

# Cynllun Cyflawni Rhanbarthol 2024-2025 (Drafft - Rhagfyr 2023)

## Divisional Delivery Plan 2024-2025 (Draft - December 2023)

### Mynediad i Addysg Access to Education



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Cyngor Sir Gâr  
Carmarthenshire  
County Council



## INTRODUCTION



### Purpose of this Plan

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

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

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

### Cabinet Member

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



#### Cabinet Member Portfolios relevant to Division:

- School Admissions
- School Catering Services
- Carmarthenshire's Modernising Education Programme (MEP)

### 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.

This was evidenced by the various inspections undertaken of our services during 2023/24. Estyn's Inspection of our Local Authority Education services noted- *'Carmarthenshire's education services are led robustly by senior leaders and elected members, who share a clear vision for education within the authority. This is supported by an open and positive culture and self-evaluation and improvement planning processes that are rigorous, on the whole. Through this, leaders have a positive effect on improving education provision and learners' outcomes in most of their areas of responsibility and are able to set a clear direction for further improvement in the future...'*

As one Education and Children's Services team we have 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 financial challenges. The demands on our services are at the highest they've been for many years and the financial position is extremely difficult. However, we will continue to do our best, to provide the best services possible to support our children and young people.

As an Education and Children's Services Department we're a learning organisation 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-

<b>Cynhwysiant ac Ymgysylltu</b> Inclusion and Engagement	<b>Addysgu a Dysgu</b> Teaching and Learning	<b>Diogelu Plant</b> Safeguarding Children	<b>Lles</b> Wellbeing
<b>Sicrhau system addysg ragweithiol, gynhwysol.</b> Ensure a proactive, inclusive education system.	<b>Sicrhau cynnydd ardderchog i bob dysgwr.</b> Ensure excellent progress for all learners.	<b>Sicrhau bod pob plentyn a pherson ifanc yn hapus, yn ddiogel ac yn ffynnu, gan ooresgyn tlodi.</b> Ensure all children and young people are happy, safe and thrive, overcoming poverty.	<b>Meithrin iechyd meddwl a chorfforol da iawn i bawb.</b> Foster very good mental and physical health for all.
<b>Arweinyddiaeth</b> Leadership	<b>Cymunedau Cynaliadwy</b> Sustainable Communities	<b>Y Gymraeg</b> The Welsh	<b>Strategaeth Adrannol</b> Departmental Strategy
<b>Sicrhau bod arweinyddiaeth ysbrydoledig yn arwain at gynnydd rhagorol i bob dysgwr.</b> Ensure that aspirational leadership leads to excellent progress for all learners.	<b>Cyflwyno safonau uchel o addysg mewn amgylcheddau cymunedol cynyddol fodern a chynaliadwy.</b> Deliver high standards of education in increasingly modern and sustainable community focussed environments.	<b>Sicrhau datblygiad dwyieithog ac amlieithog llwyddiannus i bawb .</b> Ensure successful bilingual and multilingual development for all.	<b>Darparu gwasanaethau cymorth o ansawdd uchel sy'n effeithio ar effeithlonrwydd y system addysg.</b> Provide high quality support services that impact on the efficiency of the education system.

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

*In the face of unprecedented challenges, our team continues to epitomise resilience and unwavering dedication. I stand in immense pride witnessing the remarkable strides we've made, especially during these demanding times.*

*As a unified force, we devote ourselves wholeheartedly to bolstering the essential work of the Authority, the Department, schools, and all educational settings. Our mission is profound: to orchestrate, facilitate, and meticulously plan an intricate network of school assets, spaces, and facilities. This commitment serves not just the children and youth of today but lays the foundation for future generations, nurturing their educational growth and overall well-being.*



*The bar for excellence in service delivery has never been set higher. This presents us with an unparalleled responsibility—an obligation to continually challenge and revolutionize the way we organise our resources and deliver our services.*

*Indeed, we confront significant challenges head-on, including financial hurdles within school systems and the demanding task of spearheading Carmarthenshire's Modernising Education Programme (MEP). Additionally, the convergence of Covid and Brexit has spurred construction inflation, exerting pressure on budgets and timelines for school regeneration endeavours. Understanding the nuances of capital programs, demographics, and evolving educational trends underpins our endeavours, guiding our journey towards fostering modern and relevant educational environments.*

