



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

**April 2025 - March 2026**

## Torfaen Education Service Improvement Plan April 25 – March 26

### Introduction

In October 2024, Estyn removed the LA from Significant Improvement. Although Estyn judged appropriate progress had been made against the four recommendations from the March 2022 inspection, they will be kept under regular review to ensure that progress is sustained. The recommendations 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.

## Torfaen Education Service Improvement Plan April 25 – March 26

- 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

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 25 – March 26

**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:**

- Strategic Improvement Board (SIB) Meetings together with reports on progress of PIAP
- Monthly Accelerated Improvement Group (AIG) 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 25 – March 26

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

**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

**Links to Team Plans:**

- All Education Service Team Plans

Strategy	Lead Officer	Success criteria / intended impact	Resources needed
1.1 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. provision and progress in literacy and numeracy</li> <li>• Learner exam outcomes are in line with, or better than, modelled expectations i.e. Capped 9; Literacy; Numeracy; Science; Thirds</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 Monthly LA/LA School Improvement Service meetings coordinate support for schools, identify and address developing issues- all actions are clearly	Head of Learning and Achievement	April 25 (Monthly)	March 26

## Torfaen Education Service Improvement Plan April 25 – March 26

Objective 1: Improve learner outcomes, particularly in literacy and numeracy, and reduce the attainment gap for vulnerable and disadvantaged learners			
Recommendation 1: Improve outcomes for learners, particularly in secondary schools			
documented, delivered and partners held to account.			
1.1.2 Torfaen Thematic Reviews establish strengths and areas of development of teaching and learning across Torfaen Schools, with a particular focus on national priorities e.g. specific subject and phase support, literacy, numeracy, digital competence, Welsh language development and changes to qualifications.	Head of Learning and Achievement	April 25 (Termly)	March 26
1.1.3 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 25	January 26
Strategy	Lead Officer	Success criteria / intended impact	Resources needed
1.2 Develop 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>• Governing body minutes demonstrate effective support and challenge</li> <li>• Delegated budgets are effectively managed</li> <li>• All SDPs meet statutory requirements.</li> </ul>	Officer Time
Key Actions	Lead	Start	End

## Torfaen Education Service Improvement Plan April 25 – March 26

Objective 1: Improve learner outcomes, particularly in literacy and numeracy, and reduce the attainment gap for vulnerable and disadvantaged learners			
Recommendation 1: Improve outcomes for learners, particularly in secondary schools			
1.2.1 Coordinate and issue at least annual LA briefings for all governors highlighting key issues/actions for schools/LA.	Head of Learning and Achievement	April 25 (Termly Review)	March 26
1.2.2 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  Principal School Improvement Partner (PSIP)	April 25	March 26
1.2.3 Termly Torfaen LA governor professional learning programme is coordinated, delivered, and evaluated.	Head of Learning and Achievement	April 25 (Termly)	March 26
1.2.4 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	Summer Term 2025	March 26
1.2.5 Improve oversight of school governance through termly dip sampling of governing body minutes; monitoring of governor vacancies; and monitoring of governor statutory training compliance	Head of Learning and Achievement  Principal School Improvement Partner (PSIP)	April 25 (Termly)	March 26
1.2.6 Development of an LA level DHT network to support succession planning. Monitor impact of sessions.	Head of Learning and Achievement	May 25	March 26

## Torfaen Education Service Improvement Plan April 25 – March 26

Objective 1: Improve learner outcomes, particularly in literacy and numeracy, and reduce the attainment gap for vulnerable and disadvantaged learners			
Recommendation 1: Improve outcomes for learners, particularly in secondary schools			
Strategy	Lead Officer	Success criteria / intended impact	Resources needed
1.3 Implement recommendations of Welsh Government Middle Tier Review	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 Develop Torfaen Teaching and Learning Strategy for all learners, and associated wellbeing strategy, in collaboration with schools	Head of ALN, Inclusion & Wellbeing Head of Learning and Achievement	April 25	Launch Sept 25
1.3.2 Develop peer-to-peer collaboration and professional challenge for individual schools, clusters and borough-wide – horizontal and vertical collaboration.	Director of Education Head of Learning and Achievement	April 25	March 26
1.3.3 Develop shared professional learning opportunities for LA and schools, including use of professional shadowing	Director of Education	April 25	March 26



