

Education Services, Service Plan 2018-22 (2020/21)

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Introduction & Background

The Well-being for Future Generations (Wales) Act 2015 requires all public sector bodies to set Well-being objectives in their Corporate Plans. Newport City Council's Corporate Plan 2017-22 has set four Well-being objectives that supports the delivery of Wales' Well-being Goals:

1. To improve skills, educational outcomes and employment opportunities;
2. To promote economic growth and regeneration whilst protecting the environment;
3. To enable people to be healthy, independent and resilient; and
4. To build cohesive and sustainable communities.

Newport Strategic Recovery Aims

At the start of 2020, Wales faced a Covid 19 pandemic which has impacted on the way which Newport Council and Education Services delivers its services to communities. The Council's initial response was to protect frontline services, support the vulnerable in the community and ensure continuity of services. On the Council's road to recovery and reinstatement of services, Newport Council has established [Strategic Recovery Aims](#) that will enable the Council to learn from the impacts that Covid 19 caused, the new and emerging challenges that services face and the opportunities that have emerged from new ways of working. These Aims will support the Council's Corporate Plan and this Service Plan will support the delivery of these aims.

Education Services

Newport City Council, Education Services is responsible for nine secondary schools; 43 primary schools; and two nursery schools. In addition, there is a pupil referral unit and two special schools. Newport is one of five local authorities in the EAS regional consortium for school improvement. The service consists of 11 teams that provide the following support:

- 21st Century Schools
- Early Years
- Education Welfare
- Service Development and Business
- Gwent Education Minority-Ethnic Support (GEMS)
- Gwent Music
- Healthy Schools
- Inclusion Enrichment Team
- School Admissions
- Pupil Referral Unit
- Youth Engagement and Progression

Finance

For 2020/21, Education Services' budget has been set at £15.4M which has increased from £14.2M in 2019/20. Schools budget have also increased from £96.5M in 2019/20 to £106.5M in 2020/21. In Newport, children and young people it is noted:

- Over a three year average, 18.6% of pupils aged 5 to 15 are eligible for free school meals, slightly higher than the Wales average of 17.8%
- 2.6% of pupils aged 5 or over are fluent in Welsh, which is considerably lower than the Wales average of 16.2%
- 25.6% of pupils aged 5 or above are from ethnic minorities, significantly higher than the Wales average of 11.4%
- 20.9% of all pupils have special educational needs, slightly lower than the Wales average of 22.2%
- 106 children per 10,000 were looked after by the local authority as at 31st March 2019, which is lower than the Wales average of 109 children per 10,000.

In November 2018, the Council received a positive report from Estyn, Her Majesty's Inspectorate for Education and Training in Wales. However, it is recognised that further work is required by the Council's Education Service to continue its development and improve education in Newport. These are captured within the Service Plan 2020/21.

Education Services Programmes and Projects 2020-22

To support the delivery of the Council's Corporate Plan 2017-22 objectives, Education Services is delivering the following projects:

| Programme / Project Name | Brief Programme / Project Description and how it supports the Corporate Plan. | Wellbeing Objective(s) that it supports | Corporate Theme(s) | Strategic Recovery Aim(s) supported | Programme / Project Start Date | Anticipated Programme / Project Completion Date |
|--|--|--|----------------------------|--|----------------------------------|---|
| Welsh Government EdTech Programme | This is a Welsh Government grant funded programme to deliver Hwb across all schools in Wales through an investment in school broadband, ICT infrastructure, networks and resources. All schools will be expected to meet the minimum expected standards. | Well-being Objective 1 - To improve skills, education and employment opportunities. | Aspirational People | Strategic Recovery Aim 1: Support schools to enhance and develop digital skills, digital teaching and learning platforms and enhanced support for digitally excluded learners | 1st April 2020 | 31st March 2022 |
| 21st Century Schools – Ysgol Gyfun Gwent Is Coed | This project will support improvements to the Council's overall asset management by replacing a poor quality teaching block with new accommodation suitable for ensuring that the school is able to deliver all aspects of the secondary school curriculum. | Well-being Objective 1 - To improve skills, education and employment opportunities. | Aspirational People | | 1st April 2019 | 31st September 2022 |
| 21st Century Schools – Bassaleg School | This project will support improvements to the Council's overall asset management by replacing poor quality and demountable classrooms with new accommodation. The project will also support the sufficiency of school places by increasing the overall capacity of the school. | Well-being Objective 1 - To improve skills, education and employment opportunities. | Aspirational People | | 1st April 2019 | 31st September 2022 |
| 21st Century Schools – Caerleon Comprehensive School | This project will support improvements to the Council's overall asset management by replacing poor quality and demountable classrooms with new accommodation. | Well-being Objective 1 - To improve skills, education and employment opportunities. | Aspirational People | | 1st April 2020 | 30th September 2023 |
| 21st Century Schools – New | This project will support the sufficiency of school places through the creation of a new 3-form entry | Well-being Objective 1 - To improve skills, | Aspirational People | | 1st April 2019 | 31st January 2023 |

