

**Workforce Strategic Development Plan  
June 2018**

**Contents**

	<b>Page</b>
<b>Vision and Mission</b>	<b>2</b>
<b>Staff Roles and Responsibilities</b>	<b>4</b>
<b>Education Service Staff</b>	<b>5</b>
<b>Statutory Function and Services</b>	<b>10</b>
<b>Policy Drivers</b>	<b>10</b>
<b>Learning and Skills Priorities</b>	<b>12</b>
<b>Delivering our Services</b>	<b>13</b>
<b>Developing our Workforce</b>	<b>14</b>
<b>Appendix A - Activity Plan</b>	<b>15</b>

## Vision and Mission

Powys County Council have launched their 'Corporate Improvement Plan: Vision 2025' with their mission to deliver an open, pro-active and engaging council. To deliver this vision, four priority areas have been outlined:

- Economy: developing a vibrant economy
- Health and care: leading the way in effective, integrated rural health and care
- Learning and skills: strengthening learning and skills
- Residents and Communities: supporting our residents and communities

Learning and skills are fundamental to all in the Education Service. We will provide high quality educational opportunities for all learners, embrace the challenges of being a large rural authority and use technology to improve access for all.

We are committed towards providing effective learning interventions that support schools to improve and produce well-qualified individuals, more able to contribute to the prosperity of the county. Good education is a key driver in removing the negative impact of poverty on young people's life chances.

Through implementation of the new education curriculum, we will support improvement of good quality, targeted education which will allow individuals to make more informed healthy life choices throughout their lives. We are committed to ensuring our learners have equitable access to education provision regardless of their background or where they live.

We are committed to modernising our schools to provide sustainable, low-carbon buildings with high quality educational environments fit for the 21<sup>st</sup> Century.

A wide range of partners including schools, pupils and their families, have an important role to play in ensuring that all children and young people are supported to achieve their full potential. Significant partners include ERW, the Children and Young People's Partnership, Children's Services and Youth Services

In order to succeed in their learning, we expect each child and young person to have experienced and benefitted from the following:

- Quality pre-school provision
- A breadth of educational experiences and enrichment opportunities which prepare them for the world of work
- Consistently high quality teaching
- Consistently high quality and resilient school leadership
- An inclusive ethos which is easily understood by all, encompassing an entitlement to high quality education for every child and young person, taking account of their views in the context of the United Nations Convention on the Rights of the Child (UNCRC), and those of parents and wider society
- A learning environment which is fit for purpose, safe and secure, in order to support and motivate the children and young people to engage in their learning and develop their talents.
- Value for money through appropriate use of resources and robust financial management

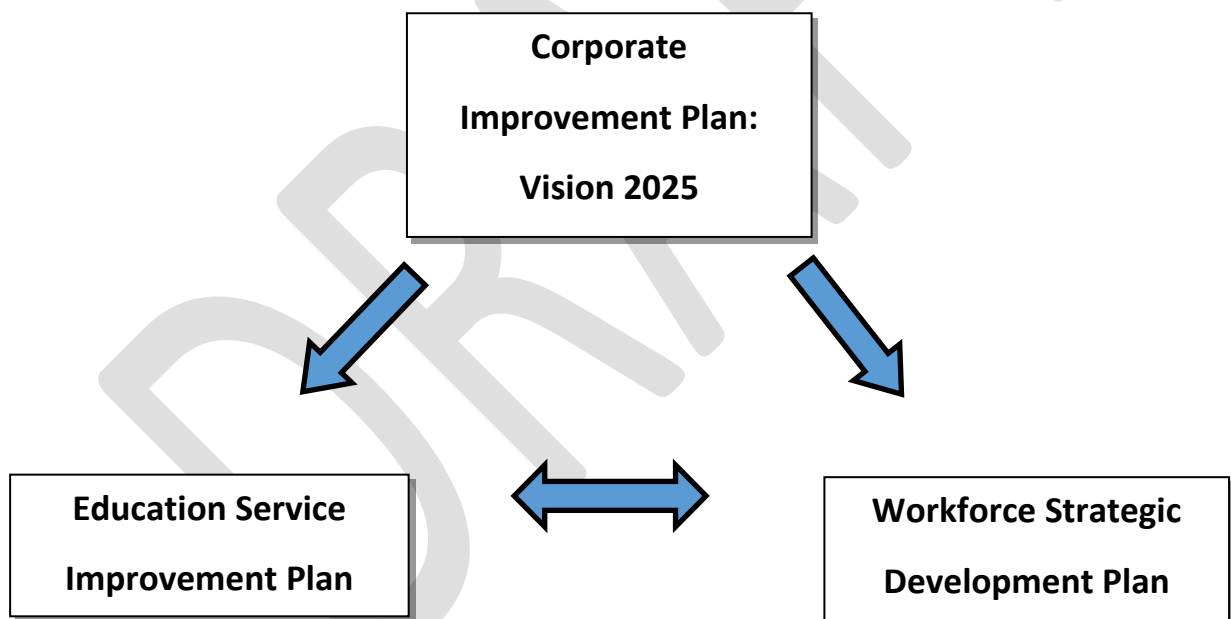
In line with the definition outlined in the [Independent Review of Curriculum and Assessment Arrangements in Wales, Successful Futures](#) (Donaldson 2015) develop as we expect our children and young people to become:

