

Departmental Business Plan

Education & Children

2017-20

December 2016

OUR DEPARTMENTAL VISION.....

Carmarthenshire is a community where children are safe and nurtured and learners are able to achieve their full educational potential



EICH CYNGOR arleinamdani
www.sirgar.gov.uk

YOUR COUNCIL doitonline
www.carmarthenshire.gov.uk

Contents

		Page
	Executive Board Member Foreword	2
1	Departmental Overview	2
2	Strategic Context	7
3	Review and Evaluation	11
4	Departmental Priorities / Risks	14
5	Resources	20
6	Key Departmental Measures	21

Executive Board Member Foreword

TO BE AGREED WITH CLLR GARETH JONES



I have great pleasure in introducing the new Department for Education & Children Business Plan for 2017-20. I am satisfied that this Business Plan provides a comprehensive overview of the Departmental performance over the past year. It also provides the Department's aims and objectives for 2017-20.

I also feel that the delivery of the outcomes contained in Section 4 of this Plan will ensure that we are supporting the delivery of the outcomes in the Integrated Community Strategy, and the Well-being of Future Generations Act (2015).

This will help me to hold the Department to account.

Cllr. Gareth Jones

Sign Off

A handwritten signature in black ink that reads "G. O. Jones".

Cllr. Gareth Jones

Date:

1. Departmental Overview

Introduction by Director



As we embark upon another new financial year we do from a position of strength with regard to the quality and performance of our education and children's services, notwithstanding the deepening pressures brought upon us by central government's austerity programme and a diminishing financial base. Our challenge for the year is to sustain our high levels of performance and to continue to develop policies and programmes that will in time secure progression in outcomes for the education and wellbeing of the county's children and young people.

2016/2017 was another successful year for the Department with notable successes across education and children's services.

For the third year in succession our school pupils achieved their best ever examination results at GCSE, achieving 65.2% against the key Level 2 Inclusive indicator (at least 5 number GCSE passes at grade A* to C including mathematics and language) with the outcomes of national literacy and numeracy tests at other key stages of education improving and comparing favourably with other authorities. This was the fifth consecutive year that improvement has been secured in the key examination results indicators. School attendance rates improved once more and are now significantly better than they were a few years ago. We were the first Welsh local authority to

have its children's services inspected by the CSSIW under the new inspection framework aligned to the expectations of the Social Services and Wellbeing (Wales) Act 2014 and received a very good judgement, with only a few relatively straightforward recommendations to address.

Our Modernising Education Programme continued apace, with major school development projects completed at Ysgol Bro Dinefwr, Ysgol Maes y Gwendraeth, Ysgol Carreg Hirfaen, and Bryngwyn school, with thousands of children benefiting.

These successes reflect the hard work and commitment of staff across the Department and in our schools. This year we will continue in the same vein, developing services wherever possible and managing contraction where funding has regrettably been reduced, always retaining our focus upon the people that we serve.

Our Business Plans for 2017/2018 set out an exciting programme of service activity and development. The main headlines of our ambition are summarized here in this departmental overview, with more detailed actions and objectives set out in more detailed plans at divisional and service level.

2017/2018 brings new opportunities alongside financial challenges. We will continue with the exciting work of developing a uniquely engaging, motivating and stretching Carmarthenshire Curriculum for our learners, within the context of a new national curriculum framework. The newly enacted Well-being of Future Generations (Wales) Act 2015 will challenge us to consider the long-term implications of our services for people and communities and to consider how we can support the sustainable development of our communities by prioritising preventative action to reduce costs in the long-term whilst raising standards of wellbeing and achievement.

We look forward to a continually vibrant school investment programme with some £23 million to be spent in the year completing a project at Coedcae School, continuing major school development projects at Ysgol Penrhos (Seaside), Ysgol Trimsaran and St. John Lloyd School and commencing construction at Ysgol Llangadog, Ysgol Parc y Tywyn, Ysgol Dewi Sant, Ysgol Pontyberem, Ysgol Rhys Pritchard and Ysgol Rhydygors, whilst also continuing to develop a number of other projects in readiness for investment in the coming years.

In May we shall have elections to the County Council with a refreshed strategy to follow soon thereafter. At a national level we shall watch with interest the programme to develop closer regional collaboration on strategic public services.

I look forward to another successful year for education and children's services in Carmarthenshire.

Gareth Morgans
Director of Education and Children

How is the Department:

Meaningfully involving service users?

We have the lead role for children & young people's participation, delivered through the Children & Young People's Participation Strategy. This includes engagement of vulnerable young people, support for the Carmarthenshire Youth Council, School Councils, and the views pupils on the education they receive. Through the new Social Services & Well-being Act we have to annually ask all users of our statutory services what they think of the services they receive. Every 2 years we undertake a survey of schools to seek their views on the services the Local Authority provide them.

Focusing on prevention?

A number of our services are focused on early intervention and prevention, including early years services, Team Around the Family, the Families First and Flying Start programmes, and the Education Welfare Service.

Considering the long term impact?

The whole ethos of the services the department provides sets foundations for sustainable futures, socially, environmentally and economically, through learning and safeguarding.

Embedding effective collaboration?

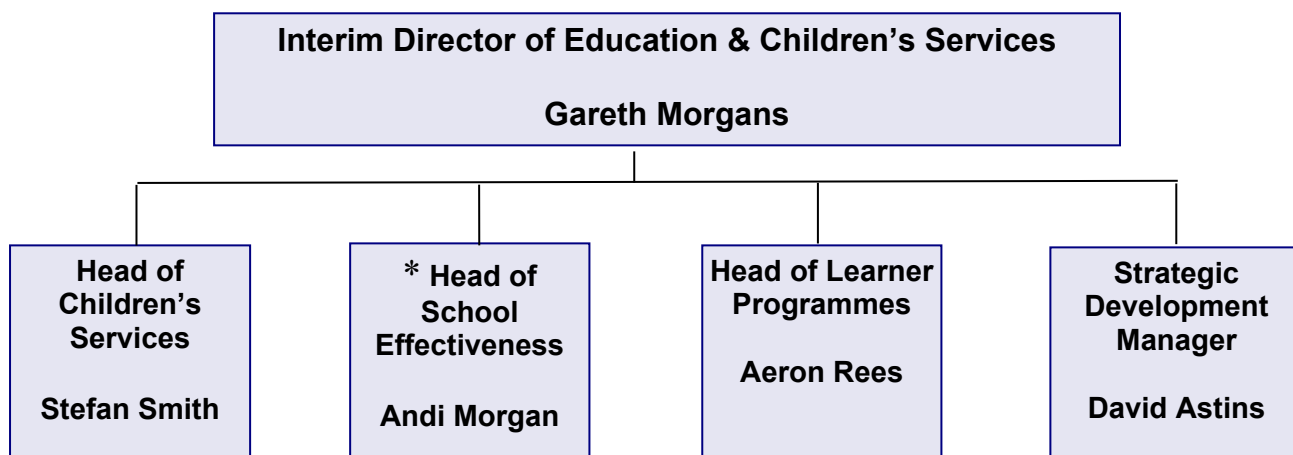
There Department is engaged in a number of collaborative approaches. These include Regional approaches to Social Services and Education, and the Mid & West Wales Adoption Service covering Carmarthenshire, Pembrokeshire, Ceredigion & Powys. Through ERW (Education through Regional Working) we have a shared Head of School Effectiveness with Pembrokeshire. The strength of local partnership working to deliver the 14-19 curriculum continues to be sector-leading in Wales.

