

GD 2021/0055



Isle of Man
Government

Reiltys Eilan Vannin

**DEPARTMENT OF
EDUCATION, SPORT AND CULTURE**
STRATEGIC PLAN 2021-2026

*Rheynn Ynsee, Spoyrt as Cultoor
Plan Strateishagh 2021 - 2026*





CONTENTS

Introduction by the Minister	4
Who we are and what we do	5
Education, Sport and Culture in an Isle of Man Context	6
Department's Shared Vision and Values	7
Department's Aim and how we will achieve our Vision Strategic	8
Priorities for Curriculum, Learning and Achievement Strategic	9
Priorities for Early Intervention	10
Strategic Priorities for Employability	11
Strategic Priorities for Health and Wellbeing	12
Strategic Priorities for Corporate Responsibility	13
Department of Education, Sport and Culture Island Plan Actions	14

INTRODUCTION FROM THE MINISTER

This plan seeks to establish a strong forward direction for the Department of Education, Sport and Culture (‘the Department’) and makes clear its commitment to developing a more inclusive, collaborative, and open approach to its work. The plan is an ambitious commitment to improving outcomes for children, young people and adults. It goes hand in hand with the pre-existing Strategies for Culture, Art and Sport and should be read alongside them.

In setting out its ambitious vision for the future, the Department seeks to enable all children, young people, and adults on the Isle of Man to achieve their own personal goals by offering an accessible, high-quality education, sport and culture provision that meets the needs for all. By focusing on the people and the families we serve, the Department hopes to enrich the lives of individuals, help promote the common values of our Isle of Man society and support the economy by providing a highly motivated and skilled workforce.

In undertaking this work, it is critical that the Department forges strong relationships by working in partnership with other Government Departments, representatives of business, the third sector and members of the public, to be in the best position to ensure the Department is making its important contribution to our Isle of Man society. The Department will also need to ensure that all our staff, who play a critical role in helping to deliver these outcomes, are given sufficient training and resources, and are valued as a key partner in the delivery of this strategic plan.

I believe that by investing in our children, young people and adults, the Department will safeguard a future for the Isle of Man that is resilient, forward thinking, innovative, creative and values equality for all.

Now is the time to provide outstanding lifelong learning and development opportunities for all – and give people of all ages the means and the confidence to develop or gain the skills they need so that they can achieve their full potential.

Hon Julie Edge MHK

Minister for Education, Sport and Culture

WHO WE ARE AND WHAT WE DO

The Department is a large organisation which is firmly placed in the heart of the Island's community. It is responsible for operating educational establishments throughout the Island and includes 32 primary schools, 5 secondary schools and the University College (UCM). The Department plays a pivotal role in our Isle of Man society.

As the Department's name suggests, the organisation not only provides education services, it also incorporates Manx Sport and Recreation, who provide sport and physical activity facilities to all Island residents. The Youth Service offers open access to community-based clubs, projects and more specialist or targeted work, which involves activities that provide help, support, and bespoke learning opportunities, both inside and outside of the school environment, through links with external organisations. The Department actively promotes Manx language and its unique history, heritage and culture. Its cultural remit also extends to the Island's main entertainment complex at VillaGaiety housing the iconic Gaiety Theatre, the Island's largest venue at the Villa Marina and the Arts Development team.



EDUCATION, SPORT AND CULTURE IN AN ISLE OF MAN CONTEXT

The Isle of Man's education system has high standards of teaching and a strong appetite for sports and culture.

The curriculum content contains ideas from other jurisdictions, but also draws on the Island's unique geographical, cultural, and historic features. Schools have the freedom to deliver lessons in an imaginative way. The Island's 'Essentials for Learning' approach encourages the development of a well-rounded child by teaching through the 'six Rs' – readiness, relationships that are positive, resourcefulness, resilience, remembering skills and reflectiveness.

The Department's 32 primary, 5 secondary schools and the UCM subscribe to an overarching approach to learning and curriculum which values high academic standards, and the development of a range of skills and capabilities vital for people to flourish in life.

