



## **Education Improvement Plan (EIP)**

**April 2026 - March 2027**

## Torfaen Education Service Improvement Plan April 26 – March 27

### Introduction

The recommendations from the March 22 inspection were:

- R1 Improve outcomes for learners, particularly in secondary schools**
- R2 Strengthen performance management**
- R3 Strengthen self-evaluation and improvement planning processes and the link between them**
- R4 Improve strategic leadership of learning and ALN**

### Education Service Objectives

This action plan is framed under six service objectives that align with the Estyn inspection recommendations and the wellbeing priorities detailed in the county plan. The six objectives are:

- **Objective 1** – Improve learner outcomes, particularly in literacy and numeracy, and reduce the attainment gap for vulnerable and disadvantaged learners
- **Objective 2** – Ensure effective targeted and specialist provision for learners with Additional Learning Needs
- **Objective 3** – Promote learner wellbeing and facilitate community engagement
- **Objective 4** – Develop learner progression pathways to encourage lifelong learning
- **Objective 5** – Promote staff wellbeing
- **Objective 6** – Develop the physical and digital environment for learning

The objectives, and associated actions, have been developed to reflect the dimensions of a learning organisation ([Schools as learning organisations \(SLO\) - Hwb](#)):

- Shared vision: leaders involve the whole community to develop a shared, inclusive, inspiring vision that aims to enhance the learning experiences and outcomes of all learners.
- Continuous learning: develop a 'learning culture' with time and resources provided for all staff to engage in professional learning. Staff identify their individual priorities for professional development, which in turn support the goals of the school or setting.
- Learning and collaboration: staff reflect and evaluate practice together. Create opportunities for staff to collaborate and examine practice together.
- Culture of enquiry: the whole community is actively engaged in enquiry with staff encouraged to take risks, experiment and be innovative to support them to extend their practice. Trust and mutual respect are core values which underpin the development of innovation.

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- Exchanging knowledge: staff regularly discuss and evaluate whether actions, including professional learning, have had the desired outcomes and they work together, referring to research evidence when appropriate, to improve practice.
- External environment: develop partnerships with parents/carers, other schools, universities, businesses, public organisations, and the community to respond to change and develop mutual learning.
- Learning leadership: leaders model learning leadership and ensure all staff have access to strong collaborative learning opportunities.

### The County Plan 2022-2027

Marmot Principles underpin the county plan, details of which are available here: [Marmot Council | Torfaen County Borough Council](#)

This plan also aligns with the 'Torfaen Deal', details of which are available here: [The Torfaen Deal | Get Involved Torfaen](#)

Teams plans within Education Services align with the objectives and key outcomes of the County Plan and mirror key activities contained within this PIAP. The County Plan is available via this following hyperlink: <https://www.torfaen.gov.uk/en/AboutTheCouncil/ImprovingTorfaen/County-Plan/County-Plan-2022-2027.aspx>

The nine wellbeing objectives of the County Plan are:

- [Well-being Objective 1](#) - We will raise educational attainment, helping young people and adults to gain the qualifications and skills needed to lead positive lives
- [Well-being Objective 2](#) - We will encourage and champion children, young people and families so they can thrive
- [Well-being Objective 3](#) - We will tackle inequality by focusing on early identification and prevention activities that support people to live independent and fulfilling lives
- [Well-being Objective 4](#) - We will make Torfaen more sustainable by connecting people and communities, socially, digitally and physically
- [Well-being Objective 5](#) - We will address our climate and nature emergencies, recycle more and make improvements to the local environment
- [Well-being Objective 6](#) - We will make Torfaen a great place to do business by working with local employers, encouraging new business start-ups and entrepreneurial activities
- [Well-being Objective 7](#) - We will promote healthier lifestyles in Torfaen to improve mental and physical well-being
- [Well-being Objective 8](#) - We will support our local culture and heritage and make Torfaen a thriving, safe and attractive place to live and visit
- [Well-being Objective 9](#) - We will provide efficient customer focused services that reflect the way people live their lives and wish to access services

## Torfaen Education Service Improvement Plan April 26 – March 27

**Objective 1: Improve learner outcomes, particularly in literacy and numeracy, and reduce the attainment gap for vulnerable and disadvantaged learners**

**Estyn Recommendation 1: Improve outcomes for learners, particularly in secondary schools**

**Link to County Plan:**

[Well-being Objective 1](#) - We will raise educational attainment, helping young people and adults to gain the qualifications and skills needed to lead positive lives

[Well-being Objective 2](#) - We will encourage and champion children, young people and families so they can thrive

**Estyn development notes (From Oct 24):**

- attendance in Torfaen is lower than it was prior to the pandemic, as it is nationally.
- exclusion rates remain too high, particularly in a few secondary schools
- in a few cases, school support overviews are too positive about the progress that schools have made

**Objective Leader:**

Head of Learning and Achievement, Andy Rothwell

**Evidence:**

- Continued Improvement Group (CIG) Monitoring meetings with Executive Member and Chief Executive with Education Leadership Team (ELT) and School Improvement Service
- Monthly Partnership meetings with LA and School Improvement Service
- Wider Group Meeting minutes and outcomes
- School Improvement Service termly impact reports
- ELT and half-termly Extended ELT meetings agendas and action points
- Inspection outcomes (as they become available) compared to School Improvement Service /LA pre-inspection reports
- Corporate Leadership Balanced Score Card – Education Service report

## Torfaen Education Service Improvement Plan April 26 – March 27

| <b>Objective 1: Improve learner outcomes, particularly in literacy and numeracy, and reduce the attainment gap for vulnerable and disadvantaged learners</b>                                                                                                                                                                                        |                                  |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    |                                                  |
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| <b>Recommendation 1: Improve outcomes for learners, particularly in secondary schools</b>                                                                                                                                                                                                                                                           |                                  |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    |                                                  |
| <b>Link to County Plan:</b><br><a href="#">Well-being Objective 1</a> - We will raise educational attainment, helping young people and adults to gain the qualifications and skills needed to lead positive lives<br><a href="#">Well-being Objective 2</a> - We will encourage and champion children, young people and families so they can thrive |                                  |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    |                                                  |
| <b>Links to Team Plans:</b> <ul style="list-style-type: none"> <li>All Education Service Team Plans</li> </ul>                                                                                                                                                                                                                                      |                                  |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    |                                                  |
| Strategy                                                                                                                                                                                                                                                                                                                                            | Lead Officer                     | Success criteria / intended impact                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 | Resources needed                                 |
| 1.1<br>Refine LA strategic overview and impact on school performance, with a particular focus on national priorities                                                                                                                                                                                                                                | Head of Learning and Achievement | <ul style="list-style-type: none"> <li>Thematic review quantifiers indicate improvements in the impact of teaching and learning and leadership in most schools e.g. development of independent learning</li> <li>Learner exam outcomes are in line with, or better than, modelled expectations i.e. Literacy; Numeracy; Science;</li> <li>Wider Group/Heatmap data of school support requirements demonstrate a positive improvement in performance across all aspects considered e.g. exclusions, attendance, quality of teaching and learning, evaluation and improvement planning, finances, rates of staff absence.</li> </ul> | Officer time – additional capacity now in place. |
| Key Actions                                                                                                                                                                                                                                                                                                                                         | Lead                             | Start                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              | End                                              |
| 1.1.1<br>Monthly LA/LA School Improvement Service meetings coordinate support for schools, identify and address developing issues- all actions are clearly documented, delivered and partners held to account.                                                                                                                                      | Head of Learning and Achievement | April 26 (Monthly)                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 | March 27                                         |