Taking an integrated approach to well-being?

The Healthy Schools Initiative takes an integrated approach to well-being, engaging different organisations and services including the school meals service to promote well-being for all pupils.

Departmental Profile

Departmental Senior Management Structure



* Post Shared with Pembrokeshire County Council



Interim Director of Education & Children's Services – Gareth Morgans

Key Responsibilities:

- Education Standards and Learner Outcomes
- Inclusion
- School Organisation and Modernisation
- School Governance
- Welsh in Education
- Service Co-ordination



Head of Learner Programmes – Aeron Rees

Key Responsibilities:

- Curriculum Learning Programmes and Networks
- Youth Services
- Youth Offending and Prevention Service
- Adult and Community Learning
- Music Service



Head of School Effectiveness – Andi Morgan

Key Responsibilities:

- Education Standards and Learner Outcomes
- ERW Western Hub School Improvement Service
- Safeguarding in Schools
- Governor Professional Development



Head of Children's Services - Stefan Smith

Key Responsibilities:

- Safeguarding
- Child Welfare
- Complex Needs
- Fostering and Adoption
- Looked After Children
- Early Years and Family Support
- Education Psychology



Strategic Development Manager - David Astins

Key Responsibilities:

- Catering
- School Admissions
- Service Performance and Intelligence
- Business Processes
- Strategic Partnerships and Engagement

Departmental Overview

The vision for Carmarthenshire..... 'A Carmarthenshire that enables people to live healthy and fulfilled lives by working together to build strong, bilingual and sustainable communities' (Source: Integrated Community Strategy – 2011/16)

In support of the vision that the Authority and our partners have agreed for Carmarthenshire above, and our Departmental vision (front cover), we have set out the following **mission statement** for the Department:

- *To provide the highest quality services to children, young people, families and learners in ways that best meet their specific needs.*
- *We will do this by organising our professional expertise and resources in a fully integrated manner to deliver education and family support services that are configured around the needs of service users, children and young people, with particular consideration being given to those who are most vulnerable.*
- *Our services, whether provided directly or commissioned from others, will be equitable, inclusive, of the highest standards and offer good value for money.*
- *We will engage children and young people and providers in the design and monitoring of continuously improving services.*
- *We will protect children and young people from harm and our schools will offer high standards of comprehensive education, increasingly in modern environments that are fully equipped for 21st century learning*

The Director of Education and Children's Services directly reports to the Chief Executive. There are approximately **5,000** members of staff working within the Department centrally & in schools:

- Departmental staff – approximately **1,500** in total, with some:
 - 750 in School Catering
 - 250 in Education Services, including Learner Programmes, Inclusion, and School Effectiveness
 - 450 in Children’s Services, including Social Work Teams, Fostering & Adoption, Educational Psychology and Early Years Services
 - 30 in Strategic Development
- School based teaching staff - **1,700**
- School based non-teaching staff - **1,800**

As at the January 2016 Pupil Level Annual School Census, there were **27,109** pupils registered in our schools:

- 1 Nursery School (80 pupils)
- 101 Primary Schools (15,793 pupils in total, ranging from 12 to 478)
- 12 Secondary Schools (11,119 pupils in total, ranging from 441 to 1,576)
- 2 Special Schools (114 pupils)
- 2 Pupil Referral Units (pupils are registered at ‘home’ school included in the count above)

The majority of office based staff are located at St David’s Park (Building 1, Building 2 & St Annes), Carmarthen or at Ty Elwyn, Llanelli. Outside of schools, we have services based at:

- 3 Integrated Children’s Centres (Llwynhendy, Morfa and Felinfoel);
- 2 Respite Centres (Blaenau and Llys Caradog);
- 29 Flying Start Settings in 17 areas (Betws, Richmond Park, Lakefield, Bigyn, Llwynhendy, Felinfoel, Carway, Morfa, Trimsaran, Pwll, Pembrey, Carmarthen Town North, Glanamman, Garnant, Bury Port, Pantyffynnon and Dafen);
- Flying Start and IFST teams based at Morfa;
- 3 Basic Skills Centres (Carmarthen Learning Centre, Llanelli Library and the Cennen Centre Ammanford)
- 4 Youth Centres (Quay Centre Carmarthen, Pwll Seaside Llanelli, Glanamman Resource Centre and Streets Ammanford)
- Education Resource Centre, St Clears
- 2 Childrens Services Front Line Teams at the Old Library Ammanford and Cambrian Place
- Conferencing and Resource team based at Coleshill Terrace
- 2 Resource Centre’s at Ty Gelli and Argel

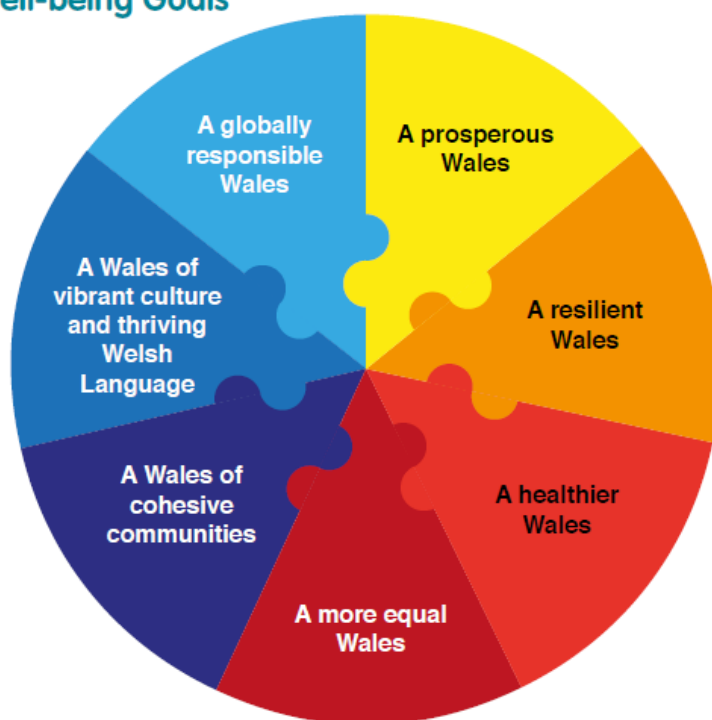
2. Strategic Context

Well-being of Future Generations Act 2015

This is a new Act introduced by the Welsh Government, which will change aspects of how we work. The general purpose of the Act is to ensure that the governance arrangements of public bodies for improving the well being of Wales take the needs of future generations into account. The Act is designed to improve the economic, social and environmental well being of Wales in accordance with sustainable development principles.