- Ambitious, capable learners ready to learn throughout their lives
- Enterprising , creative contributors, ready to play a full part in life and work
- Ethical informed citizens of Wales and the world
- Healthy, confident individuals, ready to lead fulfilling lives and valued members of society

This in turn aligns with the ERW mission, which asks LAs to:

*Build school capacity through support, challenge and intervention to become self-improving, resilient organisations which continually improve outcomes for learners” through ensuring effective performance in all schools across the region. ([ERW Business Plan 2017 – 20](#))*

The Corporate Improvement Plan, Education Service Plan and Workforce Development Plan are interlinked. The Education Service Plan shows how the Education Service will address the Corporate Improvement Plan priorities while the Workforce Development Plan will address how to develop our staff to address these priorities.



## Staff Roles and Responsibilities

Every member of staff in the Education Service and our professional services partners play an important role in delivering our service:

**Heads of Services** together with their team leaders are responsible for securing and managing appropriate staff to enable them to provide the services required by their service area so that business objectives are met. They are assisted in this by:-

**HR Business Partners** who are aligned to Service Teams and provide ongoing support and advice regarding current workforce issues and help them to plan ahead.

**The Recruitment Team** whose members work with services to advise and assist with the recruitment processes from the placing of advertisements to the management of selection panels and also liaise with other teams such as Employment Services and Payroll.

**The Learning & Development Team** which manages specific schemes such as Apprenticeships, In-Service Apprenticeships and Graduate Traineeships.

**The Culture and Leadership Team** members within Workforce and Organisational Development who manage the annual workforce assessment exercise and communicate corporate findings to Management Team together with potential responses. The team also develops approved responses and makes them available to service teams.

**Line managers** provide clear and consistent communication to staff and senior leaders, they manage staff appropriately, ensuring accountability of service standards through timely completion of performance management (IPR) and agree goals and expectations of staff in-line with Service Improvement Plans. Line managers will also monitor and support the implementation of staff personal and professional development plans.

**Employees** work together to understand their contribution to and achievement of the overall organisational objectives and take personal responsibility to their personal and professional development, acting with honesty and integrity in the work that they do.

The Workforce Strategic Development Plan focuses on the development of Education Service staff, however, there is a need to appreciate the need to develop all school based staff in order for our learners to benefit. Professional Development pathways have been developed by ERW in order to improve the recruitment, retention and quality of leadership, at all levels, across our schools. The Education Service will be implementing these as part of the Education Service Improvement Plan.

