRIORITY 3

SUPPORT SCHOOLS AND EDUCATIONAL SETTINGS TO DEVELOP A RANGE OF RESEARCH AND ENQUIRY SKILLS AS A KEY PART OF THEIR OWN PROFESSIONAL LEARNING.

Our aim is to enable schools and educational settings across the region to use enquiry to establish and maintain a rhythm of learning, innovation and change.

3.i   We will support the growth of networks of schools to develop a range of enquiry skills by leading enquiries in their own settings.

Success Criteria:

- ✓ An increased number of schools and educational settings within the region engaging with NPEP (including post 16) as new, experienced or lead enquiry schools
- ✓ Schools and educational settings funded to engage with National Pedagogy Network and increased engagement in National Pedagogy Project activities.
- ✓ Collaborated with HEIs and the other regions to identify and fund schools from the region (if selected) to participate in piloting models to embed research and professional enquiry.

3.ii   We will promote collaboration across our schools and educational settings to explore and develop approaches to digital learning design.

Success Criteria:

- ✓ Professional learning offer developed and delivered in collaboration with Universities across Wales to support digital education and learning design.

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3.iii   We will drive a system where schools and educational settings are willing to take risks, experiment and innovate their practice to raise standards.

Success Criteria:

- ✓   Schools and educational settings supported to engage with the professional standards for teaching and leadership and for assisting teaching.
- ✓   Engagement of schools and educational settings with SLO implementation demonstrates an upward trend building on the Partneriaeth SLO working group 2022-23.

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PRIORITY 4

PROVIDE CAREER PATHWAYS FOR LEADERS, PRACTITIONERS AND SUPPORT STAFF AT ALL LEVELS OF THE SYSTEM.

Our aim is to support all professionals to progress along their own career pathway and to develop and retain future leaders across the system.

4.i   We will deliver the Teaching Assistant Learning Pathway (TALP)

Success Criteria:

- ✓   Collaborated with other members of the TA professional learning steering group to refine and deliver the TALP.
- ✓   Delivered the Aspiring Higher Level Teaching Assistant Programme that leads to the assessment of the Higher Level Teaching Assistant (HLTA) Status.
- ✓   National professional learning programmes linked to key priorities, for example equity, developed and delivered.

4.ii   We will provide Early Career Support/Induction for Newly Qualified Teachers (NQTs).

Success Criteria:

- ✓   National induction professional learning programme for NQTs, induction mentors and external verifiers further developed.
- ✓   Camau Nesaf and Camau Pellach programmes further developed as national professional learning programmes for teachers who have completed induction.

4.iii   We will run the Future Leadership Programme for Aspiring Leaders

Success Criteria:

- ✓   All participants offered the support of a learning coach or mentor.
- ✓   Newly Appointed and Acting Head teacher Programmes delivered.

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✓   Aspiring Heads Programme providing access to the NPQH assessment delivered.

4.iv   We will run the Future Leadership Programme for NPQH

Success Criteria:

✓   Candidates for NPQH prioritised appropriately taking into account pressure points and areas of need (such as the need for Welsh-medium heads, special schools.

✓   NPQH quality threshold maintained.

✓   NPQH programmed refined in line with recommendations for review.

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