PARTNERIAETH

Cyngor **Sir Gâr**
Carmarthenshire
County Council

Cyngor **Abertawe**
Swansea Council

Partneriaeth
Business Plan
2022-2023

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Partneriaeth strives to deliver a consistent school improvement service, focused on challenge and support strategies that improve teaching and learning in classrooms and lead to improved pupil attainment and progress in all schools.

Our aim is to build school capacity through support, challenge and intervention so that schools become self-improving, resilient organisations. We facilitate school led support and intervention programmes at a peer to peer, department to department and school to school level according to the area of need that has been identified within the school.

The region will build school capacity through continuing support, challenge and intervention to become self-improving, resilient organisations which continually improve outcomes for learners. This regional strategy for a self-improving system is well underway and is firmly founded in the principles of school-to-school improvement.

Partneriaeth is committed to the Welsh Language and its prosperity, and the language is an integral part of all the administrative procedures of the organisation. We consider Welsh to be a central element of the identity of the region, and we will continue to do as much as we can to promote the language and its use.

Partneriaeth Mission Statement

Partnership working to achieve excellence for all.

Our Aims

1) We lead schools and settings to design, develop and deliver a curriculum with equity and excellence at its core.

2) We support schools and settings to become ambitious, self-improving learning organisations.

3) We provide professional learning and opportunities for collaboration in order to develop strong and supportive partnerships.

REGIONAL CONTEXT

Partneriaeth services the 3 Local Authorities in South-West Wales, namely Pembrokeshire, Carmarthenshire and Swansea. We realise the value of working collaboratively and our new approach is based on a vision of a partnership working on behalf of our local authorities and contributing to the improvement in the performance of our schools and the education of our children and young people. The Partnership is a regional collaborative arrangement designed to promote excellence in all of our schools.

Each of the 3 Senior Strategic Advisers are directly linked with one of the Local Authorities to ensure effective support for schools in each LA. This reflects the agile approach and relies on high-quality collaboration between Partneriaeth Senior Strategic Advisers and LA senior officers.

Lead Officer, Partneriaeth
Ian Altman

Senior Strategic Adviser:
Greg Morgan

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

SCHOOLS	LEARNERS
Primary: 52	(2020-21)
Secondary: 6	17,504
Special: 1	

Senior Strategic Adviser:
Gwennan Schiavone

CARMARTHENSHIRE
Chief Executive: Wendy Walters
Director: Gareth Morgans
Senior Challenge Adviser: Elin Forsyth

SCHOOLS	LEARNERS
Nursery: 1	(2020-21)
Primary: 94	27,999
Secondary: 12	
Special: 2	

Senior Strategic Adviser:
Cressy Morgan

SWANSEA
Chief Executive: Martin Nicholls (Interim)
Director: Helen Morgan-Rees
Senior Challenge Adviser: David Thomas (Interim)

SCHOOLS	LEARNERS
Primary: 77	(2020-21)
Secondary: 14	36,154
Special: 2	

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Priority 1 – Raise standards in schools, particularly in literacy, numeracy and Welsh second language
- Develop strategies for the teaching of English/Welsh and mathematics
- Further strengthen cross-curricular provision for literacy & numeracy
- Maintain monitoring and promoting effective use of RRRS/PDG for lit/num catch-up programmes (link to disadvantage in R2)
- Provide strong support and challenge to schools causing concern

Priority 2 – Improve the outcomes for all groups of learners, including those eligible for free school meals and those who are more able
- Further develop and embed RADY approaches to support disadvantaged pupils across schools (R3)
- Further develop vocational pathways to support pupils with different skills and aptitudes
- Provide specialist support and training to schools to develop their own whole school approaches: Trauma Informed Schools, Emotion Coaching, ELSA, refocused Counselling Service

Priority 3 – Improve the effectiveness of the authority's work to improve teaching and school leadership
- Promote evidenced-informed approaches to teaching and learning that support CfW, assessment and WG's NSERE and SLO approaches
- Strengthen school-to-school working in various forms
- Support schools with leadership development and planning