## Torfaen Education Service Improvement Plan April 25 – March 26

Objective 1: Improve learner outcomes, particularly in literacy and numeracy, and reduce the attainment gap for vulnerable and disadvantaged learners			
Recommendation 1: Improve outcomes for learners, particularly in secondary schools			
1.3.4 Update LA/School partnership agreement in collaboration with the headteacher strategy group and seek agreement with all governing bodies.	Director of Education	April 25	September 25
Strategy	Lead Officer	Success criteria / intended impact	Resources needed
1.4 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 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.  Refine support for schools in statutory categories using findings from half termly meetings.	Director of Education  Head of Learning and Achievement	April 25 (Half termly)	March 26

## Torfaen Education Service Improvement Plan April 25 – March 26

Objective 1: Improve learner outcomes, particularly in literacy and numeracy, and reduce the attainment gap for vulnerable and disadvantaged learners			
Recommendation 1: Improve outcomes for learners, particularly in secondary schools			
1.4.2 Regular forward monitor of school budgets to reduce risk of deficits and provide deficit recovery support, where required	Head of Resources and Planning  Senior Education Finance Partner	April 25  (Monthly)	March 26

**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:**

- Strategic Improvement Board (SIB) Meetings together with reports on progress of PIAP
- Monthly Accelerated Improvement Group (AIG) Monitoring meetings with Executive Member and Chief Executive with Education Leadership Team (ELT) and School Improvement Service
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## Torfaen Education Service Improvement Plan April 25 – March 26

### 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

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##### Links to Team Plans:

Head of Learning and Achievement – School Improvement Plan

ALN/Educational Psychology Team Plan

SenCom Service Plan

Early Years Team Plan

Youth Service

Strategy	Lead Officer	Success criteria / intended impact	Resources needed
2.1 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 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 Monitor and evaluate outcomes for learners in targeted provision in collaboration with schools	Head of ALN, Inclusion & Wellbeing	April 25	March 26

## Torfaen Education Service Improvement Plan April 25 – March 26

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

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

2.1.2 Map and quality assure alternative/specialist providers in collaboration with schools and neighbouring Local Authorities	Head of ALN, Inclusion and Wellbeing	April 25	March 26
2.1.3 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 25	March 26
2.1.4 Adjust specialist provision capacity to meet local needs	Head of ALN, Inclusion and Wellbeing	April 25	Sept 25
<b>Strategy</b>	<b>Lead Officer</b>	<b>Success criteria / intended impact</b>	<b>Resources needed</b>
2.2 Develop 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 appropriate</li> <li>• Increase time spent of supervised provision for those learners on modified days.</li> </ul>	Officer time

## Torfaen Education Service Improvement Plan April 25 – March 26

Objective 2: Ensure effective targeted and specialist provision for learners with Additional Learning Needs			
Recommendation 4: Improve strategic leadership of learning and ALN			
		<ul style="list-style-type: none"> <li>Reduce incidents and days lost due to exclusion</li> </ul>	
Action	Lead	Start	End
2.2.1 Review SENCOM provision in collaboration with regional partners.	Head of ALN, Inclusion & Wellbeing Head of SenCom	April 25	Sept 25
2.2.2 Engagement with statutory (health and social care) and voluntary organisations.	Head of ALN, Inclusion & Wellbeing	April 25	March 26
Strategy	Lead Officer	Success criteria / intended impact	Resources needed
2.3 Develop ALN workforce skills and knowledge	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> <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>	Officer time ALN Grant Funding
Action	Lead	Start	End
2.3.1 Revise ALN team structures and embed processes for ALN transition support in Early Years and post 16 provisions.	Head of ALN, Inclusion and Wellbeing	April 25	Sept 25