## Torfaen Education Service Improvement Plan April 26 – March 27

| Objective 1: Improve learner outcomes, particularly in literacy and numeracy, and reduce the attainment gap for vulnerable and disadvantaged learners                                                                               |                                  |                                                                                                                                                                                                                                                                                                                                                                                                         |                  |
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| Recommendation 1: Improve outcomes for learners, particularly in secondary schools                                                                                                                                                  |                                  |                                                                                                                                                                                                                                                                                                                                                                                                         |                  |
| 1.1.2<br>Torfaen Thematic Reviews establish strengths and areas of development of teaching and learning across Torfaen Schools, with a particular focus on national priorities and Estyn recommendations e.g. independent learning. | Head of Learning and Achievement | April 26 (Termly)                                                                                                                                                                                                                                                                                                                                                                                       | March 27         |
| 1.1.3<br>Analysis of Torfaen exam outcomes are shared and discussed with secondary headteachers to identify themes and enable joint improvement planning.                                                                           | Head of Learning and Achievement | August 26                                                                                                                                                                                                                                                                                                                                                                                               | January 27       |
| Strategy                                                                                                                                                                                                                            | Lead Officer                     | Success criteria / intended impact                                                                                                                                                                                                                                                                                                                                                                      | Resources needed |
| 1.2<br>Enable effective leadership and governance in Torfaen Schools                                                                                                                                                                | Head of Learning and Achievement | <ul style="list-style-type: none"> <li>Governor vacancies are minimal and addressed quickly</li> <li>Governors engage in appropriate professional learning</li> <li>Headteacher reports to governors meet statutory requirements</li> <li>Governing body minutes demonstrate effective support and challenge</li> <li>Delegated individual school budgets and grants are effectively managed</li> </ul> | Officer Time     |

## Torfaen Education Service Improvement Plan April 26 – March 27

| Objective 1: Improve learner outcomes, particularly in literacy and numeracy, and reduce the attainment gap for vulnerable and disadvantaged learners                   |                                                                                     |                                                                                                                    |          |
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| Recommendation 1: Improve outcomes for learners, particularly in secondary schools                                                                                      |                                                                                     |                                                                                                                    |          |
|                                                                                                                                                                         |                                                                                     | <ul style="list-style-type: none"> <li>All School Development Plans (SDPs) meet statutory requirements.</li> </ul> |          |
| Key Actions                                                                                                                                                             | Lead                                                                                | Start                                                                                                              | End      |
| 1.2.1<br>Coordinate and issue at least annual LA briefings for all governors highlighting key issues/actions for schools/LA.                                            | Head of Learning and Achievement                                                    | April 26(Termly Review)                                                                                            | March 27 |
| 1.2.2<br>SDP Professional Discussions, informed by SIP supported self-evaluation activity and Wider Group data, take place at least annually in all Torfaen schools     | Head of Learning and Achievement<br><br>Principal School Improvement Partner (PSIP) | April 26                                                                                                           | March 27 |
| 1.2.3<br>Termly Torfaen LA governor professional learning programme is coordinated, delivered, and evaluated.                                                           | Head of Learning and Achievement                                                    | April 26 (Termly)                                                                                                  | March 27 |
| 1.2.4<br>LA Governor networking and professional learning events take place at annually, in addition to termly Torfaen Association of School Governors (TASG) meetings. | Head of Learning and Achievement                                                    | Autumn Term 2026                                                                                                   | March 27 |
| 1.2.5<br>Improve oversight of school governance through termly dip sampling of governing body minutes; monitoring of                                                    | Head of Learning and Achievement                                                    | April 26 (Termly)                                                                                                  | March 27 |

## Torfaen Education Service Improvement Plan April 26 – March 27

| Objective 1: Improve learner outcomes, particularly in literacy and numeracy, and reduce the attainment gap for vulnerable and disadvantaged learners |                                                               |                                                                                                                                                                      |                  |
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| Recommendation 1: Improve outcomes for learners, particularly in secondary schools                                                                    |                                                               |                                                                                                                                                                      |                  |
| governor vacancies; and monitoring of governor statutory training compliance                                                                          | Principal School Improvement Partner (PSIP)                   |                                                                                                                                                                      |                  |
| 1.2.6<br>Development of an LA level Deputy Headteacher network to support succession planning. Monitor impact of sessions.                            | Head of Learning and Achievement                              | May 26                                                                                                                                                               | March 27         |
| 1.2.7<br>Develop a school policy directory with associated document templates and an aligned suggested governor committee structure                   | Director of Education<br><br>Head of Learning and Achievement | January 26                                                                                                                                                           | September 26     |
| Strategy                                                                                                                                              | Lead Officer                                                  | Success criteria / intended impact                                                                                                                                   | Resources needed |
| 1.3<br><br>Develop vertical and horizontal working across Torfaen Schools                                                                             | Director of Education                                         | <ul style="list-style-type: none"> <li>Wider Group/Heatmap support ratings demonstrate a positive improvement in performance across all areas considered.</li> </ul> |                  |
| Key Actions                                                                                                                                           | Lead                                                          | Start                                                                                                                                                                | End              |
| 1.3.1<br>Share individual school heatmaps with school leaders each term with follow up discussions through SDP Professional                           | Evaluation and Improvement Officer                            | September 2026                                                                                                                                                       | Termly           |



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| Objective 1: Improve learner outcomes, particularly in literacy and numeracy, and reduce the attainment gap for vulnerable and disadvantaged learners             |                                                                                                                                     |                                                                                                                                                                                                                                                                                                                                                                                                                                                                              |                  |
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| Recommendation 1: Improve outcomes for learners, particularly in secondary schools                                                                                |                                                                                                                                     |                                                                                                                                                                                                                                                                                                                                                                                                                                                                              |                  |
| Discussions/Team Around the School Meetings                                                                                                                       |                                                                                                                                     |                                                                                                                                                                                                                                                                                                                                                                                                                                                                              |                  |
| 1.3.2<br>Develop peer-to-peer collaboration and professional challenge for individual schools, clusters and borough-wide – horizontal and vertical collaboration. | Director of Education<br>Head of Learning and Achievement<br>Head of ALN, Inclusion and Wellbeing<br>Head of Resources and Planning | April 26                                                                                                                                                                                                                                                                                                                                                                                                                                                                     | March 27         |
| 1.3.3<br>Facilitate shared professional learning opportunities for LA and school staff                                                                            | Director of Education                                                                                                               | April 25                                                                                                                                                                                                                                                                                                                                                                                                                                                                     | March 26         |
| Strategy                                                                                                                                                          | Lead Officer                                                                                                                        | Success criteria / intended impact                                                                                                                                                                                                                                                                                                                                                                                                                                           | Resources needed |
| 1.4<br>Improve schools in statutory categories and schools causing concern                                                                                        | Director of Education                                                                                                               | <ul style="list-style-type: none"> <li>Schools have made demonstrable progress against all Estyn recommendations; LA review recommendations and warning notice requirements.</li> <li>Delegated budgets are effectively managed</li> <li>Supported self-evaluation activity indicates leaders have had a significant impact on improving the effectiveness of teaching and self-evaluation/ quality improvement processes - these are being consistently applied.</li> </ul> | Officer time     |
| Key Actions                                                                                                                                                       | Lead                                                                                                                                | Start                                                                                                                                                                                                                                                                                                                                                                                                                                                                        | End              |
| 1.4.1                                                                                                                                                             | Director of Education                                                                                                               | April 26 (Half termly)                                                                                                                                                                                                                                                                                                                                                                                                                                                       | March 27         |