## **Education Service Staff**

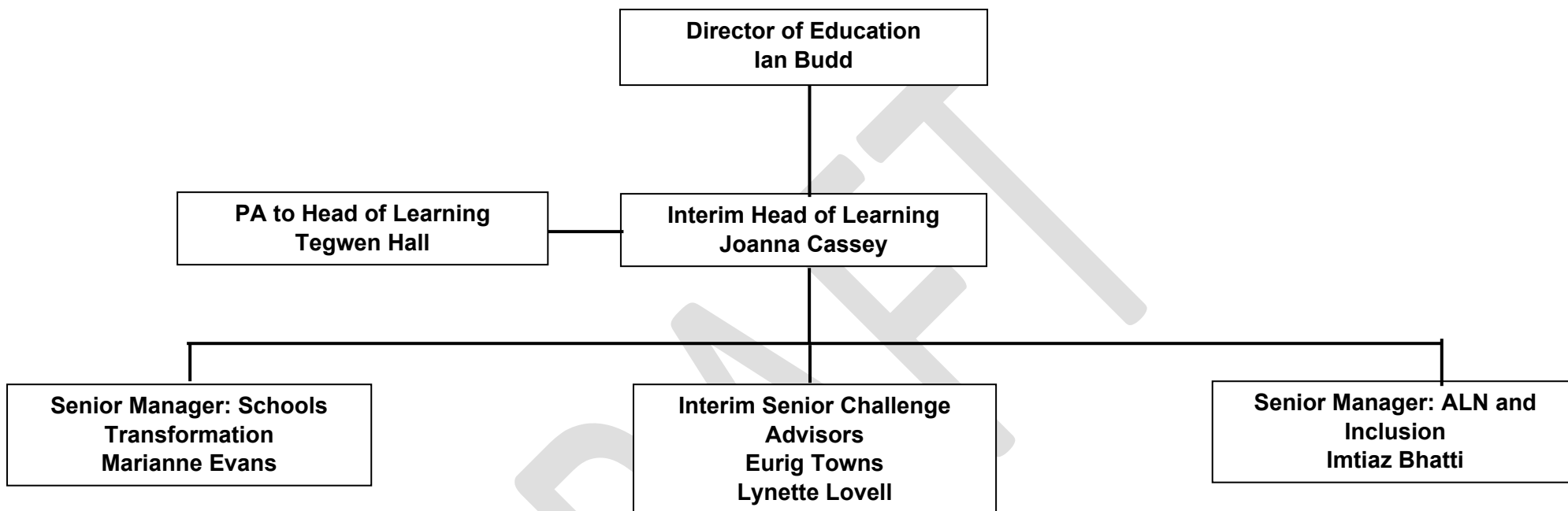
The Education Service is led by Joanna Cassey, Head of Learning (Interim). Joanna reports directly to Ian Budd who holds the statutory title of Director of Education.