Manx Sport & Recreation is operationally responsible for the National Sports Centre, regional sports pitches, and Glencrutchery Road swimming pool. Its Sports Development Unit and Activ8 Team work closely with Government Departments, schools and local sports associations, to deliver its strategic aim of 'more people, more active, more often'.

Isle of Man Sport, which is made up of representatives appointed by a Tynwald Order, is responsible for the distribution of funding to the Island's Governing Bodies of Sport, to assist with increasing participation in community sports clubs and developing volunteers, coaches, and officials in sport. In addition, it provides funding for the Isle of Man Sport Aid programme, to assist individuals with the potential to become high performance athletes.

Cultural identity gives us a sense of belonging and pride in our unique traditions and language and helps us welcome new cultures to our Island. Through engagement with the Isle of Man's cultural and natural heritage, including Manx language where possible and our UNESCO Biosphere status, pupils develop an enhanced understanding of their own country and the wider world.

Our cultural remit enhances the lives of our community by providing opportunities to participate in and attend arts and cultural events, either at one of our iconic venues or via the Arts Council funded initiatives – nearly every arts venue on the Isle of Man benefits from Arts Council support. Additionally, grass-roots arts activity provides every generation with the chance to express themselves, think creatively and be inspired by the natural beauty of the Isle of Man.

OUR SHARED VISION...

To inspire, empower and provide learning, sporting and cultural opportunities that support all children, young people and adults.

In striving for excellence, be a forward thinking, inclusive and nurturing organisation which enables everyone to achieve; enriching the lives of the community within the Isle of Man.

OUR SHARED VALUES...

- Respect
- Integrity
- Caring
- Fairness
- Trust

THE DEPARTMENT'S AIM AND HOW WE WILL ACHIEVE OUR VISION

Aim -

to inspire learners to **flourish** in life

Goals for all individuals -

to be **safe**

to be **healthy**

to be **included**

to **achieve**

We will achieve our vision by focusing on the following five areas for action:

Curriculum, Learning & Achievement

Early Intervention

Employability

Health and Wellbeing

Corporate Responsibility

CURRICULUM, LEARNING & ACHIEVEMENT STRATEGIC PRIORITIES (SP):

Enabling all learners to obtain the skills, knowledge and understanding to achieve their own personal goals, flourish in life and become positive contributors to society. Every learner will be challenged and encouraged to achieve.

SP1. Engage learners through personalised, collaborative and integrated learning experiences for the digital generation.

SP2. Enable settings to continually improve outcomes for all, through a combination of high-quality provision and high expectations.

SP3. Support positive transitions across all phases of education and into employment pathways.

SP4. Support settings to develop responsible, respectful, active citizens who contribute positively to local, national (Manx) and global society.

Key activities

- Develop and implement pathways for learners to support positive transitions and destinations.
- Review our current provision with a view to developing a curriculum which takes account of the needs of learners at all ages and stages, developing their skills in learning, life and work.
- Develop and enhance digital technologies to support learning and the delivery of services, to our community, encouraging critical thinking and online safety.
- Raise awareness of climate change and sustainability in schools.
- Work with leaders to identify effective learning, teaching and assessment activities, to improve achievement and outcomes for all.
- Review and deliver a new Quality Assurance Framework for schools and the UCM.
- Increase opportunities to access sport, culture and arts in support of curriculum delivery and creative activities.

Measures of success

- Consistently high levels of achievement in core areas of learning.
- Consistently high levels of involvement and engagement in learning.
- Utilise external environmental organisations to teach structured lessons on selected topics in schools.
- Learners display consistently high levels of digital literacy in daily practice.
- Learners are ready for the next stage of their education, employment, or training.
- Learners are confident in their identities, languages and cultures ; including the Manx language; national heritage and culture of the Isle of Man; and they represent and advocate for self and others.
- A programme of activities at the Music Service, MSR, VillaGaiety and the Youth Arts Centre designed to support schools, young people, and lifelong learners across the Isle of Man.