## Torfaen Education Service Improvement Plan April 26 – March 27

| Objective 1: Improve learner outcomes, particularly in literacy and numeracy, and reduce the attainment gap for vulnerable and disadvantaged learners                                                                                                            |                                                                               |                                    |                 |
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| Recommendation 1: Improve outcomes for learners, particularly in secondary schools                                                                                                                                                                               |                                                                               |                                    |                 |
| <p>Multi-agency/Team Around the School (TAS) meetings for schools causing concern take place on a half-termly cycle to review progress against PIAP/SDP.</p> <p>Refine support for schools in statutory categories using findings from half termly meetings.</p> | <p>Head of Learning and Achievement</p>                                       |                                    |                 |
| <p>1.4.2<br/>Regular forward monitor of school budgets to reduce risk of deficits and provide deficit recovery support, where required</p>                                                                                                                       | <p>Head of Resources and Planning</p> <p>Senior Education Finance Partner</p> | <p>April 26</p> <p>(Quarterly)</p> | <p>March 27</p> |

## Torfaen Education Service Improvement Plan April 26 – March 27

### Objective 2: Ensure effective targeted and specialist provision for learners with Additional Learning Needs

#### Recommendation 4: Improve strategic leadership of learning and ALN

##### Link to County Plan:

[Well-being Objective 1](#) - We will raise educational attainment, helping young people and adults to gain the qualifications and skills needed to lead positive lives.

[Well-being Objective 2](#) - We will encourage and champion children, young people and families so they can thrive.

[Well-being Objective 3](#) - We will tackle inequality by focusing on early identification and prevention activities that support people to live independent and fulfilling lives

[Well-being Objective 7](#) - We will promote healthier lifestyles in Torfaen to improve mental and physical well-being.

[Well-being Objective 9](#) - We will provide efficient customer focused services that reflect the way people live their lives and wish to access services.

##### Estyn observations (From Oct 24):

- at times the capacity across the teams limits the scope of support and guidance that the local authority can provide to all settings, schools and the PRU

##### Objective Leader:

Head of ALN, Inclusion and Wellbeing, Claire Williams

##### Evidence:

- Continued Improvement Group (CIG) Monitoring Monthly Partnership meetings with LA and School Improvement Service
- Wider Group Meeting minutes and outcomes
- School Improvement Service termly impact reports
- ELT and half-termly Extended ELT meetings agendas and action points
- Inspection outcomes (as they become available) compared to pre-inspection reports
- Corporate Leadership Balanced Score Card – Education Service report

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### Objective 2: Ensure effective targeted and specialist provision for learners with Additional Learning Needs

#### Recommendation 4: Improve strategic leadership of learning and ALN

##### Link to County Plan:

[Well-being Objective 1](#) - We will raise educational attainment, helping young people and adults to gain the qualifications and skills needed to lead positive lives

[Well-being Objective 2](#) - We will encourage and champion children, young people and families so they can thrive

[Well-being Objective 3](#) - We will tackle inequality by focusing on early identification and prevention activities that support people to live independent and fulfilling lives

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##### Links to Team Plans:

Head of Learning and Achievement – School Improvement Plan

ALN, Inclusion and Wellbeing Team Plan

SenCom Service Plan

Early Years Team Plan

Youth Service

| Strategy                                                                                                            | Lead Officer                         | Success criteria / intended impact                                                                                                                                                                                                                                                                           | Resources needed |
|---------------------------------------------------------------------------------------------------------------------|--------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------|
| 2.1<br>Keep local and out of county provision under review to ensure it meets the needs of Torfaen learners.        | Head of ALN, Inclusion and Wellbeing | <ul style="list-style-type: none"> <li>Targeted and specialist provision is in line with demand/needs.</li> <li>Learners have increased access to local specialist provision where possible.</li> <li>Progress of individual ALN learners from their baseline aligns with LA/school expectations.</li> </ul> | Officer time     |
| Action                                                                                                              | Lead                                 | Start                                                                                                                                                                                                                                                                                                        | End              |
| 2.1.1<br>Monitor and evaluate outcomes for learners in LRBS in collaboration with schools annually via LRB reviews. | Head of ALN, Inclusion & Wellbeing   | May 26<br>(Annually)                                                                                                                                                                                                                                                                                         | June 26          |

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| Objective 2: Ensure effective targeted and specialist provision for learners with Additional Learning Needs                                                    |                                      |                                                                                                                                                                                                                                                                                                                                                                |                  |
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| Recommendation 4: Improve strategic leadership of learning and ALN                                                                                             |                                      |                                                                                                                                                                                                                                                                                                                                                                |                  |
| 2.1.2<br>Map and quality assure alternative/specialist providers in collaboration with schools and neighbouring Local Authorities.                             | Head of ALN, Inclusion and Wellbeing | April 26                                                                                                                                                                                                                                                                                                                                                       | March 27         |
| 2.1.3<br>Analyse data trends and create a forward projection of ALN need to inform provision planning, including joint commissioning of alternative provision. | Head of ALN, Inclusion and Wellbeing | April 26                                                                                                                                                                                                                                                                                                                                                       | March 27         |
| 2.1.4<br>Adjust specialist provision capacity to meet local needs. Establish a Welsh Medium ALN Provision.                                                     | Head of ALN, Inclusion and Wellbeing | Sept 26                                                                                                                                                                                                                                                                                                                                                        | March 27         |
| Strategy                                                                                                                                                       | Lead Officer                         | Success criteria / intended impact                                                                                                                                                                                                                                                                                                                             | Resources needed |
| 2.2<br>Embed ALN multi-agency partnership practices.                                                                                                           | Head of ALN, Inclusion and Wellbeing | <ul style="list-style-type: none"> <li>Improve in-county provision to reduce the number of Out of County specialist placements.</li> <li>Pupil voice and person-centred approaches are embedded in all planning.</li> <li>Number of learners on modified days is minimal, and all modified days are effectively monitored and agreed with LA, where</li> </ul> | Officer time     |

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| Objective 2: Ensure effective targeted and specialist provision for learners with Additional Learning Needs                                   |                                                          |                                                                                                                                                                                                                                                                                                                                                                                                     |                                       |
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| Recommendation 4: Improve strategic leadership of learning and ALN                                                                            |                                                          |                                                                                                                                                                                                                                                                                                                                                                                                     |                                       |
|                                                                                                                                               |                                                          | <p>appropriate, impacting positively on pupil outcomes and wellbeing.</p> <ul style="list-style-type: none"> <li>• Increase time spent in supervised provision for those learners on modified days</li> <li>• Reduce incidents and days lost due to exclusion</li> <li>• Disadvantaged and vulnerable learners are not disproportionately reflected in absences from schools/exclusions.</li> </ul> |                                       |
| Action                                                                                                                                        | Lead                                                     | Start                                                                                                                                                                                                                                                                                                                                                                                               | End                                   |
| 2.2.1<br>Keep SENCOM provision under review in collaboration with regional partners to ensure value for money and best outcomes for learners. | Head of ALN, Inclusion & Wellbeing<br><br>Head of SenCom | April 26                                                                                                                                                                                                                                                                                                                                                                                            | Sept 26                               |
| 2.2.2<br>Effectively engage with statutory (health and social care) and voluntary organisations.                                              | Head of ALN, Inclusion & Wellbeing                       | April 26                                                                                                                                                                                                                                                                                                                                                                                            | March 27                              |
| Strategy                                                                                                                                      | Lead Officer                                             | Success criteria / intended impact                                                                                                                                                                                                                                                                                                                                                                  | Resources needed                      |
| 2.3<br>Embed the role of the ALN Advisory Team.                                                                                               | Head of ALN, Inclusion and Wellbeing                     | <ul style="list-style-type: none"> <li>• Robust transition arrangements for learners at key points of transition (pre-school to Nursery, Primary to secondary and Post 16 provision) so learners maintain appropriate levels of progress</li> </ul>                                                                                                                                                 | Officer time<br><br>ALN Grant Funding |