## Torfaen Education Service Improvement Plan April 25 – March 26

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

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

2.3.2 Identify professional learning needs across Torfaen, and use ALN Headteacher Group, LRB Network, ALN Outreach, and ALNCO Forum to facilitate multi-agency collaboration and ongoing professional learning	Head of ALN, Inclusion & Wellbeing	April 25	March 26
<b>Strategy</b>	<b>Lead Officer</b>	<b>Success criteria / intended impact</b>	<b>Resources needed</b>
2.4 Strengthen rationale for funding and of governance of ALN provision	Head of ALN, Inclusion and Wellbeing	<ul style="list-style-type: none"> <li>ALN provision managed within agreed delegated budget.</li> <li>Reduced proportional expenditure on out of County specialist placements.</li> </ul>	Officer time  ALN Grant Funding
<b>Action</b>	<b>Lead</b>	<b>Start</b>	<b>End</b>
2.4.1 Evaluate the allocation and use of ALN mainstream funding in Torfaen Schools	Head of ALN, Inclusion & Wellbeing	April 25	March 26
2.4.2 Establish Learning Resource Base (LRB) partnership agreement, including a review specialist provision funding formula	Head of ALN, Inclusion & Wellbeing	April 25	Sept 25 for School Budget Forum October 25 and implementation 26/27 financial year
2.4.3 Review Specialist provision entry and exit criteria.	Head of ALN, Inclusion & Wellbeing	April 25	Sept 25

**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:**

- Strategic Improvement Board (SIB) Meetings together with reports on progress of PIAP
- Monthly Accelerated Improvement Group (AIG) Monitoring meetings with Executive Member and Chief Executive with Education Leadership Team (ELT) and School Improvement Service
- Monthly Partnership meetings with LA and LA School Improvement Service
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	<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> </ul>
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### 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

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

##### Link to Team Plans:

- Safeguarding
- Youth Service
- Play Service
- ALN/Educational Psychology Team Plan
- Education Welfare Service
- Head of Learning and Achievement – School Improvement Plan
- Early Years Team Plan

Strategy	Lead Officer	Success criteria / intended impact	Resources needed
3.1 Promote attendance and inclusion practices to raise attendance and reduce exclusions	Head of ALN, Inclusion and Wellbeing 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> </ul>	Officer time

## Torfaen Education Service Improvement Plan April 25 – March 26

Objective 3: Promote learner wellbeing and facilitate community engagement			
Estyn Recommendation: 1, 2, 3, 4			
		<ul style="list-style-type: none"> <li>Number of schools achieving pre-pandemic rates of attendance increases</li> </ul>	
Action	Lead	Start	End
<p>3.1.2 Target support for school attendance where the need is greatest (e.g. vulnerable and disadvantaged learners) to improve overall attendance rates in Torfaen.</p>	Head of Learning and Achievement	April 25 (Monthly Review)	March 26
<p>3.1.3 Review and strengthen alternative provision, behaviour support, anti-racism and anti-bullying support offered by the Local Authority</p>	<p>Head of ALN, Inclusion and Wellbeing</p> <p>Head of Resources and Planning</p>	April 25	March 26

## Torfaen Education Service Improvement Plan April 25 – March 26

Objective 3: Promote learner wellbeing and facilitate community engagement			
Estyn Recommendation: 1, 2, 3, 4			
Strategy	Lead Officer	Success criteria / intended impact	Resources needed
3.2 Integrate Education and Children’s Services to improve provision and outcomes for children and young people.	Strategic Director Director of Education	<ul style="list-style-type: none"> <li>Reduced exclusions; increased attendance rates; fewer children accessing modified days; fewer school leavers identified as NEET or unknown</li> </ul>	Officer time
Action	Lead	Start	End
3.2.1 Develop strengthened joint working practices for Safeguarding leads within Education and Children’s Services.	Head of Children’s Services  Head of Resources and Planning	April 25	March 26
3.2.2 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 Development of community focussed schools’ provision in areas with highest need	Head of Resources and Planning Head of ALN, Inclusion and Wellbeing	<ul style="list-style-type: none"> <li>Reduced exclusions; increase attendance rates; fewer children accessing modified days; fewer school leavers identified as NEET or unknown; Youth Service Performance Measures</li> </ul>	Officer time