*Moreover, the call to align with Welsh Government initiatives on carbon neutrality and the delivery of Universal Primary Free School Meals intensifies our focus. Yet, amidst these challenges, we confront staffing shortages and heightened pressure on local government funding.*

*In navigating these complexities, tough decisions beckon—ones that mandate a shift in service delivery, the prudent management of resources, and strategic adjustments in provisions. Through this transformation, our mandate is clear: to ensure responsible governance, engage with our community, and pave the path for infrastructure changes that reflect citizen needs.*

*The horizon of possibilities is vast, and I eagerly anticipate building upon our team's triumphs. Together, we shall fortify our collaborative spirit, striving to enhance and deliver services that not only reflect efficiency but are deeply cherished by the people of Carmarthenshire.*

*It's with immense pleasure that I present the three-year Divisional Business Plan on behalf of the dedicated staff within the Access to Education Division. Their unwavering commitment and hard work are the bedrock of our collective success.*

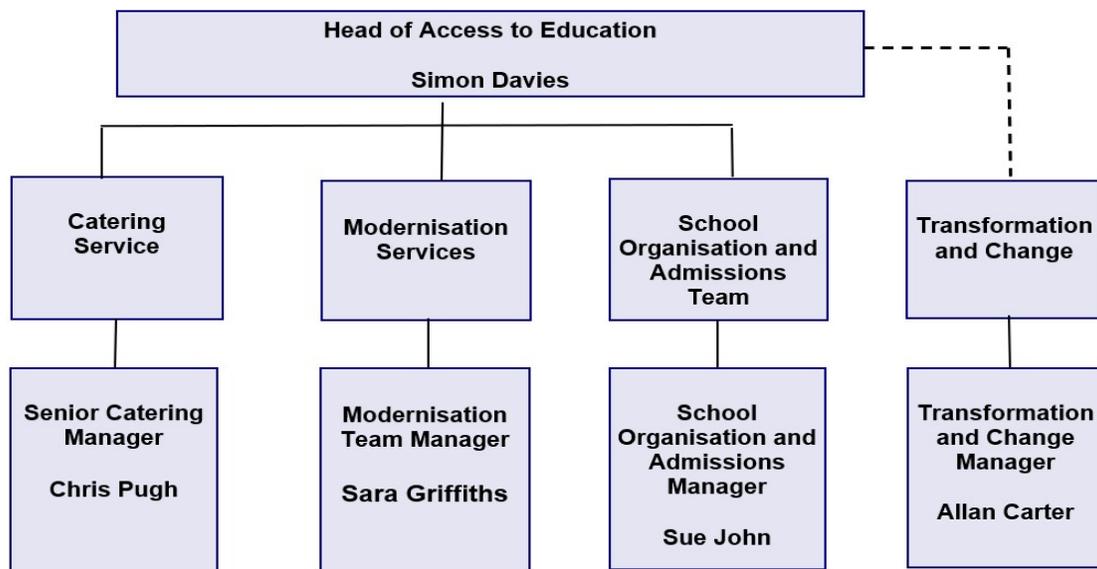
Sign off:

**Signature**

Simon Davies; Head of Access to Education

**Date: 15/12/2023**

## Divisional Structure



## **Divisional Profile of services by Service Area**

Access to Education Division forms part of the Department for Education and Children.  
The division currently has 33 staff.  
Budget to be confirmed following consultation process, awaiting final documentation.

### **Catering Service – Chris Pugh, Senior Catering Manager**

The **Catering Service** is responsible for providing school meals in all Carmarthenshire primary schools and all 12 secondary schools including:  
Serving some 18,000 meals every day.  
Compliance with national standards including healthy eating, food hygiene and allergens.  
Free breakfast service in nearly all primary schools.  
Advisory service to the Communities Department for meals for older people in care homes and day centres as well as community meals / leisure sites.