The Well-being of Future Generations (Wales) Act is about encouraging public bodies to think more about the long-term, work better with people and communities and each other, look to prevent problems and take a more joined-up approach. This will help us to create a Wales that we all want to live in, now and in the future. To make sure we are all working towards the same vision, the Act puts in place **seven** well-being goals, which are noted below:

Well-being Goals



The Sustainable Development Principle and the 5 Ways of Working

The principle is made up of **five key ways of working** that public bodies are required to take into account when applying sustainable development. These are:-

- A. Looking to the **long term** so that we do not compromise the ability of future generations to meet their own needs;
- B. Taking an **integrated** approach so that public bodies look at all the well-being goals in deciding on their priorities;
- C. **Involving** a diversity of the population in the decisions that affect them;
- D. Working with others in a **collaborative** way to find shared sustainable solutions;
- E. Understanding the root causes of issues to **prevent** them from occurring.

Strategic Links

- **The County of Carmarthenshire’s Well-being Plan**

Over the course of 2017 Carmarthenshire’s [Public Services Board](#) (PSB) will be developing their partnership plan for improving the environmental, economic, social and cultural well-being of Carmarthenshire. The Well-Being Plan will identify priorities for the County and outline how the public bodies will work together to achieve them. Following the publication of the Well-Being Plan in March 2018 Carmarthenshire County Council will be able to identify the areas that we can maximise our contribution towards.

- **Service Specific Acts**

Legislation introduced recently that is changing the way we work includes:

- Social Services and Well-being (Wales) Act 2014
- Children & Families Act 2014

Significant change is also expected in the way children and young people with Additional Learning Needs are supported, through a new Bill which could become law in 2019.

- **Carmarthenshire County Council’s Well-being Objectives**

The County Council’s Well-being Objectives are currently being developed and will be published in March 2017.

The current draft Well-being Objectives that the Department leads on are:

- *Help to give every child the best start in life and improve their early life experiences.*
- *Continue to improve learner attainment;*
- *Reduce the number of young people that are NEET.*

There are other draft Well-being Objectives that the Department has a major supporting role in:

- *Help children live healthy lifestyles;*
- *Tackling poverty;*
- *Supporting good connections with friends, family and communities.*

How Services join-up to show contributions to the National Well-being Goals

The identification of well-being objectives should flow from having a clear view of the contribution a public body can make to the seven well-being goals SPSF 2 Para 4

KEY: **L** = Lead Role / **S** = Supporting Role

The 7 Well-being of Future Generations Goals (See Appendix 2 for Definitions)

Department	Division	The 7 Well-being of Future Generations Goals (See Appendix 2 for Definitions)						
		Prosperity	Resilience	Healthier	More Equal	Cohesive Communities	Culture and Welsh Language	Global Responsibility
Education & Children	Children's Services	S	S	S	S	S	S	S
	Education Services	S	S	S	S	S	L	S
	Strategic Development	S	S	S	S	S	S	S

- **Carmarthenshire's Corporate Strategy 2015-20**

- In September 2015 the Council published its Corporate Strategy and outlined its key areas of focus across seven outcome areas. The Corporate Strategy will be revised following the May 2017 Local Government Elections.
- In particular, the Department supports the following outcomes within the Corporate Strategy:

Ref	Corporate Strategic Expected Outcomes and Strategic Focus	Lead Role	Significant Support
		✓	✓
	Making Better Use of Resources		
1	Managing and making best use of the Council's property and assets with a focus on rationalising office accommodation and sharing with other partners as well as facilitating community ownership of assets for community benefit		✓
2	Providing services as efficiently as possible, ensuring value for money and supporting staff in order to reduce sickness absence rates		✓
3	Investigating and developing new ways of working and providing services		✓
4	Working in collaboration with other organisations to identify areas for shared services and economies of scale to reduce running costs		✓
5	Reviewing management and 'back office' costs in order where possible to safeguard 'front line' services.		✓
	Building a Better Council		
6	Promoting local democracy and transparency by further developing approaches to engaging and communicating with our residents and stakeholders including the increased use of digital technologies		✓
9	Developing an integrated workforce plan that supports the Council's strategic objectives.		✓
10	Increasing collaboration with our partners and communities in order support the delivery of services		✓
11	Responding to the need to reform local government and ensuring Carmarthenshire is well positioned in any future arrangements.		✓
12	Strengthening the position of the Welsh language in Carmarthenshire by implementing the recommendations of the 'Welsh Language in Carmarthenshire's report (March 2014)	✓	
	People in Carmarthenshire are healthier		
13	Ensuring further integration of community focused Council support services with health services		✓
14	Enhancing the range of community options to support older people to remain independent in their later years		✓
15	Supporting disadvantaged children and families to build their resilience with early intervention through targeted intervention programmes such as Flying Start, Families First and Communities First and embedding this practice within our core services	✓	
17	Mitigating the local impacts of welfare reform by supporting effected residents through the changes	✓	
19	Getting more Carmarthenshire people more (physically and creatively) active, more often in order to improve the health and well-being of our residents.		✓
	People in Carmarthenshire fulfil their learning potential		
20	Ensuring continuous improvement in education outcomes for all children and young people across all learning phases	✓	
21	Successfully introducing and translating the new national curriculum and qualifications into an inspiring and engaging local curriculum	✓	
22	Developing a self-improving school system across the County making every school a good and improving school	✓	
23	Continuing to improve school attendance	✓	
24	Ensuring a range of youth support services to foster the engagement of young people in education, work and community life	✓	
25	Continuing to improve the condition, suitability and resource efficiency of our schools network through the Modernising Education Plan by investing a further £170m in the improvement of school premises through the 21 st Century School Programme	✓	
26	Further developing the 'Un Sir Gâr - Yr Hwb' service approach by simplifying access to learning and employment support services for young people and working age people.	✓	
27	Further developing Welsh medium and bilingual education provision within the County in	✓	

	accordance with the Welsh in Education Strategic Plan		
	People who live, work and visit Carmarthenshire are safe and feel safer		
28	Protecting and safeguarding children and adults from harm	✓	
29	Supporting children, young people and families at times when they are facing challenging circumstances and enabling them to build their resilience to cope in the future	✓	
30	Being good corporate parents to children and young people who come into the care of the Authority	✓	
32	Reducing anti-social behaviour by working in partnership with other agencies and communities to tackle local problems		✓
33	Reducing drug and alcohol misuse within the county		✓
	Carmarthenshire's communities and environment are sustainable		
35	Supporting resilience with our rural and urban communities		✓
37	Improving digital inclusion within the county but ensuring access to IT equipment, developing digital literacy and supporting connectivity for our communities		✓
	Carmarthenshire has a stronger and more prosperous economy		
38	Creating jobs and growth throughout the County		✓
39	Developing training and learning opportunities for local people	✓	
41	Ensuring long-term economic and social benefits for Carmarthenshire through the Swansea Bay City Region and future European and external funding avenues		✓