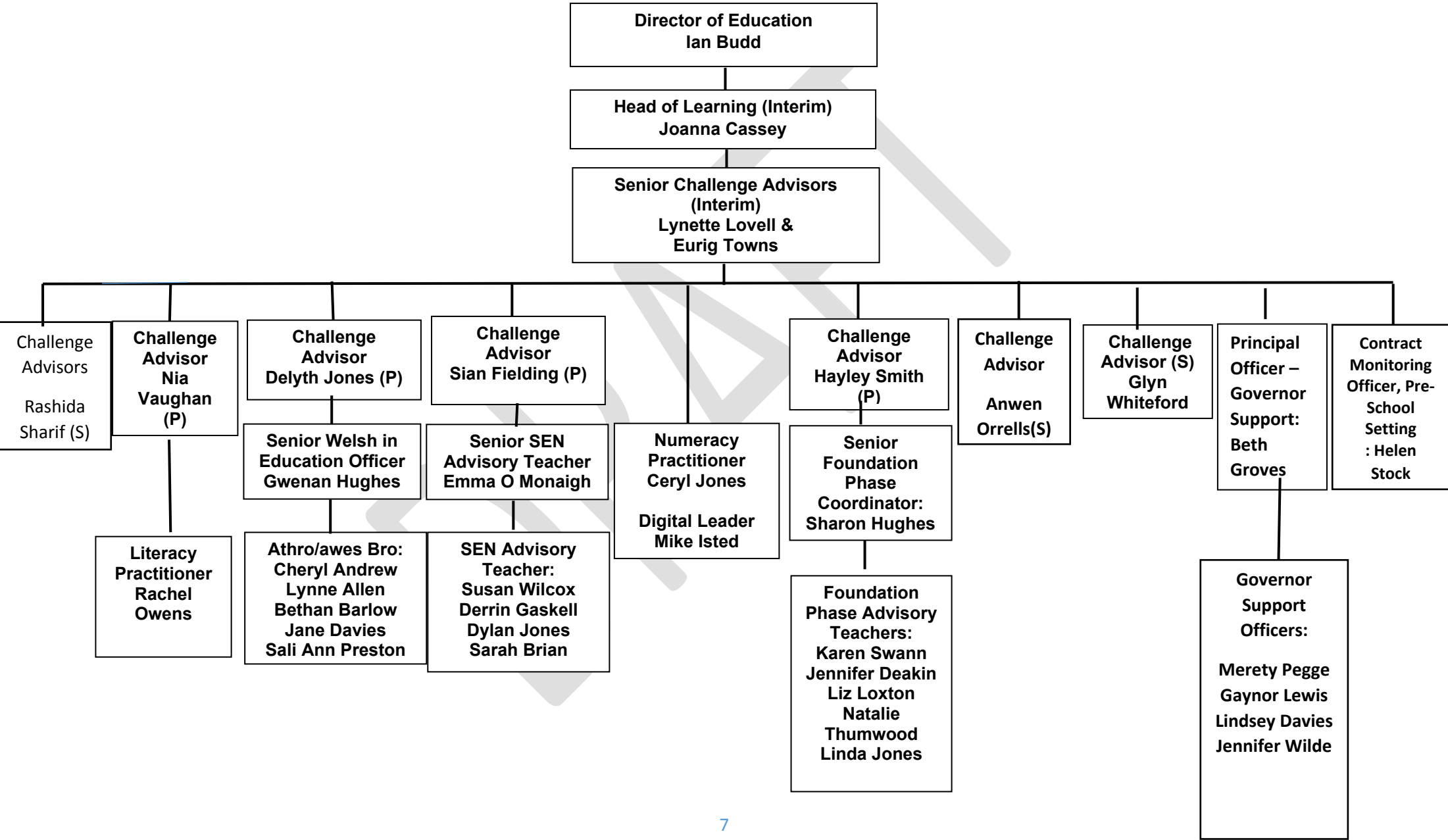
The service is organised into three operational teams. Each team is led by a Senior Manager.