### **Modernisation Services – Sara Griffiths, Modernisation Team Manager**

**Modernisation Services** is responsible for the development, management and delivery of the Modernising Education Programme (MEP) for the Department for Education and Children. This includes:  
The strategic planning, governance, development and delivery of Carmarthenshire's Modernising Education Programme (MEP) as part of the national Sustainable Communities for Learning Programme and its constituent projects.  
School Organisation Process including formal and informal consultation with a range of stakeholders associated with school organisation and/or improvement projects.  
Local Authority School Federations Strategy and implementation plan  
Capital investment programme including the Department's long-term and annual capital investment plans and budgets.  
Development of options appraisals and HM Treasury 5 Case Model business cases for school reorganisation and investment projects for submission to the national Sustainable Communities for Learning Programme and other external funding sources.  
Commissioning of new or improved school premises in liaison with head teachers, ensuring minimum disruption to the operation of schools.  
Decommissioning of premises following the completion of statutory procedures to close or amalgamate schools and provide support to schools ensuring that pupils are sensitively and effectively transferred to designated alternative establishments.

### **School Organisation and Admissions – Sue John, School Organisation and Admissions Manager**

**School Organisation and Admissions** are responsible for Planning School Places and the Admission of pupils to schools including:  
School admissions and appeals process, in line with legislation (summarised in the Welsh Government School Admissions Code) and the Council's Admission Policy.  
Operational asset management responsibilities in relation to property and estate including legal capacity of schools, catchment areas, developer contributions (Section 106), , asset verification, governor property initiatives and responsibilities under disability access (Equality Act 2010) legislation.  
Planning of School Places including the interpreting, reporting, forecasting of data and pupil numbers in all maintained schools in satisfaction of statutory requirements and in support of the Modernising Education Programme.  
Departmental responsibilities in relation to risk management and school transport.

## **Transformation and Change – Allan Carter, Transformation and Change Manager**

**Transformation and Change** is responsible for managing a programme of transformation and change work aimed at supporting the Department for Education and Children, Headteachers and Governing Bodies in delivering projects, initiatives, and financial efficiencies across the schools network in a sustainable manner.

The work is undertaken closely with the Council's Transformation team and are responsible for reporting progress on Transformation related projects to the Transformation Programme Board which oversees the delivery of the Council's overall change and efficiency programme.

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

[Healthy Eating in Maintained Schools](#)

[Free Breakfast in Primary Schools Guidance](#)

[Food Allergens Toolkit](#)

[Modernising Education Programme \(Agenda Item 9\)](#)

[Modernising Education Programme Strategic Outline Programme \(SOP\) - Band B Update \(Agenda item 11\)](#)

[Sustainable Communities for Learning Programme](#)

[School Organisation Code](#)

[Federation of Maintained Schools \(Wales\)](#)

[School Admission & Appeal Codes](#)

[School Standards and Organisation \(Wales\)](#)

[Information for Parents Booklet](#)

[Measuring the Capacity of Schools in Wales \(MCSW\)](#)

[Town and Country Planning](#)

### **Regulatory Recommendations**

The Education and Children's Services Department was inspected by Estyn in July 2023. The report was very positive and constructive and identified a wide range of strengths and effective practice and minor aspects to improve. The Recommendations of the report were:

R1 Improve pupils' attendance in the authority's schools

R2 Strengthen school improvement processes, particularly for secondary schools

R3 Refine approaches to self-evaluation and improvement planning

An action plan for each recommendation has been established but to avoid duplication with existing actions, only those pertinent to each of the four divisions appear in individual Divisional Delivery Plans. Amalgamated reports will be produced where applicable.

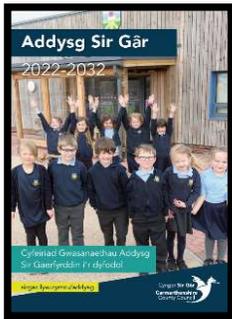
### **Divisional Specific Strategies and Policies**

Modernising Education Programme Strategy - to be published in 2024.

Access to Education Division will contribute across the 8 Departmental Strategic Focus Groups.

Access to Education has a lead role with the Authority's School Operations Group that considers and resolves operational challenges facing schools.