Core Values



Customers First – we put the needs of our citizens at the heart of everything that we do

Listening – we listen to learn, understand and improve now and in the future

Excellence – we constantly strive for excellence, delivering the highest quality possible every time by being creative, adopting innovative ways of working and taking measured risks

Integrity – we act with integrity and do the right things at all times

Taking Responsibility – we all take personal ownership and accountability for our actions

3. Review and Evaluation

- The review & evaluation below is based on progress for the first half of 2016/17 (i.e. to end of September 2016) – a full year review will be included in the final version of this plan to be published in May 2017
- The last full year review (for 2015/16) is in the 2016/17 Departmental Business Plan (an internal document)
- Progress against the current Business Plan & other key performance information is monitored regularly using an electronic Departmental performance dashboard
- Each Division within the Department has a more detailed Business Plan

Current Strengths

The quality and performance of our services across both education and children's services is strong, evidenced by data and external evaluation.

In Summer 2016, for the third year in succession, our school pupils achieved their best ever examination results at GCSE, achieving 65.2% against the key Level 2 Inclusive indicator (at least 5 GCSE passes at grade A* to C including mathematics and language). This placed us 5th in Wales with the 3rd highest % increase. Outcomes of national literacy and numeracy tests at other key stages of education are also improving and comparing favourably with other authorities.

School attendance rates are now significantly better than they were a few years ago, with attendance at secondary schools at a record high. There was an average of 6% increase in school attendance across all referrals to the Education Welfare Service in the last academic year, with 74% of referrals improving or maintaining the level of attendance after referral.

We were the first Welsh local authority to have its children's services inspected by the CSSIW under the new inspection framework aligned to the expectations of the Social Services and Wellbeing (Wales) Act 2014 and received a very good judgement, with only a few relatively straightforward recommendations to address. The Chief Inspector said: *"We found a local authority committed to supporting children and families to stay together whenever it was safe to do so. Their approach to delivering family support services underpinned this commitment"*.

We have continued to see reductions in the number of looked after children (LAC), with 2015-16 having seen the most significant reduction of 11% (24 less children at the year end). As at September 2016 the number has dropped by a further 7, to 208. Our increased emphasis on prevention and refocusing the work of front-line children's social work teams has helped achieve this. A new model of practice has also seen the number of children placed on the child protection register reduce.

Garreglwyd received good feedback from the CSSIW inspection during the summer, who felt *'the service was very flexible in responding to the staffing needs of the young people. Staff were able to communicate in a variety of ways, which helped them to understand the young people's needs and choices'*.

Our ambitious Modernising Education Programme continued to deliver major school development projects, including Ysgol Bro Dinefwr, Ysgol Maes y Gwendraeth, Ysgol Carreg Hirfaen, and Bryngwyn School, with thousands of children benefiting.

The Cynnydd programme is now up and running and already supporting vulnerable young people into employment, education and training. Our 2 Welsh Government funded programmes, Flying Start and Families First, continue to provide a range of support services to thousands of families and children.

Our Youth Support Services are effective with less young people entering criminality. We are the lead authority within Wales for the Duke of Edinburgh award scheme. The Council's and schools approaches to inclusion continue to be successful with very low school exclusion rates.

The second Play Sufficiency Assessment was submitted to Welsh Government in July 2016, with a number of priorities identified, and an action plan put in place. We are continuing to develop local play opportunities, and mid-year reviews have shown the majority of actions are already on target to be achieved by the end of 2016/17.

As a Department we have been proactive in seeking 'back office' efficiencies in order to protect front line services. This has included ongoing work in the School Meals Service to reduce the amount of paper, work which led to an inaugural TIC (Transform, Innovate & Change) Award in October 2016. The Mid & West Wales Adoption Service panels are now paperless which has resulted in more effective use of administrative time and reduced costs. We have amalgamated management information systems across some services resulting in further savings.

Areas for Improvement

Despite the strong performance across all services there are always pressures and areas for improvement.

The new Social Services and Wellbeing (Wales) Act 2014 places a great emphasis on prevention work, requiring all agencies to engage proactively with families in order to avoid reaching thresholds for statutory intervention wherever possible, whilst always ensuring safety. A recent CSSIW inspection (July 2016) recognised our need to work together with partners *'to develop an integrated approach to delivering information, advice and assistance, preventative services and statutory provision to achieve greater continuity and reduce duplication for children and families accessing these services'*.

Carmarthenshire was the worst performing authority in Wales for the percentage of looked after children who had three or more placement moves during 2015/16 (14.9%). Some children have returned to live with a parent/relative carer, which counts as a placement move, albeit a positive one. We have done well in maintaining children within the same school (2nd best in Wales) which has provided good education outcomes (we had no children, including those looked after, age 15 who have left education or training without an approved external qualification during 2015/16).

The 12% cut in funding to the Families First programme (£262k) in 2016/17 has placed increased pressure on services, which has meant a 6-8 week waiting list in some areas.

Continuing to improve educational standards will be a challenge, but we have identified a number of focus areas:

- Undertake a full review of the Foundation Phase
- Continue to close achievement gaps and raise standards for pupils eligible for Free School Meals
- Target schools which continue to cause concern
- Share effective practice
- Tackle pupils prone to persistent absenteeism (<85%)
- Further develop staff deployment across services
- Utilise the potential of the CCC apprenticeship levy fund to employ more higher-level apprentices in schools and the local authority

We failed to attract funding to pilot the 'Holiday Hunger' scheme in 2016, so we are working hard to put a pilot on in 2017.

Levels of children who are obese or overweight in Carmarthenshire is a concern (Child Measurement Programme data for 2014/15 showing Carmarthenshire to be the 3rd highest in Wales). There is a need to work collaboratively on this, with the school meals service, Healthy School Initiative, and parenting services playing an important role.

Carmarthenshire is lagging behind other Councils who offer parents the ability to pay for school meals online. Online payments is more convenient for most parents, and also reduces risk.

Regulatory Report Recommendations and Proposals for Improvement

The recent CSSIW Inspection (July 2016) identified the following recommendations:

1. Multi-agency arrangements should be established to strengthen operational plans to support effective co-ordination of statutory partner's completion of Joint Assessment Frameworks.
2. The local authority should establish effective systems to ensure that thresholds for access to statutory services are understood and consistently applied by staff and partners.
3. The consistency and quality of social work and risk analysis contained in assessments and plans must be improved.
4. The quality of management oversight of assessment and planning should be strengthened.
5. Strong political and corporate support for children's services must continue to ensure service improvements underway are prioritised and the pace of improvement sustained.
6. The local authority and partners should continue to work together to develop an integrated approach to delivering information, advice and assistance, preventive services and statutory provision to achieve greater continuity and reduce duplication for children and families accessing these services.

