

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

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

### Education and Inclusion Services Gwasanaethau Addysg a Chynhwysiant



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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:**

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



### Director's Foreword

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

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

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



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-

<p><b>Cynhwysiant ac Ymgysylltu</b> Inclusion and Engagement</p> <p><b>Sicrhau system addysg ragweithiol, gynhwysol.</b> Ensure a proactive, inclusive education system.</p>	<p><b>Addysgu a Dysgu</b> Teaching and Learning</p> <p><b>Sicrhau cynnydd ardderchog i bob dysgwr.</b> Ensure excellent progress for all learners.</p>	<p><b>Diogelu Plant</b> Safeguarding Children</p> <p><b>Sicrhau bod pob plentyn a pherson ifanc yn hapus, yn ddiogel ac yn ffynnu, gan ooesgyn tlodi.</b> Ensure all children and young people are happy, safe and thrive, overcoming poverty.</p>	<p><b>Lles</b> Wellbeing</p> <p><b>Meithrin iechyd meddwl a chorfforol da iawn i bawb.</b> Foster very good mental and physical health for all.</p>
<p><b>Arweinyddiaeth</b> Leadership</p> <p><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.</p>	<p><b>Cymunedau Cynaliadwy</b> Sustainable Communities</p> <p><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.</p>	<p><b>Y Gymraeg</b> The Welsh</p> <p><b>Sicrhau datblygiad dwyieithog ac amlieithog llwyddiannus i bawb .</b> Ensure successful bilingual and multilingual development for all.</p>	<p><b>Strategaeth Adrannol</b> Departmental Strategy</p> <p><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.</p>