## Torfaen Education Service Improvement Plan April 26 – March 27

| Objective 2: Ensure effective targeted and specialist provision for learners with Additional Learning Needs                                                                             |                                      |                                                                                                                                                                                                                                                                               |                                              |
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| Recommendation 4: Improve strategic leadership of learning and ALN                                                                                                                      |                                      |                                                                                                                                                                                                                                                                               |                                              |
|                                                                                                                                                                                         |                                      | <ul style="list-style-type: none"> <li>Reduced need for Independent Special Post-16 Institutions (ISPI) provision,</li> <li>Principles and provision for Post 16 ALN learners in Torfaen is implemented.</li> </ul>                                                           |                                              |
| Action                                                                                                                                                                                  | Lead                                 | Start                                                                                                                                                                                                                                                                         | End                                          |
| 2.3.1<br>Develop a responsive Professional Learning programme for school staff to equip them with the knowledge and skills to support learners with ALN, Inclusion and Wellbeing needs. | Head of ALN, Inclusion & Wellbeing   | Sept 26                                                                                                                                                                                                                                                                       | March 27                                     |
| 2.3.2<br>Enhance the Teaching and Learning Strategy through the development of an inclusive practice toolkit, exemplifying provision made generally available across Torfaen.           | Head of ALN, Inclusion & Wellbeing   | Sept 26                                                                                                                                                                                                                                                                       | March 27                                     |
| Strategy                                                                                                                                                                                | Lead Officer                         | Success criteria / intended impact                                                                                                                                                                                                                                            | Resources needed                             |
| 2.4 Ensure value of money in the allocation and use of funding for ALN.                                                                                                                 | Head of ALN, Inclusion and Wellbeing | <ul style="list-style-type: none"> <li>ALN provision is managed within agreed delegated budget.</li> <li>Reduced proportional expenditure on out of County specialist placements.</li> <li>Delegated individual school budgets and grants are effectively managed.</li> </ul> | <p>Officer time</p> <p>ALN Grant Funding</p> |

## Torfaen Education Service Improvement Plan April 26 – March 27

| Objective 2: Ensure effective targeted and specialist provision for learners with Additional Learning Needs                                                                               |                                    |            |          |
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| Recommendation 4: Improve strategic leadership of learning and ALN                                                                                                                        |                                    |            |          |
| Action                                                                                                                                                                                    | Lead                               | Start      | End      |
| 2.4.1<br>Review the impact of the changes to mainstream ALN and LRB funding formulae.                                                                                                     | Head of ALN, Inclusion & Wellbeing | October 26 | March 27 |
| 2.4.2 Embed an annual cycle of quality assurance and commissioning of alternative/specialist providers in use for EOTAS provision (LA and alternative provision commissioned by schools). | Head of ALN, Inclusion & Wellbeing | April 26   | March 27 |



## Torfaen Education Service Improvement Plan April 26 – March 27

### Objective 3: Promote learner wellbeing and facilitate community engagement

Estyn Recommendation: 1, 2, 3, 4

#### Link to County Plan:

[Well-being Objective 1](#) - We will raise educational attainment, helping young people and adults to gain the qualifications and skills needed to lead positive lives

[Well-being Objective 2](#) - We will encourage and champion children, young people and families so they can thrive

[Well-being Objective 3](#) - We will tackle inequality by focusing on early identification and prevention activities that support people to live independent and fulfilling lives

[Well-being Objective 7](#) - We will promote healthier lifestyles in Torfaen to improve mental and physical well-being

[Well-being Objective 9](#) - We will provide efficient customer focused services that reflect the way people live their lives and wish to access services.

#### Context Statement:

To support the improvement of learner wellbeing, greater integration of children's services and education services will be strengthened, and provision informed by learner voice.

The development of a joint Directorate Wellbeing strategy, which includes strengthening the role of play and youth services in promoting the wellbeing of children and young people is a priority for the joint Directorate.

In addition to addressing issues identified through the School Health Research Network (SHRN) survey, the Wellbeing strategy will support improvements in the rates of learner attendance and exclusions in Torfaen schools, which are currently not in line with pre-pandemic levels.

#### Objective Leaders:

Strategic Director, Jason O'Brien

Director of Education, Andrew Powles

Head of Resources and Planning, John Tushingham

Head of ALN, Inclusion and Wellbeing, Claire Williams

Head of Learning and Achievement, Andy Rothwell

#### Support Person

Evaluation and Improvement Officer, Jess Gabriel

#### Evidence:

- Continued Improvement Group (CIG) Monitoring Monthly Partnership meetings with LA and LA School Improvement Service
- Wider Group Meeting minutes and outcomes
- School Improvement Service termly impact reports
- ELT and half-termly Extended ELT meetings agendas and action points
- Inspection outcomes (as they become available) compared to School Improvement Service /LA pre-inspection reports
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| Objective 3: Promote learner wellbeing and facilitate community engagement                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     |                                                                          |                                                                                                                                                                                                                                                                                                                            |                                          |
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| Estyn Recommendation: 1, 2, 3, 4                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               |                                                                          |                                                                                                                                                                                                                                                                                                                            |                                          |
| <p><b>Link to County Plan:</b></p> <p><a href="#">Well-being Objective 1</a> - We will raise educational attainment, helping young people and adults to gain the qualifications and skills needed to lead positive lives</p> <p><a href="#">Well-being Objective 2</a> - We will encourage and champion children, young people and families so they can thrive</p> <p><a href="#">Well-being Objective 3</a> - We will tackle inequality by focusing on early identification and prevention activities that support people to live independent and fulfilling lives</p> <p><a href="#">Well-being Objective 7</a> - We will promote healthier lifestyles in Torfaen to improve mental and physical well-being</p> <p><a href="#">Well-being Objective 9</a> - We will provide efficient customer focused services that reflect the way people live their lives and wish to access services</p> |                                                                          |                                                                                                                                                                                                                                                                                                                            |                                          |
| <p><b>Link to Team Plans:</b></p> <ul style="list-style-type: none"> <li>• Safeguarding</li> <li>• Youth Service</li> <li>• Play Service</li> <li>• ALN/Educational Psychology Team Plan</li> <li>• Education Welfare Service</li> <li>• Head of Learning and Achievement – School Improvement Plan</li> <li>• Early Years Team Plan</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                |                                                                          |                                                                                                                                                                                                                                                                                                                            |                                          |
| Strategy                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       | Lead Officer                                                             | Success criteria / intended impact                                                                                                                                                                                                                                                                                         | Resources needed                         |
| 3.1<br>Promote attendance and inclusion practices to raise attendance and reduce exclusions                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    | Head of ALN, Inclusion and Wellbeing<br>Head of Learning and Achievement | <ul style="list-style-type: none"> <li>• Rates of attendance and exclusions in all schools return to pre-pandemic levels, including a reduction in the rate of persistent absenteeism</li> <li>• Disadvantaged and vulnerable learners are not disproportionately reflected in absences from schools/exclusions</li> </ul> | Officer time<br><br>#NIMO campaign costs |