In respect of above, the following progress has been made (to date):

- Continued progress has been made in implementing the TAF (and JAFF) model across Carmarthenshire with training provided for staff and partner agencies. During the summer further work has been undertaken on reviewing the process and paperwork through consultation with providers and partners to make it clearer for everyone to understand.
- A guidance document is being produced to support the development of thresholds between preventative and statutory services to ensure families receive the right help at the right time.
- Additional training on the National Outcome Framework has been arranged to assist managers' oversight and challenge, as well as specific training for social workers on the completion of assessments.
- Membership of the corporate parenting panel has been widened and training set up and ready to deliver to all professionals to ensure everyone is equipped and better able to meet their corporate parenting responsibilities and to ensure improvements are prioritised and sustained. The terms of reference of the MALAC (multi-agency looked after children carer management group) has been reviewed to focus on outcomes.
- We have been reviewing how we provide Information, Advice and Assistance and access to our services as part of the Mid & West Wales Collaborative children's services programme board, and following a review by Institute of Public Care (IPC) a regional action plan is in place for implementation. We are continuing to roll out our 'partnership working with schools' initiative to further promote and publicise the Family Information Service (FIS) to families and professionals throughout the county. Alongside this we are continuing to work in partnership with Flying Start, Families First, job centres and other community groups in order to improve co-ordination of information and reduce duplication.

We have had an Internal Audit report looking at school meal payments, which raised a number of 1 and 2 star issues. All being addressed, but the long term solution is to remove cash from the system and taking school meal income through online payments (such as Direct Debits, debit and credit cards). A project proposal to take this forward has been endorsed and invitations to tender for an IT system to manage this will be sought in January 2017.

4. Departmental Priorities

Risks

The Departmental Risk Assessment has identified a number of risks. Actions to mitigate these risks are included in detailed Divisional Business Plans, and in the tables that follow. The risks are:

EC100001 - Failure to raise standards at each key stage and especially the Level 2i indicator (ERW Risks – School Improvement 1 & 2).

EC100002 - Failure to support schools to remodel curriculum in light of WG reviews.

EC100003 - Failure to support the implementation of the ALN reform.

EC100004 - Failure to deliver the Welsh in Education Strategic Plan.

EC100005 - Failure to provide appropriate support for vulnerable learners.

EC100006 - Failure to manage the 2^{1st} Century School Programme and to invest in infrastructure and reduce the number of surplus places with the schools system.

EC200001 - Failure to safeguard children

- Failure to protect Children at Risk
- Failure to recruit and retain adequate number of social workers
- Failure to appropriately manage social care caseloads

EC200002 - Foster Care payments

EC200003 - Failure to provide appropriate support for children with complex needs

EC300001 - Drop in school meal take-up as a result of budget efficiencies (including price increases) leading to unviability of the service

Children's Services Division

We must take all reasonable steps (in exercising functions) to maximise our contribution to the 7 Well-being Goals

Ref	Service Priorities With Key Actions and Key Outcome Measures	By When ^{#1}	By Who
CS01	Continuing to transform children's social work practice by rolling out the Child and Family Unit model, prioritising prevention work with children and families to reduce the number of children becoming looked after or placed on the child protection register, ensuring at all times that children and young people are protected from harm, intervening formally when required, and promoting high standards of welfare.	March 2020	Stefan Smith
CS02	We will continue to develop the Mid & West Wales Regional Adoption service in line with national, regional and local priorities.	April 2018	Frances Lewis
CS03	We will continue to develop and implement the Child and Family Unit (CFU) systemic model of working within our children's services teams (Pod's) and combine cohesively with Signs of Safety.	April 2018	Frances Lewis
CS04	We will actively participate in the regional review of child protection thresholds and multi-agency arrangement to audit child sexual exploitation (CSE) cases and implement the ' MASCE ' model.	April 2018	Noreen Jackman
CS05	We will continue to develop and implement how we provide information, advice and assistance (IAA), ensuring information is available and easily accessible, and linking with the Dewis system.	April 2018	Noeline Thomas
CS06	We will continue to extend the Team Around the Family (TAF) approach across the county for 0-25 year olds, clarifying thresholds to help inform families and other agencies to ensure they are able to access the right help at the right time. We will develop a threshold document to support this practice.	April 2018	Noeline Thomas
CS07	We will continue to develop the Flying Start programme, promoting early intervention for disadvantaged families with children (0-3) living in specific deprived communities, ensuring good multi agency support to families across the	April 2018	Nia McIntosh

	spectrum of need by developing clear pathways with internal and external partners.		
CS08	We will develop the regional proposal for the enhanced childcare offer in line with Government guidelines and financial / resource support. We will develop play opportunities for children by exploring the potential for utilising school outdoor spaces where possible.	April 2018	Lisa Grice
CS09	We will review the plan for improving placement stability.	April 2018	Jayne Meredith
SCC/26	Percentage of looked after children returned home from care during the year.	April 2018	Stefan Smith
SCC/32	We will reduce the % of children looked after at 31 March who have experienced one or more change of school, during a period or periods of being looked after, which were not due to transitional arrangements, in the 12 months to 31 March.	April 2018	Stefan Smith
SCC/33	We will reduce the % of children looked after on 31 March who have had three or more placements during the year.	April 2018	Stefan Smith
CS10	We will continue to work with partners to improve appropriate accommodation options and housing support for all vulnerable young people (aged 16-25).	April 2018	Bethan James
SCC/35	We will reduce the % of care leavers who have experienced homelessness during the year.	April 2018	Stefan Smith
CS11	We will develop a multi-agency strategy for disabled children aged 0-25, which will ensure it is easy to understand and access the help that is available via an integrated support pathway.	April 2018	Kelvin Barlow

#1 By When: If a three year project, also enclose a 2017/18 Milestone

Education Services Division

We must take all reasonable steps (in exercising functions) to maximise our contribution to the 7 Well-being Goals

Ref	Service Priorities With Key Actions and Key Outcome Measures	By When ^{#1}	By Who
ES01	Further enhancing programmes for safeguarding in schools, services and other settings to fully embed safe recruitment practices and strategies, including action to meet the Prevent duty to protect children and young people from the risks of radicalisation.	March 2020	Bethan Tinney
ES02	Continuing to promote regular school attendance to maximise educational opportunities and child welfare, robustly challenging poor attendance and persistent absenteeism	March 2020	Bethan James
EDU/016a	<ul style="list-style-type: none"> We will increase the % of pupil attendance in Primary schools from 94.8% to 95.0% 	July 2017	Bethan James
EDU/016b	<ul style="list-style-type: none"> We will increase the % of pupil attendance in Secondary schools from 94.5% to 94.6% 	July 2017	Bethan James
ES03	Continuing to hold all schools and ERW to account for further improving standards and outcomes for learners, intervening in schools where performance is not satisfactory.	March 2020	Andi Morgan
ES04	Work to improve the quality of leadership and its impact on improving outcomes across the consortium.	March 2020	Andi Morgan
EDU/017	We will increase the % of pupils age 15 achieving Level 2 threshold including GCSE A*-C in English or Welsh and mathematics from 65.1% to 66.0%	July 2017	Andi Morgan
ES05	Supporting schools, in tandem with ERW, to further improve outcomes for all pupils but with a particular emphasis on raising the achievements of pupils entitled to free school meals and looked after children.	March 2020	Andi Morgan
5.0.3.1	<ul style="list-style-type: none"> We will increase the % of pupils eligible for Free School Meals who achieved the Level 2 threshold including a GCSE grade A*-C in English or Welsh first language and mathematics. 	July 2017	Andi Morgan