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

**Gareth Morgans**

**Gareth Morgans; Director of Education and Children's Services**

## Divisional Overview

### Introduction by Head of Service

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

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

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

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

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

Developing a high-quality education profession

Inspirational leaders working collaboratively to raise standards

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

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



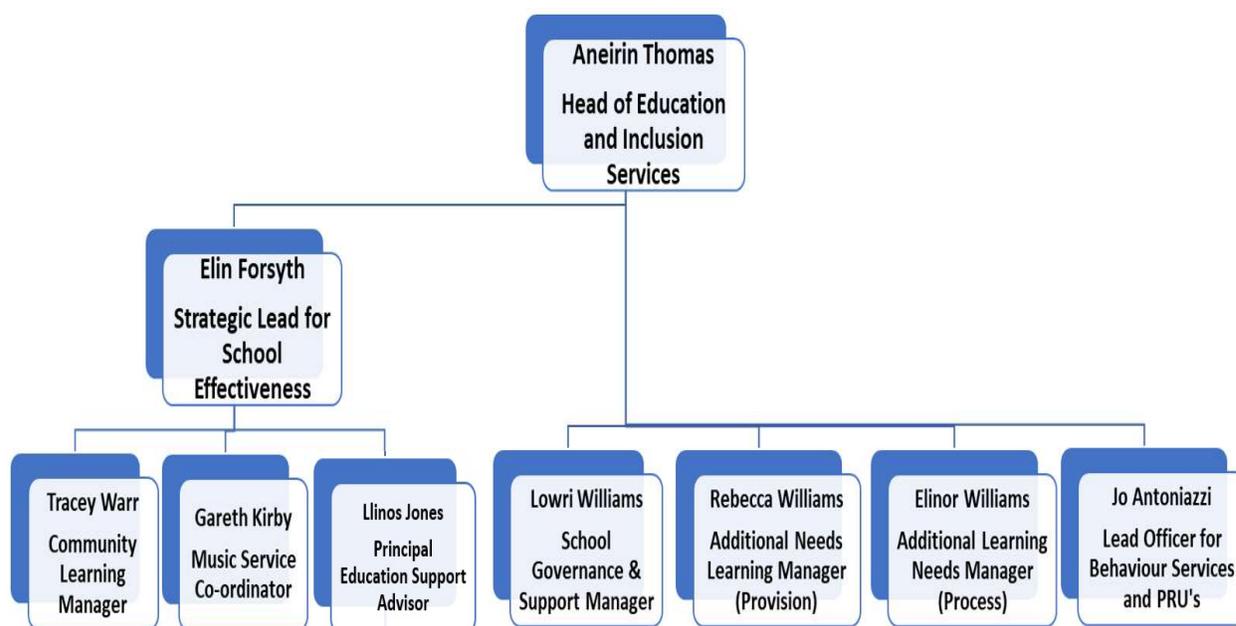
*Sign off:*

**Signature:**

*Aneirin Thomas; Head of Education and Inclusion*

**Date: 15/12/2023**

## Divisional Structure



### Divisional Profile of services by Service Area

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

### School Improvement – Elin Forsyth, Strategic Lead for School Effectiveness

#### School Effectiveness/School Improvement

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

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

Key focus areas for reflection and support include:

Pupil progress, skill development and outcomes achieved.

The range and quality of teaching and learning experiences in the context of the curriculum for Wales for all learners, including those who are vulnerable and those who have additional learning needs.

The wellbeing and safeguarding of pupils; their care, support and guidance received.

Pupil engagement in their learning, as well as their attendance.

Leadership of school improvement, vision, community and parental engagement, financial and resource management, professional development.

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

Support for all schools and settings to design and deliver their own high quality equitable curriculum.

Embedding principles and processes which underpin educational equity in all schools and settings.

Supporting schools and settings to develop a range of research and enquiry skills as a key part of their professional

learning.

Providing career pathways for leaders, practitioners and support staff at all levels of the system.

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

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

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

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

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

We are committed to the belief that 'inclusive learning' is the best practice in teaching and learning. Our service places a strong emphasis on supporting schools within the following key areas:

Accurate assessment of strengths and needs

Planning effectively to build on strengths and address areas of need

Adopting pedagogical approaches to optimise individual learning

Involving children in setting their learning goals and evaluating their progress towards agreed targets

Engaging with parents to inform them of their children's progress and to involve them in supporting their children's learning

Evaluating individual children's progress and the progress of groups and classes

Refining the approach to teaching and learning in light of evaluation

Maintaining systematic records to report progress and to enable reflective practice

#### **Behaviour Support Service – Jo Antoniazzi**

The **Behaviour Support Service** provide:

Support and advice to schools on a wide range of behavioural issues including exclusion

Centrally-based officers supporting EOTAS and behaviour

Specialist EBD settings and PRUs

Behaviour Support Community Team (Mainstream Outreach)

Behaviour Strategies for Mainstream

Home Tuition

Elective Home Education

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

[Welsh Government - Successful Futures - Independent Review of Curriculum and Assessment Arrangements in Wales](#)

[Curriculum For Wales](#)

[Welsh Government: Education in Wales: Our National Mission Action Plan 2017-21](#)

[Welsh Government - Building a Brighter Future: The Early Years and Childcare Plan](#)

[Welsh Government - Keeping Learners Safe - The role of Local Authorities, Governing Bodies and proprietors of independent schools under the Education Act 2002](#)

[Welsh Government - Information Management Strategy](#)

[Welsh Government - National Literacy and Numeracy Framework \(LNF\)](#)

[Welsh Government - National Model for Regional Working Framework](#)

[Welsh Government - All Wales Attendance Framework](#)

[Welsh Government - The National Youth Work Strategy for Wales 2014-2018](#)

[Welsh Government - Delivering the Youth Guarantee in Wales](#)

[Welsh Government - Youth Engagement and Progression Framework Implementation Plan](#)

[Welsh Government - The School Organisation Code](#)

[Welsh Government – 21st Century Schools Programme](#)

[Welsh Government - Framework on embedding a whole-school approach to emotional and mental well-being](#)

[The forthcoming Equity Wellbeing Strategy will be a key strategic driver for Well-being as the year progresses.](#)

[Additional Learning Needs \(ALN\) Reform](#)

[Crime and Disorder Act 1998](#)

[Learning & Skills Act 2000](#)

[Tertiary Education and Research \(Wales\) Bill](#)

[Million Speakers](#)

[School Standards and Organisation \(Wales\) Act 2013](#)

## 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

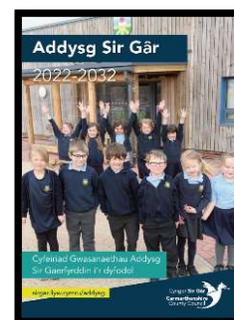
An action plan for each recommendation has been established but to avoid duplication with existing actions, only those pertinent to each of the four divisions appear in individual Divisional Delivery Plans. Amalgamated reports will be produced where applicable.