EARLY INTERVENTION STRATEGIC PRIORITIES (SP):

Early Intervention support will be provided at any stage in a child or young person's development or education. Practitioners will quickly identify educational or emotional needs of learners and provide services and support as soon as this identification is made. Inclusive education allows for all children and young people regardless of ability, background and race to have the same opportunities to learn and develop.

SP5. Ensure that effective early intervention is available and is used to improve the lives of learners at risk of poor outcomes.

SP6. Develop strategic partnerships with Government Departments and third sector organisations, to develop an effective early intervention provision which is fit for the future needs of society.

SP7. Ensure that the Department promotes and establishes a culture and ethos of inclusion, and that this is evident in its policies, provision and practice.

SP8. Ensure sufficient resources are available to enable early intervention support within a clear, consistent, and easily understood framework.

Key activities

- Provide high quality professional development to our workforce at all levels, regarding early intervention and inclusion.
- Work with strategic partners to develop an integrated early intervention provision, especially for mental health and wellbeing, recognising the importance of Adverse Childhood Experiences.
- Review funding for additional educational needs and set a clear framework and process for the allocation of funding.
- Introduce an Additional Educational Needs Code of Practice to direct how those with additional needs will be supported by schools and the Department.
- Form a framework where families can challenge the provision made for their child. This will also include the governance arrangements for additional needs.
- Ensure equitable access to education, sport, culture and arts for all individuals.

Measures of success

- Reduce the attainment gap for those children and young people at a socio-economic disadvantage.
- High quality alternative learning pathways operate effectively for children and young people on the margins of mainstream education.
- Clear pathways incorporating other Departments and agencies, where appropriate, to support early intervention.
- Policies, provision, and practice align with a culture and ethos of inclusion.
- A range of provision outside of educational settings which enables children and young people at a socio-economic disadvantage, to benefit from sport, cultural and creative learning experiences.

EMPLOYABILITY STRATEGIC PRIORITIES (SP):

The development of broad transferrable skills that support learning and future employment. Employability skills enable the development of a flexible and adaptable Island workforce which will meet the needs of employers both now and in the future.

SP9. Develop and support new opportunities for individuals of all ages to engage in learning and develop their full potential and a culture of life long learning across the Isle of Man.

SP10. Provide the opportunities to individuals to gain knowledge, skills and experiences that will enable their personal and professional development.

SP11. Support key community and business events which promote and enhance skills and abilities and highlight employment opportunities.

SP12. Establish strategic partnerships with Government Departments, employer organisations, and other sectors to support the development of employability skills.

Key activities

- Establish direct links between the Department and employers to support the further development of careers and employability education.
- Review the work experience provision available on the Isle of Man to ensure employability opportunities are accessible and available to all.
- Review the Vocational Training Assistance Scheme to promote lifelong learning.
- Participate in careers events to promote employment pathways.
- Support further and higher education and development for all.
- Review and update the Isle of Man Careers framework with a view to supporting lifelong learning.

Measures of success

- The Department has direct links with employers and employer groups to support improved opportunities for children and young people to understand career pathways and improve their employability skills.
- A consistent language is developed to frame employability skills across schools and in key employment and career activities.
- An increase in the number of people accessing learning opportunities throughout their life.
- Isle of Man Careers framework is updated and identifies clear pathways to different areas of employment.

HEALTH AND WELLBEING STRATEGIC PRIORITIES (SP):

Embracing an individual's physical, emotional, and mental health to support a positive mind-set and behaviours, empowering them to make positive lifestyle choices to improve their overall health and wellbeing.

SP13. Develop positive environments and a sense of belonging to enable children, young people, and adults to realise their aspirations (achieve their dreams) and live healthy, happy lives.

SP14. Promote resilience amongst individuals and work to ensure they have the skills and knowledge to make positive lifestyle choices.

SP15. Provide opportunities which promote and improve an individual's health and wellbeing through sport, physical activity, culture and arts within our community.

SP16. Promote and establish a compassionate culture which values diversity and difference.