## 10 Year Departmental Strategy and our Purpose Pieces



### Departmental Strategy / Strategaeth Adrannol

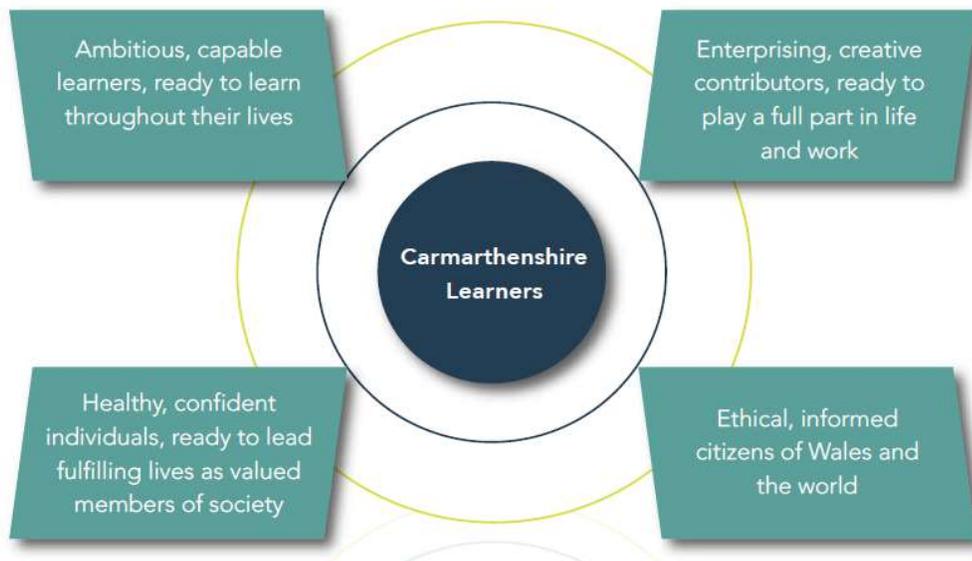
The Department has produced a draft 10 Year Strategy, **The future direction of Education Services in Carmarthenshire 2022 – 2032**, which includes our **Purpose Pieces** (High-Level Priorities). As a Department we have clear priorities focused around 4 key themes, tied into **Wales: Our National Mission**:



### **Vision to 2032**

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

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



# PURPOSE PIECES



## Strategic Focus Groups

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

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

Our vision to 2032 is promoted, *'that children and young people are happy, safe and thriving, fulfilling their personal, social and learning potential'*.

We fulfil our moral purpose, that:

*'Every child and young person is valued and valued equally'*.

We are responsive to the changing needs of our children and young people and to the professionals who provide their care, support and education.

Our strategies are co-constructed, delivered and evaluated across the department, linking to the Corporate and Departmental aims and vision.

Schools, settings and services are provided with good quality, effective support and professional development in line with their children and young person's needs.