## Divisional Specific Strategies and Policies

### 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**:

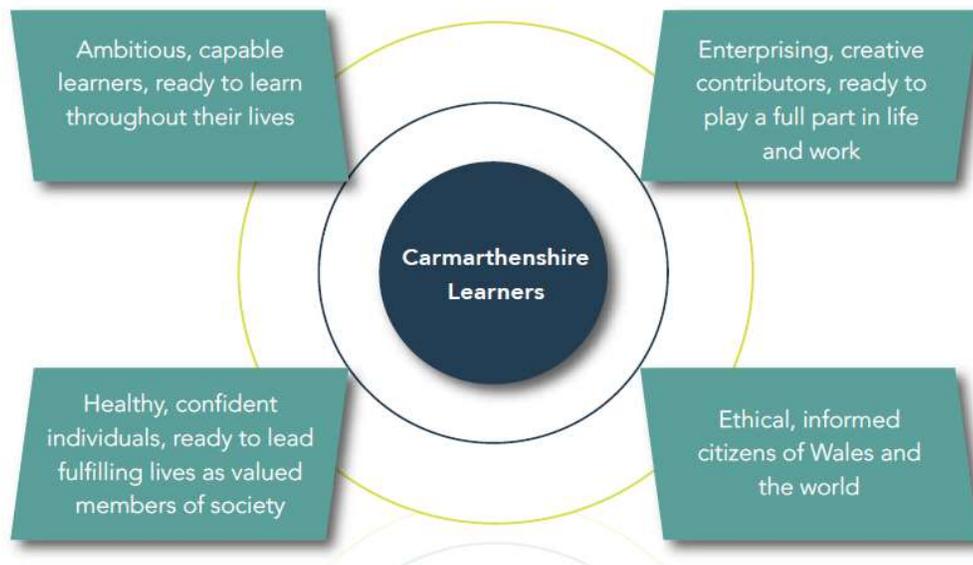




**Vision to 2032**

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:





### Strategic Focus Groups

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

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

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

We fulfil our moral purpose, that:

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

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

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

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

We collegiately monitor and evaluate the impact of our service strategies, informing future focus areas.

We improve the interface between services and schools, promote engagement and understand what schools want