## Torfaen Education Service Improvement Plan April 26 – March 27

| Objective 3: Promote learner wellbeing and facilitate community engagement                                                                                                               |                                      |                                                                                                                                                                                                                                                                                                                                                                                                 |          |
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| Estyn Recommendation: 1, 2, 3, 4                                                                                                                                                         |                                      |                                                                                                                                                                                                                                                                                                                                                                                                 |          |
|                                                                                                                                                                                          |                                      | <ul style="list-style-type: none"> <li>• Rates of Elective Home Education (EHE) are in line with the Welsh average</li> <li>• Number of schools achieving pre-pandemic rates of attendance increases</li> <li>• 100% of CLA pupils to have an active Personal Education Plan (PEP).</li> <li>• PEP reviews will take place in line with CLA Reviews (6 monthly) from Nov 26 onwards.</li> </ul> |          |
| Action                                                                                                                                                                                   | Lead                                 | Start                                                                                                                                                                                                                                                                                                                                                                                           | End      |
| 3.1.1<br>Target support for school attendance where the need is greatest (e.g. vulnerable and disadvantaged learners) to improve overall attendance rates in Torfaen.                    | Head of Learning and Achievement     | April 26 (Monthly Review)                                                                                                                                                                                                                                                                                                                                                                       | March 27 |
| 3.1.2<br>Ensure that the LA fully discharges its duties in line with the Welsh Government guidance for Elective Home Education and key performance data is shared via the EHE dashboard. | Head of Learning and Achievement     | April 26 (Monthly Review)                                                                                                                                                                                                                                                                                                                                                                       | March 27 |
| 3.1.2<br>Children and Families Directorate Joint target for Social care and Education: Implement the PEP Online Tool.                                                                    | Head of ALN, Inclusion and Wellbeing | April 26                                                                                                                                                                                                                                                                                                                                                                                        | Nov 26   |

## Torfaen Education Service Improvement Plan April 26 – March 27

| Objective 3: Promote learner wellbeing and facilitate community engagement                                          |                                                   |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   |                  |
|---------------------------------------------------------------------------------------------------------------------|---------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------|
| Estyn Recommendation: 1, 2, 3, 4                                                                                    |                                                   |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   |                  |
|                                                                                                                     | Group Manager<br>Children and Families<br>Service |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   |                  |
| Strategy                                                                                                            | Lead Officer                                      | Success criteria / intended impact                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                | Resources needed |
| 3.2<br>Integrate Education and Children's Services to improve provision and outcomes for children and young people. | Strategic Director<br>Director of Education       | <ul style="list-style-type: none"> <li>• Rates of attendance and exclusions in all schools return to pre-pandemic levels, including a reduction in the rate of persistent absenteeism</li> <li>• Disadvantaged and vulnerable learners are not disproportionately reflected in absences from schools/exclusions</li> <li>• Rates of Elective Home Education (EHE) are in line with the Welsh average</li> <li>• Number of schools achieving pre-pandemic rates of attendance increases</li> <li>• 100% of CLA pupils to have an active Personal Education Plan (PEP).</li> <li>• PEP reviews will take place in line with CLA Reviews (6 monthly) from Nov 26 onwards.</li> </ul> | Officer time     |
| Action                                                                                                              | Lead                                              | Start                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             | End              |

## Torfaen Education Service Improvement Plan April 26 – March 27

| Objective 3: Promote learner wellbeing and facilitate community engagement                                                         |                                                                                        |                                                                                                                                                             |                  |
|------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------|
| Estyn Recommendation: 1, 2, 3, 4                                                                                                   |                                                                                        |                                                                                                                                                             |                  |
| 3.2.1<br>Develop strengthened joint working practices for Safeguarding leads within Education and Children's Services.             | Head of Children's Services<br><br>Head of Resources and Planning                      | April 25                                                                                                                                                    | March 26         |
| 3.2.2<br>Joint working with schools and other partners on the response to the Child Practice Review 'Our Bravery Brought Justice.' | Head of Resources & Planning                                                           | (Started Jan 2026)                                                                                                                                          | March 26         |
| 3.2.3<br>Develop shared MER practices across the Children and Families Directorate                                                 | Strategic Director                                                                     | April 25                                                                                                                                                    | March 26         |
| Strategy                                                                                                                           | Lead Officer                                                                           | Success criteria / intended impact                                                                                                                          | Resources needed |
| 3.3<br>Strengthen learner voice in Local Authority improvement planning for younger Learners                                       | Director of Education                                                                  | <ul style="list-style-type: none"> <li>All teams use learner voice to inform their provision and improvement planning including Primary learners</li> </ul> | Officer time     |
| Action                                                                                                                             | Lead                                                                                   | Start                                                                                                                                                       | End              |
| 3.3.1<br>Pilot Junior Youth Forum                                                                                                  | Evaluation and Improvement Officer/<br>Children and Young People Participation Officer | April 26                                                                                                                                                    | March 27         |



## Torfaen Education Service Improvement Plan April 26 – March 27

| Objective 4: Develop learner progression pathways to encourage lifelong learning                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        |
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| Estyn Recommendation: 1, 2, 3, 4                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        |
| <p><b>Link to County Plan:</b></p> <p><a href="#">Well-being Objective 1</a> - We will raise educational attainment, helping young people and adults to gain the qualifications and skills needed to lead positive lives</p> <p><a href="#">Well-being Objective 2</a> - We will encourage and champion children, young people and families so they can thrive</p> <p><a href="#">Well-being Objective 3</a> - We will tackle inequality by focusing on early identification and prevention activities that support people to live independent and fulfilling lives</p> <p><a href="#">Well-being Objective 7</a> - We will promote healthier lifestyles in Torfaen to improve mental and physical well-being</p> <p><a href="#">Well-being Objective 9</a> - We will provide efficient customer focused services that reflect the way people live their lives and wish to access services</p> |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        |
| <p><b>Link to Team Plans:</b></p> <ul style="list-style-type: none"> <li>All Education Service Team Plans</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        |
| <p><b>Context Statement:</b></p> <p>Workstreams within this objective support the positive pathway of learners through their educational journey starting with targeted early years support through, and receive high quality transition arrangements for learners, including at pre- and post-statutory school points.</p> <p>Whilst in statutory education, learners, including those in alternative provision, will be supported so that on exiting statutory education young people are supported into Education, Employment and Training.</p> <p>Additionally, learners will be offered equality of opportunity to learn in English or Welsh medium provision through implementation of the Torfaen Welsh Education Strategic Plan (WESP).</p>                                                                                                                                            | <p><b>Objective Leaders:</b></p> <p>Head of Resources and Planning, John Tushingham<br/> Head of ALN, Inclusion and Wellbeing, Claire Williams<br/> Head of Learning and Achievement, Andy Rothwell</p> <p><b>Support Person</b></p> <p>Evaluation and Improvement Officer, Jess Gabriel</p> <p><b>Evidence:</b></p> <ul style="list-style-type: none"> <li>Continued Improvement Group (CIG) Monitoring Monthly Partnership meetings with LA and School Improvement Service</li> <li>Wider Group Meeting minutes and outcomes</li> <li>School Improvement Service termly impact reports</li> <li>ELT and half-termly Extended ELT meetings agendas and action points</li> <li>Inspection outcomes (as they become available) compared to School Improvement Service LA pre-inspection reports</li> <li>Corporate Leadership Balanced Score Card – Education Service report</li> </ul> |