Key activities

- Review levels of emotional health and wellbeing to understand need and inform provision.
- Introduce systems, programmes and policies which proactively support the physical, emotional, mental health and wellbeing of children, young people, adults, and our workforce.
- Review age appropriate relationship and sex curriculum.
- Establish a shared vision and set of values that support the principles of a compassionate culture.
- Create an effective organisational approach to stress management and resilience in collaboration with other key partners.
- Provide a diverse range of physical activity and sports opportunities to children, young people, adults, and our workforce.
- Enable participative arts activities which promote wellbeing and positive mental and physical health.
- Broaden the appeal and provide equitable access to sporting, cultural and art events.

Measures of success

- Reduction in the proportion of children and young people experiencing emotional health and wellbeing issues.
- Reduction in levels of sickness related to stress and anxiety and an increasingly resilient and happy workforce.
- Increase levels of engagement into the Department's Activ8 programme.
- Improved engagement in programmes which promote the importance of mental health and wellbeing and the benefits of a physically active, healthy lifestyle.
- Accessible sporting, physical activities and creative activities for all ages with a broad geographic reach.
- A diverse audience attending an increased number of VillaGaiety events.

CORPORATE RESPONSIBILITY STRATEGIC PRIORITIES (SP):

The impact the Department has on our community, the environment and the economy. The Department contributes positively to all stakeholders, ensures it operates in an ethical and sustainable way, whilst being transparent and accountable through good governance.

SP17. Ensure that legislation, policies, and guidance support the delivery of our vision for the future.

SP18. Drive high performance and accountability through transparency and good governance across the workforce.

SP19. Align funding, control, responsibility, and accountability; ensuring that all Departmental settings can collaborate and access the support they need, when they need it.

SP20. Manage and mitigate against the Department's information, people, finance, and legal risks.

Key activities

- Work with Government Department's to deliver the Isle of Man Government Action Plan for Achieving Net Zero Emissions by 2050.
- Actively engage with the workforce to drive improvement in the way we deliver services.
- Deliver the Department's Implementation Plan.
- Deliver a full review into governing Bodies of schools.
- Create a central Policy Hub to strengthen effective policy development and management Information.
- Review and clarify roles, responsibilities, and Departmental expectations.
- Implement clear procedures, processes, and internal controls to mitigate against Departmental risks and to enable the delivery of this Strategic Plan.
- Develop a clear governance framework, a robust change management framework and management information function, to support the organisation in delivery of outcomes.

Measures of success

- Legislation, policies, and procedures are reviewed, are up to date and fit for purpose.
- The workforce understands its roles and responsibilities and carries them out effectively.
- Projects are delivered on time, on budget and achieve their desired outcome.
- The Department operates and interacts effectively with the wider Government and the third sector.

DEPARTMENT OF EDUCATION, SPORT AND CULTURE ISLAND PLAN ACTIONS:

The Isle of Man Government's vision is *building a secure, vibrant and sustainable future for our Island* and our role as a Department is to ensure there are **outstanding lifelong learning and development opportunities for all**. As a Department, we will help to ensure that children have equal access to early years education, as well as continuing to ensure that they have access to an excellent education and supporting Island residents throughout their lives, with a diverse education service which is there for them whenever they need it, including learning, development and reskilling at any stage or age.

Island Plan Objectives for which our Department is accountable:

A strong and diverse economy

What	How	We Will	By When	Long Term Outcome
Wages that allow for higher living standards in an economy where people are supported into work, opportunities exist for career progression and quality of life is maximised.	Review current education schemes and make any associated recommendations.	Review current Vocational Training Scheme, Pre-School Credit Scheme, and Student Awards, to ensure they are fit for purpose.	Schemes to be reviewed by December 2022, with implementation of new schemes by April 2023.	Education schemes are fit for purpose and applicable, and support is available.

Outstanding lifelong learning and development opportunities for all

What	How	We Will	By When	Long Term Outcome
Every child has access to excellent education and childcare.	Provide rigorous quality assurance (QA) in schools and childcare using appropriate standards and independent inspections.	Undertake a review and deliver a new QA Framework for schools.	QA framework in place by September 2022 with phased implementation of the framework following this. Inspection against such a QA framework for schools will commence from September 2023.	Assurance of quality in education provision and confidence that children are making good progress across all educational settings.