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

<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

# 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>							
16269	Continue to ensure that pupils with additional learning needs (ALN) are fully supported to meet their potential in line with ALN Reform. (CV3)		Rebecca Williams	CS	3	01/04/2024	31/03/2025
17063	Ensure an effective whole school approach to mental health and wellbeing,		Catrin Rees	BP		01/04/2024	31/03/2025
<b>WBO1b - Service Priority: Early years</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>WBO1c - Service Priority: Education</b>							
16270	Work alongside schools to increase school attendance rates and improve access to education for vulnerable pupils. (CV4)		Aneirin Thomas	CS	4	01/04/2024	31/03/2025
16271	Work with schools to deliver a full and rounded curriculum which aspires to raise educational standards and ensures that pupils understand and celebrate their local history, geography, and culture. (CV6)		Elin Forsyth	CS	6	01/04/2024	31/03/2025
16272	Ensure that the standard of learning and teaching in our schools is of a high quality to support our learners to make appropriate progress. (CV9)		Elin Forsyth	CS	9	01/04/2024	31/03/2025
16602	We will address the relevant recommendations of the Estyn Thematic Report – Celebrating diversity and promoting inclusion.		Elin Forsyth	BP		01/04/2024	31/03/2025
16603	We will address the relevant recommendations of the Estyn Thematic Report – The value of Youth Work Training.		Gill Adams	BP		01/04/2024	31/03/2025
16604	We will address the relevant recommendations of the Estyn Thematic Report – English language and literacy in settings and primary schools.		Marian Morgan	BP		01/04/2024	31/03/2025
16606	We will address the relevant recommendations of the Estyn Thematic Report – The teaching of Welsh history including Black, Asian and Minority Ethnic history, identity and culture.		Elin Forsyth	BP		01/04/2024	31/03/2025
17061	Ensure a robust and consistent system to monitor the progress of specific groups of pupils.		Aneirin Thomas	BP		01/04/2024	31/03/2025
17062	Continue to develop processes to reduce the number of exclusions		Paul Williams	BP		01/04/2024	31/03/2025
17064	Ensure that the Partneriaeth strategy and professional learning offer meets the needs of schools and learners effectively.		Elin Forsyth	BP		01/04/2024	31/03/2025
17065	Continue to develop support for schools to improve behaviour.		Jo Antoniazzi	BP		01/04/2024	31/03/2025
17066	In light of additional financial savings required by schools, we need to review the funding formula for primary and secondary schools		Aneirin Thomas	BP		01/04/2024	31/03/2025
17067	We will address the relevant recommendations of the Estyn Thematic Report – The Curriculum for Wales - How are regional consortia and local authorities supporting schools?		Elin Forsyth	BP		01/04/2024	31/03/2025
17069	We will address the relevant recommendations of the Estyn Thematic Report – Effective approaches to assessment that improve teaching and learning		Ann James	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
17070	We will address the relevant recommendations of the Estyn Thematic Report – Developing pupils’ English reading skills from 10-14 years of age		Elin Forsyth	BP		01/04/2024	31/03/2025
17071	We will strengthen Monitoring and Improvement planning at all levels of leadership.		Marian Morgan	BP		01/04/2024	31/03/2025
17072	We will continue to further strengthen school governance.		Lowri Williams	BP		01/04/2024	31/03/2025
17073	We will ensure (promote /develop) skills progression in all schools		Nicola Morris	BP		01/04/2024	31/03/2025
New	Strengthen school improvement processes, particularly for secondary schools ACL Audit recommendations to follow		Elin Forsyth			01/04/2024	31/03/2025
4.1.2.2	Percentage of authorised absence in secondary schools		Aneirin Thomas		4		
4.1.2.3	Percentage of authorised absence in primary schools		Aneirin Thomas		4		
4.1.2.4	The average Caped 9 points score for pupils eligible for Free School Meals, a pupils best 9 results including specific attainment requirements in English/Welsh, Mathematics–Numeracy, Mathematics and Science, of Year 11 pupils		Elin Forsyth		6		
5.0.2.2	Percentage of pupils in schools maintained by the Authority in the previous summer achieving 5 or more GCSE’s at grades A*-C or the vocational equivalent		Elin Forsyth		6		
PAM/007	Percentage of pupil attendance in primary schools		Aneirin Thomas		4		
PAM/008	Percentage of pupil attendance in secondary schools		Aneirin Thomas		4		
PAM/032	The average Caped 9 points score, a pupils best 9 results including specific attainment requirements in English/Welsh, Mathematics–Numeracy, Mathematics and Science, of Year 11 pupils		Elin Forsyth		6		
New	Average wider point score for pupils aged 15 at the preceding 31 August, in schools maintained by the local authority		Elin Forsyth				

## WELL-BEING OBJECTIVE 2

### WBO2a - Thematic Priority: Tackling Poverty

*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.*

### 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
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16274	Support the provision of opportunities for residents in the county to engage in essential learning in literacy, numeracy, and digital skills, in line with current Welsh Government funding. Enabling post 16 learners to upskill for employment and progression, as well as lifelong learning and community benefits. (CV8)		Tracy Warr	CS	8	01/04/2024	31/03/2025
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## WBO3b - Thematic Priority: Decarbonisation & Nature Emergency

16273	Work in schools to educate learners about food production and how to cook healthy meals using local produce. (CV82)		Elin Forsyth	CS	82	01/04/2024	31/03/2025
New	We will undertake Actions from the ECS Dept. Sustainability Plan.		Elin Forsyth			01/04/2024	31/03/2025