We collegially 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):**

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

*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.*

# KEY TO COLOUR CODES USED IN DELIVERY PLAN:

A. CURRENT 2023/24 ACTIONS (CORPORATE STRATEGY AND BUSINESS PLAN)

B. CURRENT 2023/24 MEASURES

C. REGULATORY RECOMMENDATIONS (FROM 2022 ONWARDS)

D. CORPORATE ANNUAL SELF-ASSESSMENT 2022/23

E. SERVICE ANNUAL SELF-ASSESSMENT 2022/23

F. NET ZERO CARBON ACTION PLAN ACTIONS

G. RURAL ACTION PLAN ACTIONS

H. POVERTY ACTION PLAN ACTIONS

I. CONSULTATION ACTION PLAN RESPONSE ACTIONS

J. ENVIRONMENT ACT FORWARD PLAN Jan 23 - Dec 25

# DIVISIONAL DELIVERY PLAN 2024/2025

PIMS Ref	Action/Measure Description	Senior Manager A/M Owner	Responsible Officer	Corporate Strategy or Business Plan	Cabinet Vision Number	Action Start Date	Action Target End Date
<b>WELL-BEING OBJECTIVE 1</b>							
<b>WBO1a - Thematic Priority: Healthy Lives – prevention/early intervention</b>							
16265	In line with the vision of Welsh Government, provide high quality nutritious free school meals to all primary school pupils, over the lifetime of the administration. (CV7)		Chris Pugh	CS	7	01/04/2024	31/03/2025
16585	Review current Cashless Catering provision by undertaking market sounding exercise to consider options for pre-order kiosks in support of 'Grab & Go' concept		Chris Pugh	BP		01/04/2024	31/03/2025
16586	We will ensure food safety regulations compliance through monitoring/audits and staff training.		Chris Pugh	BP		01/04/2024	31/03/2025
<b>WBO1b - Service Priority: Early years</b>							
MFR-14	That the Council considers the recommendations of the Education & Children's Services Scrutiny Committee Task and Finish 'A review of the current provision for early year's education, childcare and play opportunities' to be published in 2019 which include recommendations focused on: a) The availability and provision of childcare across the county but especially in the rural areas. b) Supporting the childcare sector to increase the availability and provision of Welsh medium childcare across the county. c)The availability of after school clubs and wrap around care provision through schools. d)Reviewing the Council's admissions policy for full-time education for 4 year olds e) Ensuring all parents and carers receive information about the benefit of Welsh medium education and bilingualism. f) Supporting schools and local partners to develop a model which would enable community use of school play facilities outside of school hours. The recommendations would have a significant impact on provision and access to childcare and play opportunities in rural areas as well as supporting the principle of building the future resilience and sustainability of rural schools. MFR-14		Sara Griffiths			01/04/2024	31/03/2025
<b>WBO1c - Service Priority: Education</b>							
16266	Continue investment in school buildings across the county and overhaul Carmarthenshire's School Investment Programme to meet the needs of the 21st century. Ensuring that all new schools meet the required standards of insulation and ventilation to cut energy bills and be more environmentally friendly. (CV1)		Sara Griffiths	CS	1	01/04/2024	31/03/2025
16268	Work with Welsh Government to consider the effectiveness of anti-covid ventilation devices in schools. (CV11)		Sara Griffiths	CS	11	01/04/2024	31/03/2025
16371	We will ensure the Council fully responds and complies with the requirements of the Welsh Government School Organisation Code to support the attainment of better educational outcomes with specific reference to requirements for rural schools.		Sara Griffiths	CS		01/04/2024	31/03/2025
16372	We shall review all school pupil admission dates and age-ranges across the County (rising 4's review).		Allan Carter	CS		01/04/2024	31/03/2025
16587	We will address the relevant recommendations of the Estyn Thematic Report – Community schools; families and communities at the heart of school life.		Sara Griffiths	BP		01/04/2024	31/03/2025
16588	We will address the relevant recommendations of the Estyn Thematic Report – All-age schools in Wales - A report on the challenges and successes of establishing all-age schools.		Sara Griffiths	BP		01/04/2024	31/03/2025

# DIVISIONAL DELIVERY PLAN 2024/2025

PIMS Ref	Action/Measure Description	Senior Manager A/M Owner	Responsible Officer	Corporate Strategy or Business Plan	Cabinet Vision Number	Action Start Date	Action Target End Date
16590	We will reflect the impact of COVID on new school design e.g. access, materials used, creating flexible spaces, ventilation systems etc.		Sara Griffiths	BP		01/04/2024	31/03/2025
16592	We will undertake a comprehensive review of school capacity calculations in partnership with Schools.		Sue John	BP		01/04/2024	31/03/2025
16593	We will ensure all requests for Equality Act 2010 adaptations to schools are processed and actioned timely to support pupil's integration into mainstream schools.		Sue John	BP		01/04/2024	31/03/2025
16594	We will ensure all developer contributions (Section 106) are processed and actioned timely to support pupils in the designated catchment area schools.		Sue John	BP		01/04/2024	31/03/2025
16595	We will ensure all WG statutory returns for Planning School Places & Asset Verification are accurately and timely completed and feed into the MEP programme.		Sue John	BP		01/04/2024	31/03/2025
16597	Update school suitability grade (defines how well premises meet the needs of pupils, teachers and other users and how they contribute towards raising standards of education)		Allan Carter	BP		01/04/2024	31/03/2025
16598	We will complete the Catchment Area Review linked as part of the MEP Review and implement any policy changes required.		Allan Carter	BP		01/04/2024	31/03/2025
17080	We will ensure alignment of capital funding to address the Council's MEP programme.		Sara Griffiths	BP		01/04/2024	31/03/2025
4.3.1.7	Surplus places removed as a result of Carmarthenshire's Sustainable Communities for Learning` (Formerly known as MEP - Modernising Education Programme)		Simon Davies		1		
4.3.1.8	% of schools graded as "Good" or "Satisfactory" for school building condition.		Simon Davies		1		

## WELL-BEING OBJECTIVE 2

### WBO2a - Thematic Priority: Tackling Poverty

New Monitor the impact of UPFSM on deprivation levels.