## Torfaen Education Service Improvement Plan April 25 – March 26

Objective 3: Promote learner wellbeing and facilitate community engagement			
Estyn Recommendation: 1, 2, 3, 4			
Action	Lead	Start	End
3.3.1 Develop a Youth and Play Strategy to shape and promote future work priorities.	Head of Resources and Planning	April 25	August 25
3.3.3 Map and share good practice in Community Focussed Schools approaches	Evaluation and Improvement Officer	April 25	March 26
Strategy	Lead Officer	Success criteria / intended impact	Resources needed
3.4 Strengthen learner voice in Local Authority improvement planning	Director of Education	<ul style="list-style-type: none"> <li>All teams use learner voice to inform their provision and improvement planning</li> </ul>	Officer time
Action	Lead	Start	End
3.4.1 Embed Torfaen Youth Alliance	Evaluation and Improvement Officer/ Children and Young People Participation Officer	April 25	March 26

**Objective 4: Develop learner progression pathways to encourage lifelong learning**

**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

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**Link to Team Plans:**

- All Education Service Team Plans

**Context Statement:**

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.

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.

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).

**Objective Leaders:**

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:**

- Strategic Improvement Board (SIB) Meetings together with reports on progress of PIAP
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## Torfaen Education Service Improvement Plan April 25 – March 26

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 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  Officer time
Action	Lead	Start	End
4.1.1 Rollout of Flying Start expansion to all identified locations	Flying Start Manager	April 25	March 26
4.1.2 Implement corporate Early Intervention and Prevention work	Strategic Directors	April 25	March 26
Strategy	Lead Officer	Success criteria / intended impact	Resources needed
4.2 Links with employers/NEETs to reduce the rates of those NEETs and those with 'unknown' destinations.	Head of Resources and Planning	<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
Action	Lead	Start	End

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Objective 4: Develop learner progression pathways to encourage lifelong learning			
Estyn Recommendation: 1, 2, 3, 4			
4.2.1 Use early identification toolkit to identify and support those learners at risk of becoming NEET.	Head of Resources and Planning	April 25	March 26
4.2.3 Use Post 16 Partnership Forum to strengthen vocational and other local provision for learners	Head of Resources and Planning	April 25	March 26
Strategy	Lead Officer	Success criteria / intended impact	Resources needed
4.3 Deliver the Welsh Education Strategic Plan (WESP) and progress the individual outcomes detailed in it.	Director of Education	<ul style="list-style-type: none"> <li>Annual progress reports identify appropriate progress towards the five- and ten-year targets contained in the WESP.</li> </ul>	Officer time Immersion Grant funding
Action	Lead	Start	End
4.5.1 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 25	March 26
4.5.2 Welsh Government feedback on the WESP annual report on the WESP reported to Corporate Leadership Team and recommendations implemented	Evaluation and Improvement Officer	April 25	March 26

<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>
<p><b>Link to County Plan:</b>  <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  <a href="#">Well-being Objective 2</a> - We will encourage and champion children, young people and families so they can thrive</p>
<p><b>Links to Team Plans:</b></p> <ul style="list-style-type: none"> <li>All Education Service Plans</li> </ul>