ES06	Completing a review of behaviour management services and presenting proposals to reform provision.	March 2020	Gareth Morgans
ES07	<ul style="list-style-type: none"> To support integrated approaches/planned developments at Rhydygors School to meet future curricular, behavioural, care and therapeutic needs of our most troubled/complex pupils and their families 	March 2018	Rebecca Williams
ES08	Reshaping services to meet the challenge of the new legislation for additional learning needs by further developing person centred practice.	March 2020	Elinor Williams
ES09	<ul style="list-style-type: none"> Support LA strategic development of person- centred coaching model and development of Individual Development Plans (IDPs) 	March 2018	Elinor Williams
ES10	<ul style="list-style-type: none"> Develop ALN outreach support working in partnership with specialist setting staff to share expertise to support pupils in mainstream settings 	March 2018	Rebecca Williams
ES11	Continuing to advance the objectives of the Welsh in Education Strategic Plan.	March 2020	Catrin Griffiths
ES12	<ul style="list-style-type: none"> To develop a revised Welsh in Education Strategic Plan in line with Welsh Government guidance to further promote and increase bilingual education in Carmarthenshire. 	March 2018	Catrin Griffiths
EDU/006i	<ul style="list-style-type: none"> We shall increase the percentage of pupils to receive a teacher assessment in Welsh (first language) at the end of Key Stage 2. 	July 2017	Elin Forsyth
EDU/006ii	<ul style="list-style-type: none"> We shall increase the percentage of pupils to receive a teacher assessment in Welsh (first language) at the end of Key Stage 3. 	July 2017	Elin Forsyth
ES13	Continuing with the design of the Carmarthenshire Curriculum in partnership with schools and other providers, incorporating national policy developments as they emerge.	March 2020	Aeron Rees
ES14	<ul style="list-style-type: none"> Publish a Carmarthenshire Curriculum Declaration as an interim developmental step 	March 2018	Aeron Rees
ES15	<ul style="list-style-type: none"> In collaboration with others, design accredited and non-accredited courses in curriculum design for senior and middle school leaders 	March 2018	Aeron Rees
ES16	<ul style="list-style-type: none"> Complete the 11-19 Curriculum review, formulate implementation plan and implement year 1 proposals 	March 2018	Matt Morden
ES17	Investing around £23 million in major school construction and modernisation projects at Coedcae, Penrhos (Seaside), Trimsaran, St.John Lloyd, Llangadog, Parc y Tywyn, Dewi Sant, Pontyberem, Rhys Pritchard and Rydygors.	March 2020	Simon Davies
ES18	We will further reduce young people No in Education, Employment or Training (NEET).	March 2020	Matt Morden
ES19	Deliver the local elements of the Cynnydd and Cam Nesa European Social Fund (ESF) projects to reduce the number of young people who become NEET.	March 2020	Matt Morden
5.1.0.1	<ul style="list-style-type: none"> We will reduce the % of Year 11 leavers Not in Education, Employment or Training (NEETs) 	March 2018	Matt Morden
5.1.0.2	<ul style="list-style-type: none"> We will reduce the % of Year 13 leavers Not in Education, Employment or Training (NEETs) 	March 2018	Matt Morden
ES20	Deliver literacy, numeracy, digital literacy and English for speakers of other languages (ESOL) courses for Carmarthenshire residents and in-comers to the County	March 2020	Matt Morden
ES21	Implement the TIC (Transform, Innovate and Change) approach to support schools in reviewing structures and systems to ensure efficiency, effectiveness and value for money.	March 2020	Andi /Elin

Strategic Development Division

We must take all reasonable steps (in exercising functions) to maximise our contribution to the 7 Well-being Goals

Ref	Service Priorities With Key Actions and Key Outcome Measures	By When	By Who
SD01	As further price rises are implemented, explore opportunities to increase school meal take-up to include the development of a concise marketing plan.	December 2018	Helen Bailey
SD02	Introduce on-line payments for school meals	December 2018	Helen Bailey
SD03	Continue to develop & maximise the use & benefits of electronic processes with operational staff to include on-line ordering, e-learning, electronic invoices etc.	July 2017	Helen Bailey
SD04	Work collaboratively to support the work being undertaken on a national level to address rising levels of childhood obesity e.g. Holiday Hunger initiative, partnership working with Healthy Schools Programme and Public Health, raising awareness of the health benefits associated with eating school food, & maximising the uptake of Free School Meals.	March 2020	Helen Bailey
SD05	Continue to review back office processes to deliver efficiencies whilst protecting front line services	March 2020	David Astins
SD06	Implement Carmarthenshire's Children's Rights Promise	March 2018	Sarah Powell
SD07	Support the further development of the Carmarthenshire Youth Council, including broader representation from across Carmarthenshire, better engagement with Council decision makers including Elected Members and participation in the 'Insight' programme.	March 2018	Sarah Powell
SD08	Undertake a complete review of school admission processes	March 2020	Sue John
SD09	Implement agreed development plan for Teacher Centre (TC), including wider use of TC by LA officers (including senior managers) & sharing good practice across primary schools	March 2020	Luke Howells

Ways of Working

Which of the 5 Ways of working have we met?		Strong Partial None	How much work do we still need to do to meet these ways of working?
A	Looking at the long term so that we do not compromise the ability of future generations to meet their own needs	Partial	<ul style="list-style-type: none"> Education as a long-term 'invest to save' service, laying down the foundations for life, living and the world of work, so that employable and well-qualified young people can be fully prepared to live and thrive as independent adults
B	Understanding the root causes of the issues to prevent them reoccurring	Partial	<ul style="list-style-type: none"> Promote high standards of attendance, behaviour, care, support guidance and application in school, so that learners can enjoy schooling free from any major detrimental issues Promote restorative approaches in the Youth Support Service The Social Services and Wellbeing (Wales) Act 2014 places a great emphasis on prevention work, requiring all agencies to engage proactively with families in order to avoid reaching thresholds for statutory intervention wherever possible, whilst always ensuring safety.
C	Taking an integrated approach so that we look at all well-being goals and objectives of other services and partners	Partial	<ul style="list-style-type: none"> Have regard for formal, informal and non-formal learning both inside and outside school and other settings - in partnership with other agencies locally and further afield A recent CSSIW inspection (July 2016) recognised our need to work together with partners '<i>to develop an integrated approach to delivering information, advice and assistance, preventative services and statutory provision to achieve greater continuity and reduce duplication for children and families accessing these services</i>' Multi-agency arrangements should be established to strengthen operational plans to support effective co-ordination of statutory partner's completion of Joint Assessment Frameworks.
D	Collaboration - Working with others in a collaborative way to find shared sustainable solutions	Partial	<ul style="list-style-type: none"> Promote a strong ethos of school-to-school working and collaborative activity Build 'professional capital' to arrive at sustainable local solutions
E	Involvement a diversity of population in decisions that affect them	Partial	<ul style="list-style-type: none"> Promote participation of all children & young people Promote voice of the learner, school councils and citizenship education so that learners develop as active participants in democratic society