## WBO3c - Thematic Priority: Welsh Language & Culture

*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.*

## WBO3d - Thematic Priority: Community Safety, Resilience and Cohesion

*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.*

## WBO3e - Service Priority: Leisure & Tourism

*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.*

## WBO3f - Service Priority: Waste

*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.*

## WBO3g - Service Priority: Highways & Transport

New ALN transport catchment area review Action, wording tbc

## WELL-BEING OBJECTIVE 4

### WBO4a - Organisational Transformation - Overarching

*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.*

### WBO4b - Organisational Transformation - Efficiencies and Value for Money

*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.*

### WBO4c - Organisational Transformation - Income & Commercialisation

# 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
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*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.*

## WBO4d - Organisational Transformation - Workplace

*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.*

## WBO4e - Organisational Transformation - Workforce

16381	We will address the recruitment and retention challenges faced by schools.		Elin Forsyth	CS		01/04/2024	31/03/2025
16607	We will continue to promote Professional Learning opportunities for all staff.		Claire Jones	BP		01/04/2024	31/03/2025
16609	We will support schools to develop a culture in line with the Schools as Learning Organisations (SLO) principles.		Elin Forsyth	BP		01/04/2024	31/03/2025

## WBO4f - Organisational Transformation - Service Design & Improvement

*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.*

## WBO4g - Organisational Transformation - Customers & Digital Transformation

*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.*

## WBO4h - Organisational Transformation - Decarbonisation and Biodiversity

*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.*

## WBO4i - Organisational Transformation - Schools

*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.*

## CORE BUSINESS ENABLERS

### 5a - Information and Communication Technology (ICT)

*Non at this time.*

### 5b - Marketing & Media including customer services

MM1	We will maintain the Marketing and Media campaign on school behaviour
MM2	We will maintain the Marketing and Media campaign on school attendance
MM3	We will maintain the Marketing and Media campaign on School staffing recruitment and retention
MM4	Marketing campaign for Adult Community Learning

### 5c - Legal

*Non at this time.*

# 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
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## 5d - Planning

*Non at this time.*

## 5e - Finance

*Non at this time.*

## 5f - Procurement

*Non at this time.*

## 5g - Internal Audit

*Non at this time.*

## 5h - People Management

16610	Within Education and Inclusion 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		Aneirin Thomas	BP		01/04/2024	31/03/2025
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## 5i - Democratic Services

*Non at this time.*

## 5j - Policy & Performance

*Non at this time.*

## 5k - Electoral Services & Civil Registration

*Non at this time.*

## 5l - Estates & Asset Management

*Non at this time.*

## 5m - Risk Management

*Please see Risks tab for current Corporate and Department Risks pertaining to this Division and Mitigating Measures.*

## 5n - Business Support

*Non at this time.*

Extract from Department for Education and Children's Services  
pertaining to Education & Inclusion 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>							
EC100001 - Failure to raise standards in schools	Significant 3	Possible 3	Medium 9	16270, 16272, 17065, 16274	Significant 3	Unlikely 2	Medium 6
EC100002 - Failure to support schools to remodel curriculum in light of Welsh Government reviews	Substantial 4	Likely 4	Significant 16	16271	Substantial 4	Unlikely 2	Medium 8
EC100003 - Failure to support schools to implement ALN reform	Substantial 4	Probable 5	Significant 20	16269	Substantial 4	Possible 3	Medium 12
EC100005 - Failure to provide appropriate support for vulnerable learners - ALN, LAC, EAL, Travelers, e-FSM	Substantial 4	Probable 5	Significant 20	17063, 16270, 17061, 17062	Substantial 4	Possible 3	High 12
CR20190019 - Failure to ensure that schools effectively manage their resources and respond to the challenge of reduced funding	Substantial 4	Likely 4	Significant 16	17066	Substantial 4	Likely 4	Significant 16
CRR190028 School Leadership - Our ability to recruit and retain high quality and resilient school leaders who can respond to and deal with the transformation of education in Wales.	Substantial 4	Probable 5	Significant 20	17064, 17071, 17072, 17073, 16381, 16607, 16609, 16610, MM3	Substantial 4	Probable 5	Significant 20