Priority 4 – Strengthen the quality of evaluation by officers at all levels to improve the precision of planning for improvement
- Work with the newly formed Partneriaeth to ensure Pembrokeshire's schools receive high-quality support

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Key Focus areas – DRAFT – based on focus areas of SFGs, HT survey and HT wellbeing charter

Priority 1 - High-quality education services profession
- Ensure effective communications, including sharing platforms and response times.
- Clarify the aims and expectations of the WESP and all related professional learning.
- Ensure that our Professional Learning offer meets the needs of School- based staff and LA officers. (CCC and Partneriaeth).

Priority 2 - Inspirational leaders working collaboratively to raise standards
- Ensure stakeholder engagement in strategic development and review.
- Ensure the development of leaders at all levels (Including recruitment) .

Priority 3 - Strong and inclusive schools and services committed to excellence, equity and wellbeing
- Ensure the Wellbeing of all.
- Ensure that schools are well equipped to address pupil behaviours and wellbeing needs.
- Ensure robust attendance and pupil engagement support for schools.
- ALN transformation .
- Ensure appropriate range of learning pathways to ensure engagement, equity, Welsh language considerations, response to RSLP.

Priority 4 - Robust assessment, evaluation and accountability arrangements supporting a self-improving system
- Ensure learner progress through effective support relating to the Curriculum for Wales (Including Skill development, Transition and Evaluation)
- Net Zero Carbon principles to underpin all strategy .

Priority 1. Curriculum, Teaching and Assessment
- Support schools to design and deliver Curriculum for Wales
- Develop Welsh language provision
- Develop support for schools in STEM subjects

Priority 2. Support for Learners (Equity and inclusion)
- Ensure staff are supported to identify and remove barriers to learning so all learners can reach their potential
- Embed ALN, well-being and behaviour strategies to provide safe and supportive learning environments

Priority 3. Leadership
- Support the development of current and future leaders to build resilience and sustainability into the system.
- Support leaders to work collaboratively to raise standards

Priority 4. Workforce
- Work with ITE providers to ensure Swansea has highly qualified staff now and in the future
- Ensure that there is quality teaching in every classroom

Priority 5. Environments
- Support schools to ensure that all learners have access to learning environments that make effective use of the outdoors.

All Partneriaeth officers work in an agile way across all LAs and deliver on a range of strategic priorities linked to the RCSIG. SLT of the Lead Officer and 3 Senior Strategic Advisers develop the high-level planning in conjunction with Extended SLT including the 3 Lead Advisers.

Members of Extended SLT have oversight and responsibility for budget lines in the Business Plan and leading operational delivery teams.

All Central Team officers are involved in the development of the Operational Delivery Plans.

Priority 1 – Curriculum & Assessment - Supporting a national curriculum with equity & excellence at its core that sets high standards for all learners

Priority 2 – Developing a high-quality education profession - improving the teaching & learning in our schools

Priority 3 – Leadership and Career Pathways - supporting inspirational leaders working collaboratively to raise standards. Includes future leadership & professional networks

Priority 4 – Strong & inclusive schools committed to excellence, equity & well-being

Priority 5 – Supporting a self-improving system - supporting a system in which the education profession have the skills, capacity & agency to continually learn & improve their practice

Priority 6 – Ensure that Partneriaeth has strong governance and effective business and operational support that provides value for money

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Priority 1 – Curriculum & Assessment - Supporting a national curriculum with equity & excellence at its core that sets high standards for all learners			
SSA: Cressy Morgan			
1. Curriculum & Assessment Reform			
2. Curriculum reform professional learning programme (Curriculum Design and Development + New PL for curriculum)	P3	P1	P1
a. To develop the capacity of schools to engage in curriculum reform through a flexible, implemented programme of targeted interventions. b. To continue to support the national PL programme for Curriculum for Wales. c. To continue to provide asynchronous CfW support for middle leaders and teachers. d. To support schools with the collaborative development of shared understandings on curriculum and assessment in line with Curriculum for Wales guidance. e. To continue to support schools in progression conversations. f. To continue to support schools in their reform journey from curriculum vision to design and implementation. g. To ensure high-quality collaboration within Partneriaeth and with partners in the middle-tier. h. To deliver bespoke support for schools with furthest to go on reform journey. i. To support and facilitate local and national engagement through a range of focused networks. j. To develop and deliver a range of support for current qualifications and the Qualified for the Future agenda.			