<p><b>Estyn observations (October 24)</b></p> <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>	<p><b>Objective Leader:</b> Director of Education, Andrew Powles</p> <p><b>Support Persons:</b>                      Head of Resources and Planning, John Tushingham                      Head of ALN, Inclusion and Wellbeing, TBC                      Head of Learning and Achievement, Andy Rothwell                      Head of Access and Engagement, Steve Tong                      Evaluation and Improvement Officer, Jess Gabriel</p> <p><b>Evidence:</b></p> <ul style="list-style-type: none"> <li>Strategic Improvement Board (SIB) Meetings together with reports on progress of PIAP</li> <li>Monthly Accelerated Improvement Group (AIG) Monitoring meetings with Executive Member and Chief Executive with Education Leadership Team (ELT) and School Improvement Service</li> <li>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>
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## Torfaen Education Service Improvement Plan April 25 – March 26

	<ul style="list-style-type: none"><li>• Inspection outcomes (as they become available) compared to School Improvement Service /LA pre-inspection reports</li><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> Promote provision available and monitor uptake and impact	Head of ALN, Inclusion and Wellbeing	<ul style="list-style-type: none"> <li>Staff absence rates at individual school and within the Children and Families Directorate are below the corporate target</li> </ul>	Officer time
<b>Key Actions</b>	<b>Lead</b>	<b>Start</b>	<b>End</b>
5.1.1 Devise and incorporate a wellbeing strategy as part of an overall teaching and learning strategy	Head of ALN, Inclusion and Wellbeing	March 25	Sept 25
5.1.2 Host a wellbeing marketplace for school and LA leaders to highlight employee benefits/support services	Head of ALN, Inclusion and Wellbeing	April 25	July 25
5.1.3 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 25	March 26

## Torfaen Education Service Improvement Plan April 25 – March 26

Objective 5: Promote staff wellbeing			
Estyn Recommendation: 1, 2, 3, 4			
Strategy	Lead Officer	Success criteria / intended impact	Resources needed
<b>5.2 Performance Management/ Development:</b> 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 Headteacher time
Key Actions	Lead	Start	End
5.2.1 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 25  (Weekly Meeting)	March 26
5.2.2 Evaluate the impact of professional learning with Extended Education Leadership Team based on GUSKEY style model.	Evaluation and Improvement Officer	April 25  (Termly Review)	6 monthly
5.2.3 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 25	March 26

## Torfaen Education Service Improvement Plan April 25 – March 26

Objective 5: Promote staff wellbeing			
Estyn Recommendation: 1, 2, 3, 4			
5.2.4 Improve use of data dashboards to support the Wider Group/Heatmap approach in line with the corporate use of Power BI and Data tools.	Evaluation and Improvement Officer	April 25	Half-termly review
5.2.5 Annual and Mid-year Performance Management (WorkSmarts) to be completed with all staff.	Education Leadership Team	April 25	Oct 25 Review March 26
5.2.7 School Improvement Partners to form greater links with LA Officer to support improvements in e.g. ALN and Attendance	Head of Learning and Achievement Principal School Improvement Partner	April 25	March 26
5.2.8 Monitor Implementation and impact of scrutiny recommendations and MER actions	Director of Education Evaluation and Improvement Officer	April 25  (Monthly Review)	March 26
5.2.9 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 25  (Termly Review)	March 26

## Torfaen Education Service Improvement Plan April 25 – March 26

<b>Objective 5: Promote staff wellbeing</b>			
<b>Estyn Recommendation: 1, 2, 3, 4</b>			
5.2.10 Maintain Executive Forward Work Programme/Decision Making Timetable	Head of Resources and Planning	April 25	March 26
<b>Strategy</b>	<b>Lead Officer</b>	<b>Success criteria / intended impact</b>	<b>Resources needed</b>
<b>5.3 Professional Learning</b> 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
<b>Key Actions</b>	<b>Lead</b>	<b>Start</b>	<b>End</b>
5.3.1 Identify and implement strengthened joint working opportunities for LA Officers within Children’s Services and Education Services	Strategic Director – Children, Families and Education  C&F Leadership Team	April 25  (Monthly meeting)	March 26
5.3.2 Develop expertise in report writing skills across senior and middle leaders through implementation of the calendar of evaluation and decisions for 2025-2026	Evaluation and Improvement Officer  Education Leadership Team	April 25	March 26
5.3.3 Extended Education Leadership Team (EELT) reviews Estyn Thematic Reviews and inspection reports and implements recommendations, where appropriate.	Evaluation and Improvement Officer	April 25  (Half-termly meeting)	March 26