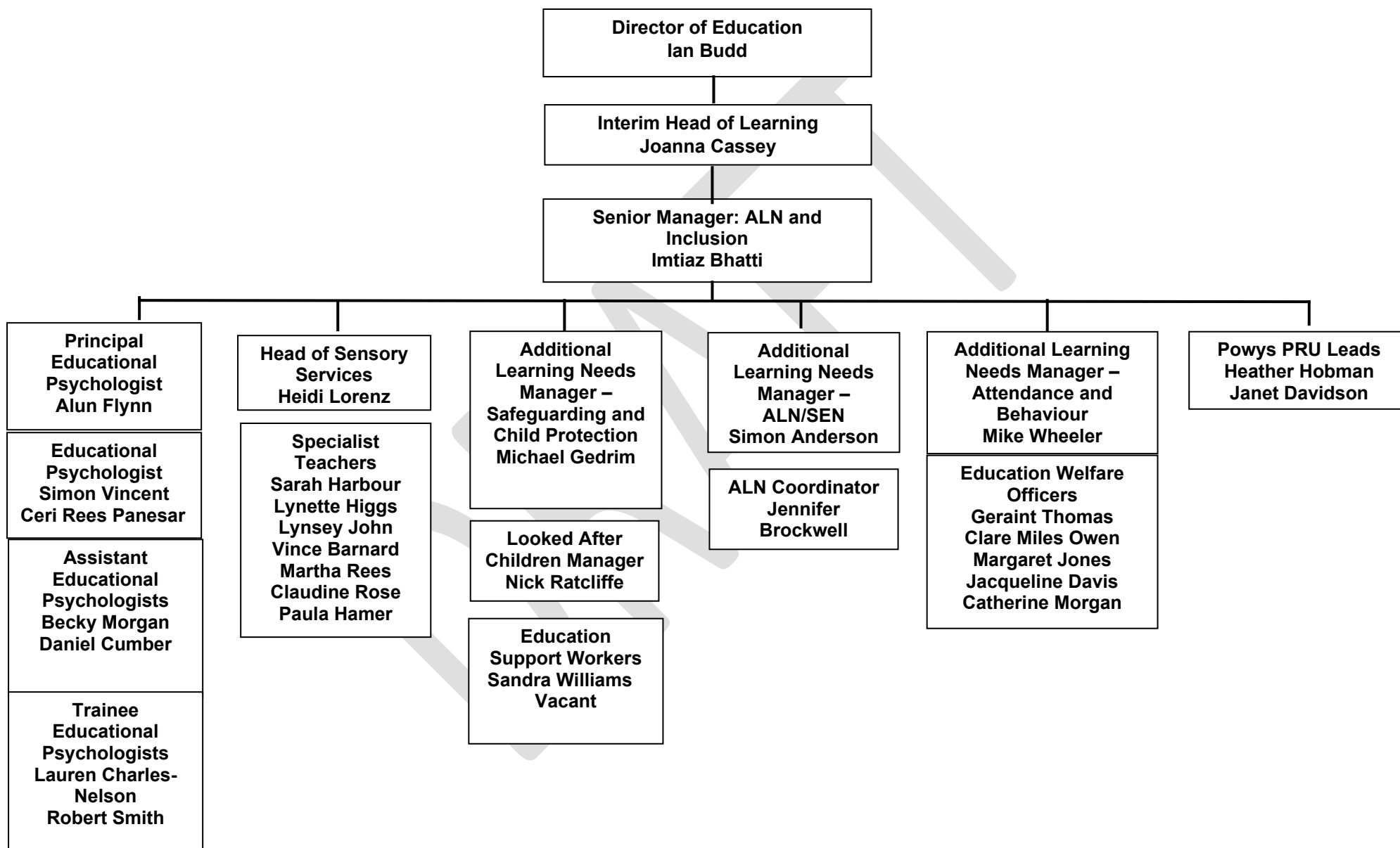
The School Improvement Team works as a collaborative team within ERW to deliver the National Model for School Improvement. The Challenge Advisors work to a common set of national standards which clearly identify the required knowledge, skills and behaviours. In addition to a team of challenge advisors, the team also includes Governor training and support, Foundation Phase practitioners, Athrawon Bro and practitioners for literacy, numeracy and digital competency.

The ALN and Inclusion Team is led by the Senior Manager: ALN and Inclusion. Functions of the team include compliance with statutory requirements and support for additional learning needs including vulnerable groups such as Looked After Children, Gypsy and traveller pupils, pupils with English as an additional language, educational psychology, educational welfare, sensory impairment, safeguarding and behaviour. There is considerable joint working between the ALN & Inclusion team and the school improvement team