Maximising Contributions

7 National Goals	How the function / priority maximises its contribution to National Goals
<i>A prosperous Wales</i>	Improved learner attainment Reduced pupils Not in Education, Employment or Training (NEET)
<i>A resilient Wales</i>	Participation in the Eco Schools Award scheme
<i>A healthier Wales</i>	Providing nutritious School meals Early Years and Family Support Education Psychology Complex Needs Safeguarding Healthy Schools award
<i>A more equal Wales</i>	Welsh language Curriculum development ALN Inclusion Youth Service Child Welfare
<i>A Wales of cohesive communities</i>	Welsh language Child Welfare Adult and Community Learning Safeguarding Respite Care Fostering and Adoption LAC Strategic Partnerships and Engagement
<i>A Wales of vibrant culture and thriving Welsh Language</i>	Welsh language (WESP) Music Service
<i>A globally responsible Wales</i>	Eco schools award

5. Resources

Budget Summary

The budget summary for 2017/18 will be included following the approval of the Council's budget in February 2017.

Savings and Efficiencies

Efficiency savings will be included here following the approval of the Council's budget in February 2017.

Workforce Planning

A Departmental Workforce Plan is being drafted by the Departmental Management Team with support from HR staff, this section will be updated early in 2017.

6. Key Departmental Measures by Division

Children's Services

Definition / Measure Reference (abbreviated definition is fine)		2014/15	2015/16			2016/17		2017/18	Cost Measure (£)	
		Our Result	Our Result	All Wales Comparative data			Target set	Result (when available)		Target set (at EOY)
				Quartile * to ****	Welsh Median	Welsh Best Quartile				
SCC/002 New PI SCC/32 16/17	% children looked after on 31 March who have experienced one or more change of school, which were not due to transitional arrangements (in last 12 months)	5.4%	3.9%	****	13.1%	9.2%	5.0%			
SCC/004 New PI SCC/33 16/17	% of children looked after on 31 March who have had three or more placements during the year	11.7%	14.9%	*	9.6%	8.6%	13.5%			
SCC/002ii	% of Pupils 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.	0.0%	0.0%	****	0.0%	0.0%	0.0%			
9.1.8.1	% attendance at the free Flying Start (FS) Child Care Placement		79%	N/a	N/a	N/a	77%			
9.1.8.2	Number of children living outside the FS area who are able to access the service through referral for outreach		17	N/a	N/a	N/a	23			
9.1.8.3	% high need families living in FS area receiving at least a monthly contact from FS Health Visiting service		96%	N/a	N/a	N/a	93%			
9.1.8.6	% of families with additional social welfare needs linked to poverty, living in a FS area receiving time specified interventions from wider FS team		96%	N/a	N/a	N/a	95%			
9.1.8.8	% of unauthorised attendance at the free FS child care settings	N/a	New measure	N/a	N/a	N/a	6%			

Definition / Measure Reference (abbreviated definition is fine)		2014/15	2015/16				2016/17		2017/18	Cost Measure (£)
			Our Result	Our Result	All Wales Comparative data			Target set	Result (when available)	
		Quartile * to ****			Welsh Median	Welsh Best Quartile				
9.1.8.9	% of children in FS areas reaching, exceeding or within one age band of their development milestone at age 2 (assessed within 23-25 month)	N/a	New measure	N/a	N/a	N/a	85%			
9.1.9.0	% children in FS areas reaching, exceeding or within one age band of their development milestone at age 3 (assessed within 35-37 month)	N/a	New measure	N/a	N/a	N/a	90%			
SCC/24	% of assessments completed for children within statutory timescales						New PI			
SCC/25	% of children supported to remain living within their family						New PI			
SCC/26	% of looked after children returned home from care during the year						New PI			
SCC/27	% of re-registrations of children on local authority Child Protection Register (CPR)						New PI			
SCC/28	Average length of time for all children who were on the CPR during the year						New PI			
SCC/29a	% of children receiving care and support achieving the core subject indicator at key stage 2						New PI			
SCC/29b	% of children receiving care and support achieving the core subject indicator at key stage 4						New PI			
SCC/30	% of children seen by a registered dentist within 3 months of becoming looked after						New PI			
SCC/31	% of children looked after at 31 March who were registered with a GP within 10 working days of the start of their placement						New PI			
SCC/32	% of looked after children who experienced one or more change of school during a period of periods of being looked after which were not due to transitional arrangements in the year to 31 March						5.0%			

Definition / Measure Reference (abbreviated definition is fine)		2014/15	2015/16			2016/17		2017/18	Cost Measure (£)
			All Wales Comparative data						
		Our Result	Our Result	Quartile * to ****	Welsh Median	Welsh Best Quartile	Target set	Result (when available)	
SCC/33	% of children who are looked after, who have had 3 or more placement moves during the year						13.5%		
SCC/34a	% of all care leavers who are in education, training or employment at 12 months after leaving care						New PI		
SCC/34b	% of all care leavers who are in education, training or employment at 24 months after leaving care						New PI		
SCC/35	% of care leavers who have experienced homelessness during the year						New PI		

Education Services

Definition / Measure Reference (abbreviated definition is fine)		2014/15 (AY 2013/14)	2015/16 (Academic Year, AY, 2014/15)			2016/17 (AY 2015/16)		2017/18 (AY 2016/17)	Cost Measure (£)
			All Wales Comparative data						
		Our Result	Our Result	Quartile * to ****	Welsh Median	Welsh Best Quartile	Target set	Result (when available)	
EDU/016a	% of pupil attendance in Primary Schools	95.0	95.2	****	95.0	95.2	95.4	94.8 (provisional)(Jan 2017)	95.0
EDU/016b	% of pupil attendance in Secondary Schools	93.9	94.2	***	93.9	94.3	94.4	94.5	94.6
EDU/013	Number of pupils per teacher in Primary Schools	19.5	19.6	No comparable data available			19.4	19.9	
4.1.2.2	% of authorised absence in Secondary schools	5.6	5.1		4.9		5.0	4.9	4.8
4.1.2.3	% of authorised absence in Primary schools	4.3	4.0		4.1		3.9	(Dec 2016)	
EDU/006i	% of pupils receiving Teacher Assessment in Welsh First Language at KS2 (Year 6)	50.3	51.9	****	20.2	n/a	52.4	50.0	
EDU/003	% KS2 pupils achieving Core Subject Indicator (Year 6 pupils expected performance in English or Welsh first language, maths and science)	87.4	88.2	***	88.1	89.4	88.7	89.0 (provisional) (Dec 2016)	