## Torfaen Education Service Improvement Plan April 25 – March 26

<b>Objective 5: Promote staff wellbeing</b>			
<b>Estyn Recommendation: 1, 2, 3, 4</b>			
5.3.4 Devise professional learning programme based for individuals, teams, Extended Education Leadership Team, and whole Service.	Evaluation and Improvement Officer  Director of Education	April 25	May 25
5.3.5 Develop joint professional learning programme for LA Officers and school leaders.	Evaluation and Improvement Officer  Director of Education	April 25	May 25
<b>Strategy</b>	<b>Lead Officer</b>	<b>Success criteria / intended impact</b>	<b>Resources needed</b>
<b>5.4 Digital Solutions/Flooding</b> Staff capacity is optimised through use of digital solutions	Evaluation and Improvement Officer	<ul style="list-style-type: none"> <li>Digital solutions/flooding releases staff time for developmental work – resulting in improved outcomes for learners and improved staff wellbeing</li> </ul>	Officer time
<b>Key Actions</b>	<b>Lead</b>	<b>Start</b>	<b>End</b>
5.4.1 Complete deep dives of team working and develop efficiencies of processes e.g. Referral Processes, general administration	Evaluation and Improvement Officer	April 25	March 26
5.4.2 Share good practice in digital solutions/process efficiencies with Extended Education Leadership Team and headteacher strategy group	Evaluation and Improvement Officer	April 25	March 26

<b>Objective 6: Develop the physical and digital environment for learning</b>	
<b>Estyn Recommendation 1: Improve Outcomes for Learners, particularly in secondary schools</b>	
<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                  Head of Learning and Achievement, Andy Rothwell</p> <p><b>Support Person</b></p> <p>Head of Access and Engagement, Steve Tong                  Evaluation and Improvement Officer, Jess Gabriel</p> <p><b>Evidence:</b></p> <ul style="list-style-type: none"> <li>• Strategic Improvement Board (SIB) Meetings together with reports on progress of PIAP</li> <li>• Monthly Accelerated Improvement Group (AIG) Monitoring meetings with Executive Member and Chief Executive with Education Leadership Team (ELT) and School Improvement Service</li> <li>• 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 25 – March 26

Objective 6: Develop the physical and digital environment for learning			
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>• PMO 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 Provide learners with a physical environment that promotes positive engagement and supports learning.	Head of Resources and Planning Head of Access and Engagement	<ul style="list-style-type: none"> <li>• Improved capital assets provide a suitable environment for learning and demonstrates investment is appropriately directed.</li> </ul>	Capital maintenance; Welsh Government funding; LA capital contributions
Action	Lead	Start	End
6.1.1 Deliver capital projects on time, on budget, and on schedule and provide regular reports to the Children and Families Board - A and E (Forward Planning and Access General and Capital Projects) Performance monitoring team plan activity 5,7,8.	Head of Resources and Planning Head of Access and Engagement	April 25	March 26
6.1.2 Target Capital maintenance funding in line with asset survey responses – A and E (Forward Planning and Access General and Capital Projects) Performance monitoring team plan activity 9.	Head of Access and Engagement Head of Economic Development,	April 25	March 26



## Torfaen Education Service Improvement Plan April 25 – March 26

Objective 6: Develop the physical and digital environment for learning			
Estyn Recommendation 1: Improve Outcomes for Learners, particularly in secondary schools			
	Assets and Property		
Strategy	Lead Officer	Success criteria / intended impact	Resources needed
6.2 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 Support all schools in Torfaen to develop a 5-year digital sustainability plan aligned to the principals of the Torfaen DES.  Wave 2 funding is released to schools following and update of their commitments document.	Head of Learning and Achievement	April 25	March 26