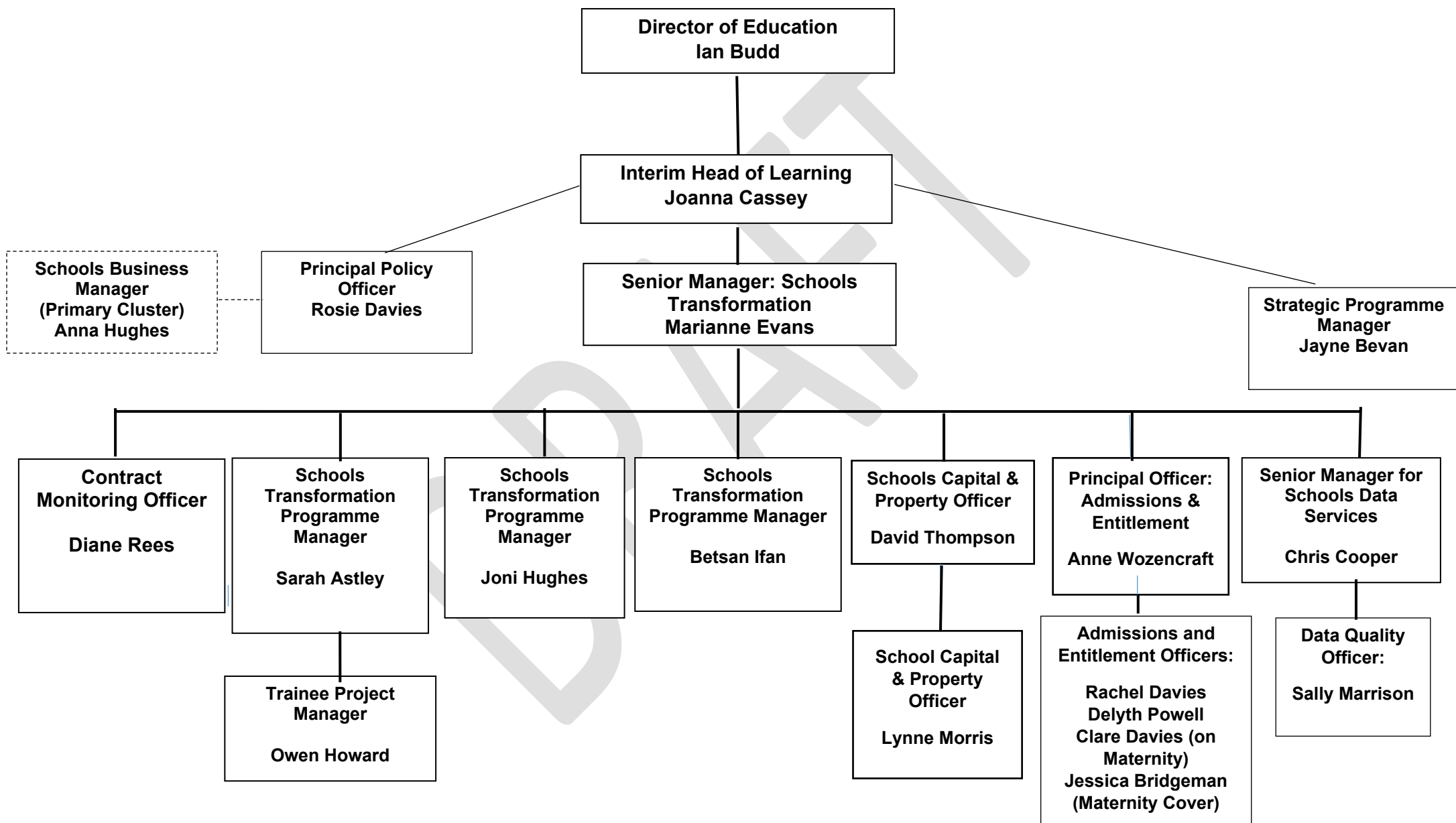
The School Transformation, Resources and Infrastructure Team is led by the Senior Manager: Schools Transformation. The team is responsible for the re-organization of school infrastructure and implementation of the School Transformation Policy and Welsh in Education Strategic plan together with post 16 commissioning and Adult Education; Admissions and entitlement including home to school transport; catering and cleaning; data; capital programs; major and minor repairs and maintenance programs; policy development and financial management. There are significant interdependencies with finance, establishment services, human resources and property.











## **Statutory Function and Services**

The School Service have a statutory duty to deliver the following services and functions.

- School improvement
- Delivery of the Welsh in Education Strategic Plan (WESP)
- Guidance and advice on Education Reforms
- Support all establishments with pre and post Estyn inspections
- Recruitment of headteachers & deputy headteachers
- Issuing of Warning Letters
- Support for Newly Qualified Teachers
- Performance Licences
- Child Employment
- Elective Home Education
- Education Provision for Looked After Children (LAC)
- Safeguarding and Child Protection
- Statutory assessment through the Education Psychologist Service
- ALN Statementing: Maintaining and Reviewing
- Arrangements for ALN disputes and tribunal
- Arrangement of support and review of provision for out of county pupils
- 6<sup>th</sup> day provision for permanently excluded pupils
- Support for pupils medical needs
- Education Support for Pregnant School Girls
- Qualified teacher support for Early Years provision
- ALN Reforms
- Planning of School Places
- Planning and Management of the Schools Capital Programme
- Preparation and review of the Schools Asset Management Plan
- Design, procurement and delivery of Capital Schemes
- Admissions of pupils into School and subsequent appeals
- Learner Wales travel measure – transport entitlement
- Develop, implement and review the fair funding formula and scheme for financing schools
- Budget preparation and monitoring of such budget
- Governor appointment and training
- Clerking of school governing bodies
- Provision of a Schools Meals service to learners entitled to FSM
- Data management
- 21<sup>st</sup> Century Schools Programme