### WBO2b - Service Priority: Housing

*Comment: all Services work collaboratively across a range of Priorities, however there are no direct Actions for Divisional Services under this heading at this time.*

### WBO2c - Service Priority: Social Care

*Comment: all Services work collaboratively across a range of Priorities, however there are no direct Actions for Divisional Services under this heading at this time.*

## WELL-BEING OBJECTIVE 3

### WBO3a - Thematic Priority: Economic Recovery and Growth

# DIVISIONAL DELIVERY PLAN 2024/2025

PIMS Ref	Action/Measure Description	Senior Manager A/M Owner	Responsible Officer	Corporate Strategy or Business Plan	Cabinet Vision Number	Action Start Date	Action Target End Date
16373	Undertake required work in support of the decision made in relation to food contracting within Carmarthenshire; support pilot for outcomes identified as part of Foundational Economy project. Develop and implement strategy to focus on local procurement for School Meals and Breakfast Club services.		Chris Pugh	CS		01/04/2024	31/03/2025
<b>WBO3b - Thematic Priority: Decarbonisation &amp; Nature Emergency</b>							
16599	Collate a new "schools for the future" development brief based on carbon neutral principles, lessons learnt from previous schemes, good practice and post-Covid evaluations.		Sara Griffiths	BP		01/04/2024	31/03/2025
New	We will undertake Actions from the ECS Dept. Sustainability Plan. Work collaboratively to ensure all new CCC education projects, plans and policies relating land managed by Education demonstrate best practice in delivering, net benefit for biodiversity, nature recovery and Green and Blue Infrastructure. Ensure this requirement is built in at the concept stage of each project and that it is reflected in briefs provided for consultants and contractors. Ensure these requirements are delivered, that long term maintenance requirements re addressed and funding solutions costed and agreed. On land managed by Education and CCC schools, identify opportunities to enhance biodiversity e.g., managing some areas of amenity grassland for pollinators, and areas suitable for tree planting, consistent with CCC's Tree and Woodland Strategy		Simon Davies			01/04/2024	31/03/2025
			Simon Davies			01/04/2024	31/03/2025
			Simon Davies			01/04/2024	31/03/2025
<b>WBO3c - Thematic Priority: Welsh Language &amp; Culture</b>							
<i>Comment: all Services work collaboratively across a range of Priorities, however there are no direct Actions for Divisional Services under this heading at this time.</i>							
<b>WBO3d - Thematic Priority: Community Safety, Resilience and Cohesion</b>							
16267	Increase the utilisation of school facilities for community use outside of teaching hours. (CV5)		Sara Griffiths	CS	5	01/04/2024	31/03/2025
MFR-15	That the Council remains fully supportive of doing all that it can to support and build the future resilience and sustainability of its rural schools, and will work to Welsh Government's set of procedures and requirements within the School Organisation Code which works on a presumption against closure. MFR 15		Sara Griffiths			01/04/2024	31/03/2025
<b>WBO3e - Service Priority: Leisure &amp; Tourism</b>							
New	Upgrading a number of £G pitches which the community benefits from?						
<b>WBO3f - Service Priority: Waste</b>							
New	Monitor Waste Reform in schools?						
<b>WBO3g - Service Priority: Highways &amp; Transport</b>							
16596	We will contribute to all School Transport Appeals (both Officers and Members) to provide educational support and perspective.		Sue John	BP		01/04/2024	31/03/2025