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Priority 2 – Developing a high-quality education profession - improving the teaching & learning in our schools			
SSA: Gwennan Schiavone		Cyngor Sir Gâr Carmarthenshire County Council	Cyngor Abertawe Swansea Council
1. Professional learning, enquiry and research to realise curriculum - school-led (NPEP, research, pedagogy school funding)	P3	P1	P1&4
a. To support school-to-school working to enable schools to deliver professional learning on a cluster, local or regional basis b. To facilitate joint-working with HEI on the delivery of key programmes such as NPEP/Post-16 NPEP/National Pedagogy Network to support the transition to a national approach.			
2. Professional learning for developing practice and reflection (RALD/ WCLD, SLO, Pedagogy, Professional Standards)	P3	P1	P1&4
a. To support school-to-school working to enable schools to deliver professional learning on a cluster, local or regional basis b. To continue to support national implementation of the Schools as Learning Organisations (SLOs) approach, leading to a significant increase in engagement with the national SLO survey			
3. Regional support for Modern Languages - (Modern Foreign Languages (Global Futures))	P1	P1	P1
a. To support secondary schools to engage and collaborate with quality improvement practitioners, innovation schools and professional learning pioneer schools within other Consortia to improve the teaching of MFL and to support planning for International Languages provision b. To support secondary schools to work with Language Institutes, HEIs (including the Open University) to provide opportunities and support for the teaching and learning of international languages			
4. Literacy & Numeracy Grant	P1	P1	P1

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a. To continue to provide direct support for literacy and numeracy towards further improvements in 2022-23 as part of a self-improving system			
5. Coding & Digital Skills	P1	P1	P1
a. To support the development of coding and digital skills b. To develop support and resources for schools to improve digital skills at a whole school level			
6. Primary LNF Oracy Scheme for Wales	P1	P1	P1
a. to provide targeted support to schools on developing oracy skills across the curriculum. Oracy (speaking and listening) is a strand of the Literacy component of the Literacy and Numeracy Framework (LNF).			
7. Welsh - Professional Development - Consortia Funding (some lines combined)	P1	P1	P1
a. To support the implementation of the Welsh in Education Action Plan			
8. A Level Improvement	P2&3	P1	P1
a. To provide support to improve teaching and learning of A Levels and the Advanced Welsh Baccalaureate			
9. Modern Foreign Languages – building capacity for MFL in the primary sector	P1&3	P1	P1
a. To build capacity to teach international languages in primary schools in preparation for the new curriculum			
10. Digital Competence Framework	P1	P1	P1
a. To further embed digital competence across the curriculum b. To develop support and resources for schools to improve digital planning and implementation at a whole school level			

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Priority 3 – Leadership and Career Pathways - supporting inspirational leaders working collaboratively to raise standards. Includes future leadership & professional networks			
SSA: Greg Morgan			
1. Future Leadership (Aspiring, middle leaders including Coaching & Mentoring support)	P3	P1&2	P3&4
a. To offer and deliver a range of programmes across the different levels of leadership in Wales including those national development programmes for aspiring, senior, middle and experienced Leaders.			
2. National Professional Qualification for Headship (NPQH)	P3	P1&2	P3
a. To deliver an Aspiring Heads Programme that provides access to the NPQH assessment.			
3. Induction / Early career support programme	P3	P1&2	P4
a. To engage with schools, induction mentors, external verifiers to develop a series of blended learning professional learning resources for Newly Qualified Teachers b. To deliver additional professional learning to schools and external verifiers who will be engaged with the induction placement programme			
4. Higher Level Teaching Assistants (HLTA) - & TALP	P3	P1&2	P4
a. To offer and deliver a range of suitable programmes across the different levels of Teaching Assistants b. To deliver an Aspiring Higher Level Teaching Assistant Programme			