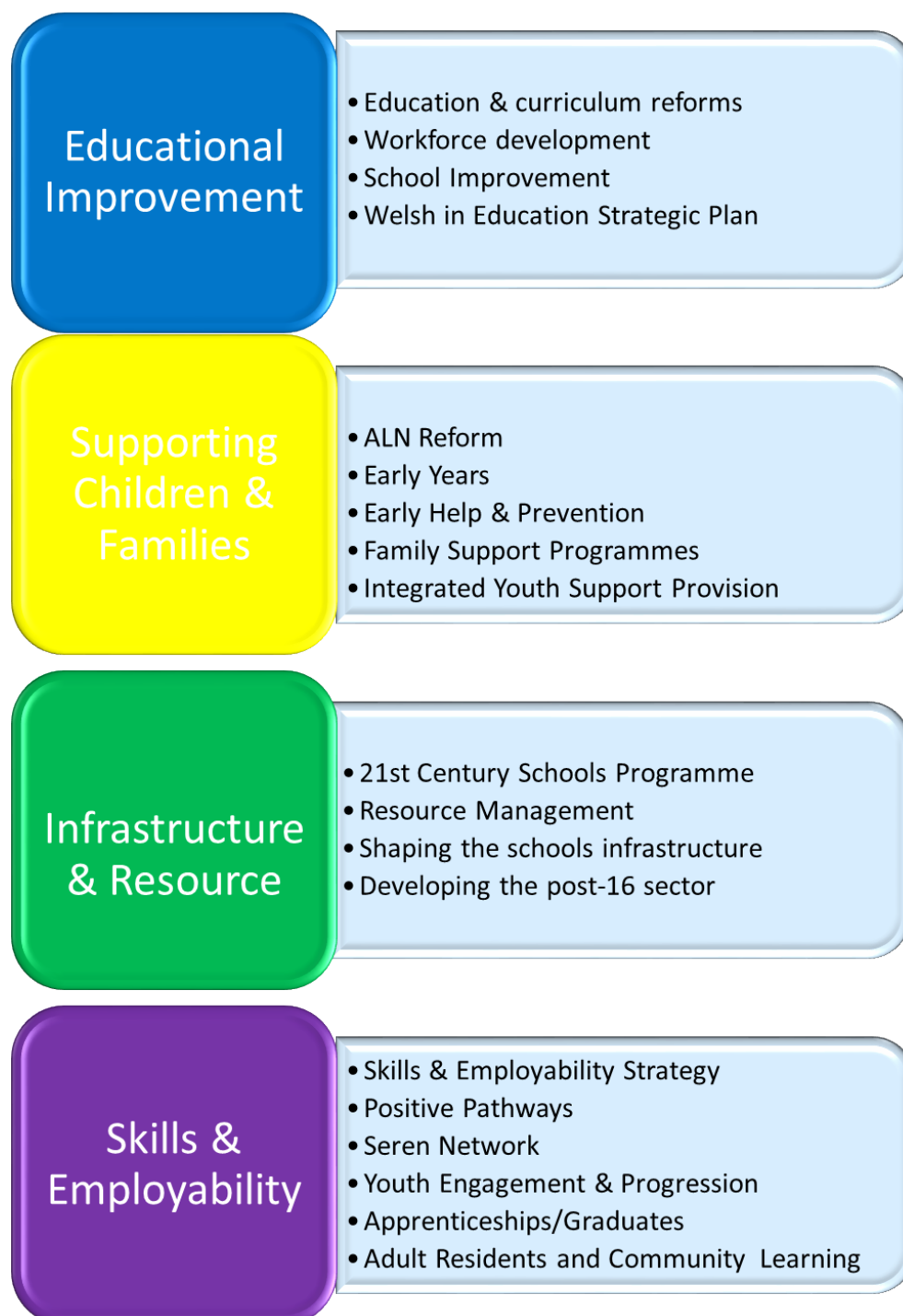
## **Policy Drivers**

- Education: Our National Mission
- 2018 Additional Learning Needs Education and Tribunal (Wales) Act 2018
- Wellbeing of Future Generations Act – Wellbeing Plan
- Social Services and Wellbeing Act – Area Plan
- 21<sup>st</sup> Century Schools and Education Capital Programme
- Powys Corporate Plan priorities – Health and Care / Learning and Skills
- CSSIW Inspection report and recommendations