Every child has access to excellent education and childcare.	Continuous staff development plan in place by September 2022 which is consistent across Island teaching staff helping to ensure every child has access to excellent education.	Devise a Development Plan for teaching staff.	Continuous staff development plan in place by September 2022 with full implementation from September 2023.	Action plan to implement continuous staff development allowing for delivery of excellent education.
Every child has access to excellent education and childcare.	Revived modern curriculum created and implemented.	Begin a review into the current core curriculum being offered into schools in order to create and implement a modern core curriculum across all schools.	Core curriculum to be created with staff by September 2025 and implementation of such curriculum by September 2026.	Common core curriculum is in place for core subjects across all Island schools helping to ensure every child has access to excellent education.
Children have the best possible start in life, including equal access to early years education.	Draft Child Care Strategy submitted to Tynwald by March 2022 with recommendations and delivery plan helping to ensure that children have the best possible start in life, including equal access to early years education.	Submit Final Strategy with delivery plan to Tynwald.	Final Strategy with delivery plan presented to Tynwald in July 2022.	Childcare strategy in place and being delivered in accordance with the action plan, allowing for better opportunities and support for families and young children.
Support residents throughout their lives with a diverse education service which is there for them whenever they need it, including learning, development and reskilling at any stage or age.	Improvement plan in place which includes clear transition pathways for all phases of education and into employment.	Review metrics for recording destination data for Year 11 and Year 13 to provide a clearer picture of progression pathways going forward. Develop a Careers Education Entitlement Offer of provision by means of an Improvement Plan, for each stage and age of education based around positive transition support.	Metrics Review completed by December 2022. Improvement Plan in place by December 2023.	Everyone can access clear transition pathways for all phases of education and into employment.
Work with industry to provide a full range of opportunities for people.	Enhance current apprenticeship training partnerships with employers, considering other learning options such as online learning.	Review existing Apprenticeship scheme.	Apprenticeship scheme review completed by December 2022 with implementation of new scheme by April 2023.	More people are able to secure and complete apprenticeships leading to more opportunities.

<p>Ensure education and training services are aligned to the technical, employability and interpersonal skills required for the future.</p>	<p>Continue ongoing support for training, internship, and higher education, with promotion of support through key community events and experiences (Positive Destinations).</p>	<p>Development of a new UCM Strategy for the next 5 years - 2022-2027 which supports further and higher education and development for all.</p> <p>DESC Careers Team participation in, and lead on, different Careers Events.</p> <p>Alignment of DESC Careers Education activities to common transversal skills language to support pupil understanding.</p> <p>The Work Experience offer from KS4 into Further Education and Higher Education reviewed within DESC.</p>	<p>New UCM Strategy in place by July 2022.</p> <p>Employment and Skills 2022 planned, delivered and formally reviewed by April 2023.</p> <p>Other events such as Year 9 options processes, Higher Education Fair, DfE Graduate Fair etc. are supported by DESC Careers Team by July 2024.</p> <p>Careers and employability education opportunities are routinely developed around transversal skills language by July 2024.</p> <p>Improvements made to work experience programme by September 2023.</p>	<p>Island residents have the qualifications and technical skills required to secure employment throughout their lives.</p>
---	---	--	--	--

An Island of Health and Wellbeing

What	How	We Will	By When	Long Term Outcome
<p>Policies and services which mean that people can make healthy choices, in communities that are safe, and with infrastructure and design in towns and villages which promotes and supports health and wellbeing.</p>	<p>Consider how sport and active recreational facilities can be supported.</p> <p>Encourage people to engage in our rich arts, culture and heritage.</p>	<p>Continue to support Active Travel Strategy and Implementation Plan, to encourage more children and young people to actively travel to school.</p> <p>Increase opportunities for participation to engage in arts and cultural activities delivered by DESC.</p>	<p>September 2023</p>	<p>More people have an active and healthy lifestyle and enjoy the physical and mental health benefits this brings.</p>



**DEPARTMENT OF
EDUCATION, SPORT AND CULTURE**
STRATEGIC PLAN 2021-2026