## Torfaen Education Service Improvement Plan April 26 – March 27

| Objective 4: Develop learner progression pathways to encourage lifelong learning                            |                                  |                                                                                                                                                                                                                          |                                                    |
|-------------------------------------------------------------------------------------------------------------|----------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------|
| Estyn Recommendation: 1, 2, 3, 4                                                                            |                                  |                                                                                                                                                                                                                          |                                                    |
| Strategy                                                                                                    | Lead Officer                     | Success criteria / intended impact                                                                                                                                                                                       | Resources needed                                   |
| 4.1<br>Provide targeted Early Years support to children across Torfaen                                      | Head of Learning and Achievement | <ul style="list-style-type: none"> <li>All children in early years settings are offered appropriate access to early years education and receive support that allows them to progress from their own baseline.</li> </ul> | Welsh Government Grant Funding<br><br>Officer time |
| Action                                                                                                      | Lead                             | Start                                                                                                                                                                                                                    | End                                                |
| 4.1.1<br>Rollout of Flying Start Phase 3 expansion to all identified locations                              | Flying Start Manager             | April 26                                                                                                                                                                                                                 | March 27                                           |
| 4.1.2<br>Implement corporate Early Intervention and Prevention work (The Deal: Mission 1)                   | Strategic Directors              | April 26                                                                                                                                                                                                                 | March 27                                           |
| 4.1.3 Undertake a comprehensive review of early years delivery as part of The Deal: Mission 1.              | Head of Early Year               | April 26                                                                                                                                                                                                                 | August 26                                          |
| Strategy                                                                                                    | Lead Officer                     | Success criteria / intended impact                                                                                                                                                                                       | Resources needed                                   |
| 4.2<br>Links with employers/NEETs to reduce the rates of those NEETs and those with 'unknown' destinations. | /Head of Communities & Renewal   | <ul style="list-style-type: none"> <li>Maintain/continue to reduce proportion of young people leaving school not engaging in further education, employment, or training</li> </ul>                                       | Officer time                                       |



## Torfaen Education Service Improvement Plan April 26 – March 27

| Objective 4: Develop learner progression pathways to encourage lifelong learning                                                                    |                                |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             |                                                    |
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| Estyn Recommendation: 1, 2, 3, 4                                                                                                                    |                                |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             |                                                    |
| Action                                                                                                                                              | Lead                           | Start                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       | End                                                |
| 4.2.1<br>Use early identification toolkit to identify and support those learners at risk of becoming NEET.                                          | Head of Communities & Renewal  | April 26                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    | March 27                                           |
| 4.2.2<br>Use Post 16 Partnership Forum to strengthen vocational and other local provision for learners                                              | Head of Resources and Planning | April 26                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    | March 27                                           |
| Strategy                                                                                                                                            | Lead Officer                   | Success criteria / intended impact                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          | Resources needed                                   |
| 4.3<br>Deliver the Welsh Education Strategic Plan (WESP), via the Welsh Education Forum (WEF), and progress the individual outcomes detailed in it. | Director of Education          | <p>Annual progress reports identify appropriate progress Towards the WESP Objectives:</p> <ul style="list-style-type: none"> <li>• More Nursery children / 3-year-olds receive their education through the medium of Welsh</li> <li>• More Reception class children / five-year-olds receive their education through the medium of Welsh</li> <li>• More children continue to improve their Welsh language skills when transferring from one stage of their statutory education to another</li> <li>• More learners study for assessed qualifications in Welsh (as a subject) and subjects through the medium of Welsh</li> <li>• More opportunities for learners to use Welsh in different context in school</li> <li>• An increase in the provision of Welsh medium education for pupils with additional needs</li> </ul> | <p>Officer time</p> <p>Immersion Grant funding</p> |

## Torfaen Education Service Improvement Plan April 26 – March 27

| Objective 4: Develop learner progression pathways to encourage lifelong learning                                                                                              |                                    |                                                                                                                                                                  |          |
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| Estyn Recommendation: 1, 2, 3, 4                                                                                                                                              |                                    |                                                                                                                                                                  |          |
|                                                                                                                                                                               |                                    | <ul style="list-style-type: none"> <li>Increase the number of teaching staff able to teach Welsh (as a subject) and teach through the medium of Welsh</li> </ul> |          |
| Action                                                                                                                                                                        | Lead                               | Start                                                                                                                                                            | End      |
| 4.3.1<br>Welsh Education Forum (WEF) sub-groups meet at least half-termly and provide evaluation reports to map progress against the Welsh Education Strategic Plan (WESP)    | Evaluation and Improvement Officer | April 26                                                                                                                                                         | March 27 |
| 4.3.2<br>Welsh Government feedback on the WESP annual report on the WESP reported to Welsh Education Forum (WEF) and Executive Member for C&F and recommendations implemented | Evaluation and Improvement Officer | April 26                                                                                                                                                         | March 27 |

## Torfaen Education Service Improvement Plan April 26 – March 27

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| <b>Objective 5: Promote staff wellbeing</b>                                                                                                                                                                                                                                                                                                         |
| <b>Recommendation 2: Strengthen performance management.</b>                                                                                                                                                                                                                                                                                         |
| <b>Recommendation 3: Strengthen self-evaluation and improvement planning processes and the link between them</b>                                                                                                                                                                                                                                    |
| <b>Link to County Plan:</b><br><a href="#">Well-being Objective 1</a> - We will raise educational attainment, helping young people and adults to gain the qualifications and skills needed to lead positive lives<br><a href="#">Well-being Objective 2</a> - We will encourage and champion children, young people and families so they can thrive |
| <b>Links to Team Plans:</b> <ul style="list-style-type: none"> <li>All Education Service Plans</li> </ul>                                                                                                                                                                                                                                           |

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| <b>Estyn observations (October 24)</b> <ul style="list-style-type: none"> <li>the impact of actions agreed in line management meetings are not always considered precisely enough</li> <li>at team level the planning approach, which follows the corporate system, does not enable officers to identify precisely the success criteria. As a result, the outcome and impact of actions taken are not always monitored or reported effectively.</li> <li>At times, team evaluations focus too heavily on the activity that has taken place and are not always sufficiently precise regarding the impact of those actions</li> </ul> | <b>Objective Leader:</b><br>Director of Education, Andrew Powles<br><br><b>Support Persons:</b><br>Head of Resources and Planning, John Tushingham<br>Head of ALN, Inclusion and Wellbeing, Claire Williams<br>Head of Learning and Achievement, Andy Rothwell<br>Head of Access and Engagement, Steve Tong<br>Evaluation and Improvement Officer, Jess Gabriel<br><br><b>Evidence:</b> <ul style="list-style-type: none"> <li>Continued Improvement Group (CIG) Monitoring Monthly Partnership meetings with LA and School Improvement Service</li> <li>Wider Group Meeting minutes and outcomes</li> <li>School Improvement Service termly impact reports</li> <li>ELT and half-termly Extended ELT meetings agendas and action points</li> <li>Inspection outcomes (as they become available) compared to School Improvement Service /LA pre-inspection reports</li> </ul> |
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Torfaen Education Service Improvement Plan April 26 – March 27

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|  | <ul style="list-style-type: none"><li>• Education Leadership Team and extended leadership team meetings agendas and action points</li><li>• Monitoring, Evaluation and Review reporting and performance management cycle.</li><li>• Corporate Leadership Balanced Score Card – Education Service report</li></ul> |
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## Objective 5: Promote staff wellbeing

Estyn Recommendation: 1, 2, 3, 4

### Link to County Plan:

[Well-being Objective 1](#) - We will raise educational attainment, helping young people and adults to gain the qualifications and skills needed to lead positive lives

[Well-being Objective 2](#) - We will encourage and champion children, young people and families so they can thrive