- School Standards and Organisation (Wales) Act 2013 – Welsh in Education Strategic Plan
- Together for Children and Young Peoples (T4CYP)
- Healthy Child Wales Programme
- Powys Start Well Programme

## Learning and Skills Priorities

As well as our statutory roles, the 'Corporate Improvement Plan: Vision 2025', sets out priorities to be achieved over the next seven years. These will be delivered alongside the statutory roles and the workforce will need to develop new skills in order to address these priorities.



## **Delivering our Services**

Our staff are the most important factor in delivering high quality support for our schools. We have a dedicated and resourceful staff with a wealth of knowledge and skills which are used well to improve all aspects of education. We need to build on the strategies we have in place and align our workforce requirements to the 'Corporate Improvement Plan: Vision 2025'.

To achieve the Council's priorities we need a staff that are:

- empowered to be creative and innovative;
- good communicators, especially with families;
- resilient, agile and adaptable with a willingness to take on training opportunities to improve their skills;
- able to work across many areas of the service;
- evaluative and reflective;
- ambitious, for themselves and for the service;
- able to work both individually and part of a dedicated and supportive team;
- motivated and happy.

The way we currently deliver our services will need to change in the future. Austerity will continue for the foreseeable future and this will put additional strain on the ways that we deliver services. There are also changes in our policy drivers which impact on the services we provide, for example, the new ALN Bill, new curriculum, 21<sup>st</sup> Century Schools project, etc. Recruitment to professional positions can be a barrier in a rural county such as ours. The age profile of our service needs to be taken into account as we look to develop our service. While the future can feel pretty uncertain, we can be certain that change will continue at pace. In order to address these pressures on our service, we need to be more innovative in the way we manage our staff with greater collaboration between our service and commissioned partners.

In a large rural county such as Powys, we need to embrace technology in order to deliver our services to all our communities. To carry out our future roles, we need to use technology effectively to deliver services. We need to develop the skills of our workforce to adapt to the ever changing world of technology.

Any successful service is built on strong working relations and the ability to work collectively as a team. The strength of the Education Service is teamwork. We have strong relationship between teams and individuals. Staff understand their roles in delivering the service. To further develop this strength, we need to include all staff in the evolution of the service in order to address future priorities. This can be achieved through organised and specific professional workforce training and professional development. We need to develop the culture of support and empowerment, providing staff with the confidence to try new ideas and be willing to learn from mistakes.

## Developing our Workforce

In planning for the future it is important to understand our staff, their skills, abilities and future potential. Investment in our staff is vital in order to address the 'Corporate Improvement Plan: Vision 2025'. We need to develop adaptability in the workforce by harnessing a flexible talent mixed with new ways of working and learning. This will be achieved through investment in upskilling our staff to meet our service's future needs.

To achieve this we will:

- develop induction programmes to ensure increased effectiveness of new employees;
- ensuring that all staff are valued and achievements recognised through Personal Development Plans and Annual Performance Review;
- create opportunities for employees to work in new areas to broaden skills and experience;
- provide worthwhile and effective professional development opportunities at all levels;
- provide support for employees in planning and managing their careers;
- provide opportunities for workforce shadowing;
- identify talent and establish a succession planning framework, linking in with corporate programme;
- provide training session as part of Service meetings;
- develop annual staff survey for the Education Service;
- conduct termly management training sessions for senior managers;
- establish and embed a coaching culture;
- create staff "champions" for key elements of the service (eg Digital Champions);
- provide cross local authority network opportunities where possible;
- link with Higher Education providers to provide opportunities for educational research and development.

**Appendix A - Activity Plan (Subject to agreement with Culture and Leadership team)**

<b>Activity</b>	<b>Who is responsible?</b>	<b>Frequency</b>	<b>Expected outcome</b>	<b>Evidence of Impact</b>