		2014/15	2015/16 (Academic Year, AY, 2014/15)				2016/17		2017/18	
EDU/006ii	% of pupils receiving Teacher Assessment in Welsh First Language at KS3 (Year 9)	39.0	43.2	****	17.8	19.4	43.7	42.2		
EDU/004	% KS3 pupils achieving Core Subject Indicator (Year 9 pupils expected performance in English or Welsh first language, maths and science)	84.5	85.1		83.9		85.6	86.3 (provisional) (Dec 2016)		
EDU/017	% of pupils age 15 achieving Level 2 threshold incl. GCSE A*-C in English or Welsh and mathematics	58.7	61.1		57.9		61.6	65.1 (provisional) (Dec 2016)	66.0	
EDU/002i	% of pupils age 15 leaving secondary school without a qualification	0.0	0.0	****	0.2	0.0	0.0	(Apr 2017)		
EDU/011	Average wider point score of pupils aged 16 (all exam results score)	579.8	580.3		530.7		581.0	(Dec 2016)		
EDU/009a	Average number of school days that permanently excluded pupils did not receive an offer of full time appropriate education provision	0.0	0.0				0.0	(Mar 2016)		
EDU/009b	Average number of school days that permanently excluded pupils did not receive an offer of part time appropriate education provision	0.0	0.0				0.0	(Mar 2016)		
EDU/010a	% of school days lost due to fixed-term exclusions in Primary Schools	0.008	0.015				0.010	(Mar 2016)		
EDU/010b	% of school days lost due to fixed-term exclusions in Secondary Schools	0.039	0.039				0.037	(Mar 2016)		
5.0.2.9	% of pupils achieving the Foundation Phase Indicator (Year 2 achieving language, maths and personal development)	84.1	86.8		86.8		87.3	85.9% (provisional) (Dec 2016)		

		2014/15	2015/16 (Academic Year, AY, 2014/15)				2016/17		2017/18	
5.0.2.2	% of pupils achieving 5 or more GCSE's grade A*-C or vocational equivalent	84.7	87.0		84.1		87.5	88.7% (provisional) (Dec 2016)		
5.0.2.6	% of 15/16 yr olds achieving Core Subject Indicator (expected performance in English or Welsh first language, maths and science)	56.1	58.2		54.8		58.7	62.2% (provisional) (Dec 2016)		
5.0.2.3	% of 17 year olds who enter a volume equivalent to 2 A Levels and who achieve the Level 3 threshold (2 A Levels Grades A-E)	98.6	98.1		97.0		98.6	99.5% (provisional) (Dec 2016)		
5.0.2.8a	Number of pupils permanently excluded from Primary Schools	0.0	0.0		0.0		0.0	(Mar 2016)		
5.0.2.8b	Number of pupils permanently excluded from Secondary Schools	0.1	0.0		0.0		0.0	(Mar 2016)		
5.0.2.8c	Number of pupils permanently excluded from Special Schools	0.0	0.0		0.0		0.0	(Mar 2016)		
EDU/015a	% of final statements of special education need issued within 26 weeks including exceptions	22.9	34.8	*	68.1	96.2	40.0	60.0 @ Qtr2		
EDU/015b	% of final statements of special educational need issued within 26 weeks excluding exceptions	75.0	80.0	*	94.5	100.0	90.0	85.7 @ Qtr2		
5.0.3.1	% of FSM pupils who achieved the Level 2 threshold including a GCSE grade A*-C in English or Welsh first language and mathematics	28.9	33.7		31.6		34.2	41.5% (provisional) (Dec 2016)		
5.1.0.1	% of Year 11 leavers Not in Education, Employment or Training (NEET's)	3.4	3.5		2.8		3.0	(Apr 2016)		
	% of Year 13 leavers Not in Education, Employment or Training (NEET's) 5.1.0.2	N/A	2.8				2.6	(Apr 2016)		

		2014/15	2015/16 (Academic Year, AY, 2014/15)				2016/17		2017/18	
8.3.1.4	% of schools achieving phase 3 of the Healthy Schools Initiative	83	86				87	(Jan 2017)		
8.3.1.5	% of schools achieving phase 4 of the Healthy Schools Initiative	53	59				60	(Jan 2017)		
4.3.1.7	School places removed as a result of Modernising Education Programme	46	394				141	(Apr 2017)		
4.3.1.8	% of schools graded as "Good" or "Satisfactory" for school building condition	53	55				56	(Apr 2017)		

Strategic Development

Local performance measures are being developed for this service.

The Council's Well-being Objectives - To be determined by March 2017

Draft Council Well Being Objectives	The department contributes significantly to the following Council Well Being Objectives	XXX Division	XXX Division	XXX Division	XXX Division	XXX Division
A						
B						
C						
D						
E						
F						
G						
H						

The seven Well-being goals of the Future Generations Act

<i>A prosperous Wales</i>	<p>An innovative, productive and low carbon society which recognises the limits of the global environment and therefore uses resources efficiently and proportionately (including acting on climate change), and which develops a skilled and well-educated population in an economy which generates wealth and provides employment opportunities, allowing people to take advantage of the wealth generated through securing decent work.</p> <p>📞 Contact Stuart Walters 3241 or Helen Morgan 4902 / Contact Dave Astins 6426</p>
<i>A resilient Wales</i>	<p>A nation which maintains and enhances a biodiverse natural environment with healthy functioning ecosystems that support social, economic and ecological resilience and the capacity to adapt to change (for example climate change).</p> <p>📞 Contact Rosie Carmichael 2727 or Isabel Macho 3390</p>
<i>A healthier Wales</i>	<p>A society in which people's physical and mental well-being is maximised and in which choices and behaviours that benefit future health are understood.</p> <p>📞 Contact Joel Martin 2619</p>
<i>A more equal Wales</i>	<p>A society that enables people to fulfil their potential no matter what their background or circumstances (including their socio economic background and circumstances).</p> <p>📞 Contact Llinos Evans 4914</p>
<i>A Wales of cohesive communities</i>	<p>Attractive, viable, safe and well-connected communities.</p> <p>📞 Contact Kate Thomas 4202</p>
<i>A Wales of vibrant culture and thriving Welsh Language</i>	<p>A society that promotes and protects culture, heritage and the Welsh language, and which encourages people to participate in the arts, and sports and recreation.</p> <p>📞 Contact Jane Davies 2180</p>
<i>A globally responsible Wales</i>	<p>A nation which, when doing anything to improve the economic, social, environmental and cultural well-being of Wales, takes account of whether doing such a thing makes a positive contribution to global well-being</p>