### Links to Team Plans:

- All Education Service Plans

| Strategy                                                                                                                                                              | Lead Officer                                                                           | Success criteria / intended impact                                                                                                                                                                                                                                                              | Resources needed |
|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------|
| <b>5.1 Staff Wellbeing Promotion</b><br>Promote provision available and monitor uptake and impact.                                                                    | Head of ALN, Inclusion and Wellbeing<br><br>Senior Corporate Health and Safety Advisor | <ul style="list-style-type: none"><li>Violence in Work incidents are monitored termly.</li><li>Restrictive Physical Incidents are monitored termly.</li><li>Staff absence rates at individual school and within the Children and Families Directorate are below the corporate target.</li></ul> | Officer time     |
| Key Actions                                                                                                                                                           | Lead                                                                                   | Start                                                                                                                                                                                                                                                                                           | End              |
| 5.1.1<br>Monitor Restrictive Physical Incidents weekly. Termly analysis informs feedback to schools and the overall professional learning offer.                      | Head of ALN, Inclusion and Wellbeing                                                   | April 26                                                                                                                                                                                                                                                                                        | March 27         |
| 5.1.2<br>Promote and signpost staff wellbeing offer through an annual wellbeing marketplace for school and LA leaders to highlight employee benefits/support services | Head of ALN, Inclusion and Wellbeing<br><br>Senior Corporate Health and Safety Advisor | July 26                                                                                                                                                                                                                                                                                         | July 26          |

## Torfaen Education Service Improvement Plan April 26 – March 27

| Objective 5: Promote staff wellbeing                                                                                                                                                                |                                    |                                                                                                                                                                         |                                  |
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| Estyn Recommendation: 1, 2, 3, 4                                                                                                                                                                    |                                    |                                                                                                                                                                         |                                  |
| 5.1.3<br>Quarterly monitor of staff sickness levels at individual school and Children and Families and review/interventions are reported to corporate leadership team and discussed at Wider Group. | Director of Education              | April 26                                                                                                                                                                | March 27                         |
| 5.1.4<br>Establish a framework for constructive communication between key partners i.e. Schools, parents, officers                                                                                  | Director of Education              | April 26                                                                                                                                                                | March 27                         |
| Strategy                                                                                                                                                                                            | Lead Officer                       | Success criteria / intended impact                                                                                                                                      | Resources needed                 |
| <b>5.2 Performance Management/ Development:</b><br>Strengthen monitoring, evaluation, and review by Officers at all levels.                                                                         | Director of Education              | <ul style="list-style-type: none"> <li>Evaluation reports by Officers inform team/service planning and, over time, demonstrate improved outcomes/performance</li> </ul> | Officer time<br>Headteacher time |
| Key Actions                                                                                                                                                                                         | Lead                               | Start                                                                                                                                                                   | End                              |
| 5.2.1<br>Review and update of Education Service Monitoring, Evaluation and Review Policy (MER), including schedule of reports for Education Leadership Team and Accelerated Improvement Group       | Evaluation and Improvement Officer | April 26<br><br>(Weekly Meeting)                                                                                                                                        | March 27                         |

## Torfaen Education Service Improvement Plan April 26 – March 27

| Objective 5: Promote staff wellbeing                                                                                                                                                                                                             |                                                                 |                                  |                               |
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| Estyn Recommendation: 1, 2, 3, 4                                                                                                                                                                                                                 |                                                                 |                                  |                               |
| 5.2.2<br>Evaluate the impact of professional learning with Extended Education Leadership Team based on GUSKEY style model.                                                                                                                       | Evaluation and Improvement Officer                              | April 26<br><br>(Termly Review)  | 6 monthly                     |
| 5.2.3<br>Strengthen process for identification of professional learning requirements and links to Education Service planning. Including professional learning opportunities for Headteachers to work jointly with Children and Families managers | Evaluation and Improvement Officer                              | April 26                         | March 27                      |
| 5.2.4<br>Improve use of data dashboards to support the Wider Group/Heatmap approach in line with the corporate use of digital tools.                                                                                                             | Evaluation and Improvement Officer                              | April 26                         | Half-termly review            |
| 5.2.5<br>Annual and Mid-year Performance Management (WorkSmarts) to be completed with all staff.                                                                                                                                                 | Education Leadership Team                                       | April 26                         | Oct 26 Review<br><br>March 27 |
| 5.2.6<br>Monitor Implementation and impact of scrutiny recommendations and MER actions                                                                                                                                                           | Director of Education<br><br>Evaluation and Improvement Officer | April 26<br><br>(Monthly Review) | March 27                      |

## Torfaen Education Service Improvement Plan April 26 – March 27

| Objective 5: Promote staff wellbeing                                                                                                                                                                              |                                                                                  |                                                                                                                                                                                                           |                  |
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| Estyn Recommendation: 1, 2, 3, 4                                                                                                                                                                                  |                                                                                  |                                                                                                                                                                                                           |                  |
| 5.2.9<br>Senior leaders regularly review action points from team meetings to ensure middle leaders are being consistently held to account and to support middle leaders in holding their team members to account. | Evaluation and Improvement Officer                                               | April 26<br><br>(Termly Review)                                                                                                                                                                           | March 27         |
| 5.2.10<br>Maintain Executive Forward Work Programme/Decision Making Timetable                                                                                                                                     | Head of Resources and Planning                                                   | April 26                                                                                                                                                                                                  | March 27         |
| Strategy                                                                                                                                                                                                          | Lead Officer                                                                     | Success criteria / intended impact                                                                                                                                                                        | Resources needed |
| <b>5.3 Professional Learning</b><br>Develop effective leadership at all levels within the directorate and within schools                                                                                          | Strategic Director – Children, Families and Education                            | <ul style="list-style-type: none"> <li>Evaluation reports by Officers inform team/service planning and, over time, demonstrate improved outcomes/performance in specific leadership portfolios</li> </ul> | Officer time     |
| Key Actions                                                                                                                                                                                                       | Lead                                                                             | Start                                                                                                                                                                                                     | End              |
| 5.3.1<br>Identify and implement strengthened joint working opportunities for LA Officers within Children's Services and Education Services                                                                        | Strategic Director – Children, Families and Education<br><br>C&F Leadership Team | April 26<br><br>(Monthly meeting)                                                                                                                                                                         | March 27         |



## Torfaen Education Service Improvement Plan April 26 – March 27

| Objective 5: Promote staff wellbeing                                                                                                                                  |                                                                     |                                                                                                                                                                                                                                              |                  |
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| Estyn Recommendation: 1, 2, 3, 4                                                                                                                                      |                                                                     |                                                                                                                                                                                                                                              |                  |
| 5.3.2<br>Develop expertise in report writing skills across senior and middle leaders through implementation of the calendar of evaluation and decisions for 2026-2027 | Evaluation and Improvement Officer<br><br>Education Leadership Team | April 26                                                                                                                                                                                                                                     | March 27         |
| 5.3.3<br>Extended Education Leadership Team (EELT) reviews Estyn Thematic Reviews and inspection reports and implements recommendations, where appropriate.           | Evaluation and Improvement Officer                                  | April 26<br><br>(Half-termly meeting)                                                                                                                                                                                                        | March 27         |
| 5.3.4<br>Devise professional learning programme based for individuals, teams, Extended Education Leadership Team, and whole Service.                                  | Evaluation and Improvement Officer<br><br>Director of Education     | April 26                                                                                                                                                                                                                                     | May 27           |
| 5.3.5<br>Develop joint professional learning programme for LA Officers and school leaders.                                                                            | Evaluation and Improvement Officer<br><br>Director of Education     | April 26                                                                                                                                                                                                                                     | May 27           |
| Strategy                                                                                                                                                              | Lead Officer                                                        | Success criteria / intended impact                                                                                                                                                                                                           | Resources needed |
| <b>5.4 Digital Solutions</b><br>Staff absence rates at individual service and Directorate level are below the corporate target                                        | Evaluation and Improvement Officer                                  | <ul style="list-style-type: none"> <li>Digital solutions/flooding reduces staff administrative time enabling more developmental and collaborative work – resulting in improved outcomes for learners and improved staff wellbeing</li> </ul> | Officer time     |