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Priority 4 – Strong & inclusive schools committed to excellence, equity & well-being			
SSA: Cressy Morgan			
Pupil Development Grant (PDG)	R1&2	P3	P2 &4
a. To appoint a strategic adviser to support schools and settings b. To support the educational achievement and attainment of those learners who are eFSM c. To support the educational achievement and attainment of looked after children and other related groups d. To support emotional, learning and developmental needs of EY learners from disadvantaged backgrounds e. To plan and deliver support to children who are in PRUs and EOTAS f. Renew and reform			

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Priority 5 – Supporting a self-improving system - supporting a system in which the education profession have the skills, capacity & agency to continually learn & improve their practice			
SSA: Gwennan Schiavone			
	P3	P1	P4
a. To develop peer and school-to-school working to ensure effective sharing and development of practice across the region b. To communicate with LA partners to provide bespoke support for identified schools c. To ensure resources are effectively shared across the region			

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Priority 6 – Ensure that Partneriaeth has strong governance and effective business and operational support that provides value for money	
SSA: Greg Morgan	

a. To develop and review Performance Management processes
    b. To ensure consistent, high-quality communication
    c. To ensure high-quality professional learning for Partneriaeth staff
    d. To ensure a robust and effective business planning cycle
    e. To ensure coherent and transparent self-evaluation and monitoring processes
    f. To ensure accountability is evidenced through impact and VFM reports
    g. To ensure regular preparation of reports for Partneriaeth governance boards
    h. To develop reports for presentation at Partneriaeth Governance Boards
    i. To update regional Risk Register
    j. To support the internal audit process	

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Governance Group	Members	Meeting Frequency
Joint Committee	• 3 Leaders. Voting member. • 3 Cabinet Members for Education. These will be non-voting members. • 3 Chief Executives with a Lead Chief Executive, non-voting. • 3 Directors of Education with a Lead Director, non-voting. • Partneriaeth Lead Officer • S151 Officer and Monitoring Officer, as required. • External observers and advisers, on request – Estyn, WG, Audit Wales. • Chair of scrutiny Councillors' group, as non-voting observer – TBC	Quarterly
Scrutiny Councillor Group	• 3 Education Scrutiny Chairs • 3 Education Scrutiny Vice Chairs • 3 Directors of Education to attend together at least once per annum • Partneriaeth Lead Officer • Chair of Joint Committee to attend at least once per annum • External observers and advisers, on request	Quarterly
Strategic Group*	• 3 Directors of Education • Partneriaeth Lead Officer • Partneriaeth Senior Strategic Advisers, as required according to business plan priorities	Fortnightly
Operations Group**	• 3 local authority Lead School Improvement Officers • Partneriaeth Lead Officer • 3 Partneriaeth Strategic Advisers • N.B. Senior Strategic Advisers to meet with relevant LA Lead School Improvement Officer fortnightly	Monthly
Stakeholder Group	• Lead Officer Partneriaeth • 3 Partneriaeth Senior Strategic Advisers linked to each local authority • 9 headteachers covering primary, secondary, special and pupil referral unit sectors	Termly

*PARTNERIAETH Strategic Group (fortnightly) – delegated responsibilities from Joint Committee for planning, performance, resource and risk monitoring. This is the group that sees spending plans and makes decisions on distribution of funding streams from WG. Section 151 officer and accountant of PARTNERIAETH to be invited to this group. Section 151 officer produces budget reports for Joint Committee.

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**PARTNERIAETH Operations Group (monthly) – this is the group that knowns about the operational delivery of work streams (funded by WG work streams). Each strategic adviser will have a costed plan and budget. Cannot go above budget without Directors' approval.