# DIVISIONAL DELIVERY PLAN 2024/2025

PIMS Ref	Action/Measure Description	Senior Manager A/M Owner	Responsible Officer	Corporate Strategy or Business Plan	Cabinet Vision Number	Action Start Date	Action Target End Date
<b>WELL-BEING OBJECTIVE 4</b>							
<b>WBO4a - Organisational Transformation - Overarching</b>							
	<i>Non at this time.</i>						
<b>WBO4b - Organisational Transformation - Efficiencies and Value for Money</b>							
	<i>Non at this time.</i>						
<b>WBO4c - Organisational Transformation - Income &amp; Commercialisation</b>							
	<i>Non at this time.</i>						
<b>WBO4d - Organisational Transformation - Workplace</b>							
	<i>Comment: following the sale of Parc Dewi Sant in Autumn 2023 and using the Better Ways of Working principals, many Departmental staff have been re-located, the majority to Spillman Street. No further changes are anticipated in the near future.</i>						
<b>WBO4e - Organisational Transformation - Workforce</b>							
	<i>Non at this time.</i>						
<b>WBO4f - Organisational Transformation - Service Design &amp; Improvement</b>							
	<i>Non at this time.</i>						
<b>WBO4g - Organisational Transformation - Customers &amp; Digital Transformation</b>							
	<i>Non at this time.</i>						
<b>WBO4h - Organisational Transformation - Decarbonisation and Biodiversity</b>							
	<i>Non at this time.</i>						
<b>WBO4i - Organisational Transformation - Schools</b>							
	<i>Transformation actions tbc</i>						
<b>CORE BUSINESS ENABLERS</b>							
<b>5a - Information and Communication Technology (ICT)</b>							
	<i>Non at this time.</i>						
<b>5b - Marketing &amp; Media including customer services</b>							
	MEP Strategy Review consultation Primary School Admissions Review (Rising 4s) consultation						
<b>5c - Legal</b>							
	<i>Non at this time.</i>						
<b>5d - Planning</b>							
	<i>Non at this time.</i>						

# DIVISIONAL DELIVERY PLAN 2024/2025

PIMS Ref	Action/Measure Description	Senior Manager A/M Owner	Responsible Officer	Corporate Strategy or Business Plan	Cabinet Vision Number	Action Start Date	Action Target End Date
<b>5e - Finance</b>							
<i>Non at this time.</i>							
<b>5f - Procurement</b>							
<i>Non at this time.</i>							
<b>5g - Internal Audit</b>							
<i>Non at this time.</i>							
<b>5h - People Management</b>							
16601	Within Access to Education services we will 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		Simon Davies	BP		01/04/2024	31/03/2025
<b>5i - Democratic Services</b>							
<i>Non at this time.</i>							
<b>5j - Policy &amp; Performance</b>							
<i>Non at this time.</i>							
<b>5k - Electoral Services &amp; Civil Registration</b>							
<i>Non at this time.</i>							
<b>5l - Estates &amp; Asset Management</b>							
New	Surplus School Buildings Policy						
<b>5m - Risk Management</b>							
<i>Please see Risks tab for current Corporate and Department Risks pertaining to this Division and Mitigating Measures.</i>							
<b>5n - Business Support</b>							
16600	Consider better way of working with a view to reducing paper and support the use of electronic back-office processes within school kitchens (e.g. introduction of Kitchen Manager) with the support of TIC		Chris Pugh	BP		01/04/2024	31/03/2025

Extract from Department for Education and Children's Services  
 pertaining to Access to Education Division

Risk (threat to achievement of business objective) (CRR denotes a Corporate Risk, EC denotes Dept. Risk)	Assessment of Uncontrolled Risk (Assume NO controls in place)			Risk Control Measures (Action refs:)	Assessment of Controlled Risk (Assume CURRENT controls in place)		
	Impact	Probability	Risk Rating		Impact	Probability	Risk Rating
<b>Corporate Risk CR20190018 - Delivery of quality Education Service , is divided into Departmental Risks EC100001-6</b>							
EC100006 - Failure to manage the Modernising Education Programme and reduce the number of surplus places with the schools system	Substantial 4	Probable 5	Significant 20	16266, 16589, 16598, 17080	Substantial 4	Possible 3	High 12
EC300001 - Drop in school meal take-up as a result of budget efficiencies (including price increases) leading to unviability of the service	Significant 3	Possible 3	Medium 9	16265, 16585	Moderate 2	Unlikely 2	Low 4
EC300003 - Failure to plan for school places, including Behaviour/ALN.	Significant 3	Possible 3	Medium 9	16592, 16595	Significant 3	Unlikely 2	Medium 6