## Torfaen Education Service Improvement Plan April 26 – March 27

| Objective 5: Promote staff wellbeing                                                                                                          |                                                                       |          |          |
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| Estyn Recommendation: 1, 2, 3, 4                                                                                                              |                                                                       |          |          |
| Key Actions                                                                                                                                   | Lead                                                                  | Start    | End      |
| 5.4.1<br>Complete deep dives of team working and develop efficiencies of processes e.g. Referral Processes, general administration            | Evaluation and Improvement Officer                                    | April 26 | March 27 |
| 5.4.2<br>Share good practice in digital solutions/process efficiencies with Extended Education Leadership Team and headteacher strategy group | Evaluation and Improvement Officer and Service area digital champions | April 26 | March 27 |

## Torfaen Education Service Improvement Plan April 26 – March 27

| Objective 6: Develop the physical and digital environment for learning                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            |
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| Estyn Recommendation 1: Improve Outcomes for Learners, particularly in secondary schools                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            |
| <p><b>Link to County Plan:</b></p> <p><a href="#">Well-being Objective 1</a> - We will raise educational attainment, helping young people and adults to gain the qualifications and skills needed to lead positive lives</p> <p><a href="#">Well-being Objective 2</a> - We will encourage and champion children, young people and families so they can thrive.</p> <p><a href="#">Well-being Objective 3</a> - We will tackle inequality by focusing on early identification and prevention activities that support people to live independent and fulfilling lives</p> <p><a href="#">Well-being Objective 4</a> - We will make Torfaen more sustainable by connecting people and communities, socially, digitally, and physically.</p> <p><a href="#">Well-being Objective 7</a> - We will promote healthier lifestyles in Torfaen to improve mental and physical well-being.</p> <p><a href="#">Well-being Objective 9</a> - We will provide efficient customer focused services that reflect the way people live their lives and wish to access services</p> |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            |
| <p><b>Link to Team Plans:</b></p> <ul style="list-style-type: none"> <li>• Head of Resources &amp; Planning</li> <li>• Head of Access &amp; Engagement – Capital</li> <li>• Head of Learning and Achievement</li> <li>• Early Years Team Plan</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            |
| <p><b>Context Statement:</b></p> <p>The Education Service will work with directorates across the Local Authority and with external partners to develop the physical and digital environments for learners so there is equality of opportunity for all learners to progress and gain positive educational outcomes.</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            | <p><b>Objective Leaders:</b></p> <p>Head of Resources and Planning, John Tushingham<br/>Head of Learning and Achievement, Andy Rothwell</p> <p><b>Support Person</b></p> <p>Head of Access and Engagement, Steve Tong<br/>Evaluation and Improvement Officer, Jess Gabriel</p> <p><b>Evidence:</b></p> <ul style="list-style-type: none"> <li>• Continued Improvement Group (CIG) Monitoring Monthly Partnership meetings with LA and School Improvement Service</li> <li>• Wider Group Meeting minutes and outcomes</li> <li>• School Improvement Service termly impact reports</li> <li>• ELT and half-termly Extended ELT meetings agendas and action points</li> </ul> |

## Torfaen Education Service Improvement Plan April 26 – March 27

| Objective 6: Develop the physical and digital environment for learning                                                                                                                                          |                                                                                                                                                                                                                                                                                                                                                                            |                                                                                                                                                                               |                                                                         |
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| Estyn Recommendation 1: Improve Outcomes for Learners, particularly in secondary schools                                                                                                                        |                                                                                                                                                                                                                                                                                                                                                                            |                                                                                                                                                                               |                                                                         |
|                                                                                                                                                                                                                 | <ul style="list-style-type: none"> <li>• Inspection outcomes (as they become available) compared to School Improvement Service/LA pre-inspection reports</li> <li>• Corporate Leadership Balanced Score Card – Education Service report</li> <li>• Project Management Office Minutes</li> <li>• Project Highlight reports</li> <li>• Cabinet or Council reports</li> </ul> |                                                                                                                                                                               |                                                                         |
| Strategy                                                                                                                                                                                                        | Lead Officer                                                                                                                                                                                                                                                                                                                                                               | Success criteria / intended impact                                                                                                                                            | Resources needed                                                        |
| 6.1<br>Provide learners with a physical environment that promotes positive engagement and supports learning.                                                                                                    | Head of Resources and Planning                                                                                                                                                                                                                                                                                                                                             | <ul style="list-style-type: none"> <li>• Improved capital assets provide a suitable environment for learning and demonstrate investment is appropriately directed.</li> </ul> | Capital maintenance; Welsh Government funding; LA capital contributions |
| Action                                                                                                                                                                                                          | Lead                                                                                                                                                                                                                                                                                                                                                                       | Start                                                                                                                                                                         | End                                                                     |
| 6.1.1<br>Deliver capital projects on time, on budget, and on schedule and provide regular reports to the Children and Families Board.<br>(including Flying Start expansion builds subject to receipt of grants) | Head of Resources and Planning<br>Head of Access and Engagement<br>Childcare Capital Grant Coordinator                                                                                                                                                                                                                                                                     | April 26                                                                                                                                                                      | March 27                                                                |
| 6.1.2<br>Target Capital maintenance funding in line with asset survey responses and deliver value for money using a wider selection of contractors.                                                             | Head of Access & Engagement<br>Head of Economic Development                                                                                                                                                                                                                                                                                                                | April 26                                                                                                                                                                      | March 27                                                                |

## Torfaen Education Service Improvement Plan April 26 – March 27

| Objective 6: Develop the physical and digital environment for learning                                                                                                 |                                  |                                                                                                                                                                                                                                                                                                                                                                                                                             |                                        |
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| Estyn Recommendation 1: Improve Outcomes for Learners, particularly in secondary schools                                                                               |                                  |                                                                                                                                                                                                                                                                                                                                                                                                                             |                                        |
| 6.1.3<br>Maximise use of grants e.g. Additional Learning Needs, Community Focussed Schools etc.                                                                        | Head of Access & Engagement      | April 2026                                                                                                                                                                                                                                                                                                                                                                                                                  | March 2026                             |
| Strategy                                                                                                                                                               | Lead Officer                     | Success criteria / intended impact                                                                                                                                                                                                                                                                                                                                                                                          | Resources needed                       |
| 6.2<br>Provide learners with a digital infrastructure that promotes positive engagement and supports learning.                                                         | Head of Learning and Achievement | <ul style="list-style-type: none"> <li>Torfaen Digital Education Strategy (DES) is shared and adopted by all schools in Torfaen.</li> <li>All schools in the LA have a digital sustainability plan, aligned to the DES, to ensure devices and infrastructure adhere to the education digital standards.</li> <li>Learners demonstrate appropriate digital competency skills, against a locally agreed framework.</li> </ul> | LA Digital funding; school ICT funding |
| Action                                                                                                                                                                 | Lead                             | Start                                                                                                                                                                                                                                                                                                                                                                                                                       | End                                    |
| 6.2.1<br>Local Authority School Improvement Service completes thematic evaluation on digital learning across all Torfaen Schools                                       | Head of Learning and Achievement | April 26                                                                                                                                                                                                                                                                                                                                                                                                                    | September 26                           |
| 6.2.2<br>Share findings of thematic reports with all schools and Policy Development Funding. As appropriate refine Digital Education Strategy with input from schools. | Head of Learning and Achievement | September 26                                                                                                                                                                                                                                                                                                                                                                                                                | March 27                               |