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|--|--|--|----------------------------|-------------------------------------|--------------------------------|---|
| School at Whiteheads | school to which the oversubscribed Pillgwenlly Primary will relocate. | education and employment opportunities. | | | | |
| New Welsh-medium Primary School | This is a £5.8m grant funded project which will see the establishment of a new Welsh-medium primary school to support Welsh Government's Cymraeg 2050 charter. | Well-being Objective 1 - To improve education and employment opportunities. skills, and | Aspirational People | | 1 st April 2019 | 30 th September 2021 |

Service Plan Objectives and Actions 2020/21

Education Services has set 7 Objectives to deliver in 2020/21:

Objective 1 – Improve school standards

Objective 2 – Increase school attendance rates and reduce exclusion rates

Objective 3 – Further improve pupil well-being and equity in education

Objective 4 – To further develop a motivated, capable and engaged workforce

Objective 5 – Developing quality learning pathways and provision.

Objective 6 – Improve Learner Voice in decision making

Objective 7 – Promote access to Welsh medium education.

Objective 8 (New) – School budgets are effectively managed

| Objective 1 | | Improve school standards | | | | |
|--|--|---|--|--------------------------------|--------------------------------|------------------------------------|
| Objective Outcome(s) | | Improving the academic attainment of Newport pupils is a commitment within the Newport City Council Corporate Plan 2017-2022. A key lever to deliver this commitment through the commissioning of actions to be delivered by the Education Achievement Service (EAS) and detailed in the EAS Business Plan 2020/21. The delivery of services is quality assured through NCC Education Services and is has oversight by the Joint Executive Group (JEG) and the EAS Company Board. | | | | |
| What Well-being Objective(s) does this objective support? | | Well-being Objective 1 - To improve skills, education and employment opportunities | | | | |
| What Corporate Theme(s) does this objective support? | | Aspirational People Newport will improve the number of students that achieve at least 5 GCSE A-C in English, Mathematics in line with the Welsh Average. | | | | |
| Estyn Recommendations | | Estyn Recommendation 1 – Improve the overall performance of all secondary schools Estyn Recommendation 2 – Establish a coherent strategy across all relevant services to improve the outcomes of pupils eligible for Free School Meals. | | | | |
| Action No. | Action Description | Action Outcome(s) | Does this action support the Strategic Recovery Aim(s) | Action Owner | Action Start Date | Anticipated Completion Date |
| 1.0 | Revise the Education Achievement Service Business Plan to ensure actions for educational development from self-evaluation of academic performance at all levels across the city. | Individual learners will achieve their school level targets and schools will achieve their statutory targets e.g. capped nine. | Strategic Recovery Aim 1: Support schools and other education establishments to safely reopen for both school staff and pupils. | Deputy Chief Education Officer | 1 st January 2020 | 31 st March 2021 |
| 1.1 | (Estyn Rec 1) Continue to develop the learning network school strategy and the cluster-based approaches to capacity building professional learning and accountability. | Reduction of between and within-school variation and all pupils make appropriate progress Fewer schools require the highest levels of Challenge Advisor support | Strategic Recovery Aim 1: Work to prevent and reduce inequality of progress and outcomes in education for mainstream and vulnerable learners through the implementation of the National Continuity of Learning Plan. | Deputy Chief Education Officer | 1 st April 2020 | 31 st March 2021 |
| 1.2 | (Estyn Rec 1) Implement and share learning from secondary school RADY (Raising Achievement of Disadvantaged Youngsters) projects to cluster primary schools | Schools set aspirational individual pupil targets, accurately track pupil progress over time and secure strong progress for nearly all pupils; | Strategic Recovery Aim 1: Work to prevent and reduce inequality of progress and outcomes in education for | Deputy Chief Education Officer | 1 st September 2020 | 31 st March 2021 |

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| Estyn Recommendations | | Estyn Recommendation 1 – Improve the overall performance of all secondary schools Estyn Recommendation 2 – Establish a coherent strategy across all relevant services to improve the outcomes of pupils eligible for Free School Meals. | | | | |
| Action No. | Action Description | Action Outcome(s) | Does this action support the Strategic Recovery Aim(s) | Action Owner | Action Start Date | Anticipated Completion Date |
| | | | mainstream and vulnerable learners through the implementation of the National Continuity of Learning Plan. | | | |
| 2.0 | (Estyn Rec 2) Newport Education Services acts as a professional partner to approve all secondary school Pupil Development Grant (PDG) and School Development Plans (SDP) and for sample primary schools | 60% of PDG spend is directed to KS3 and spend is informed and aligned to appropriate Sutton Trust activities. | Strategic Recovery Aim 1: Work to prevent and reduce inequality of progress and outcomes in education for mainstream and vulnerable learners through the implementation of the National Continuity of Learning Plan. | Deputy Chief Education Officer Principal Challenge Advisor | 1 st September 2020 | 30 th November 2020 |
| 2.1 | (Estyn Rec 2) Monitor impact of Well-being and Looked After Children Cluster Grant plans. | All cluster pupil development grant plans are agreed by a professional partner approval panel to ensure a wider stakeholder engagement and ownership of this process. | Strategic Recovery Aim 1: Ensure our diverse communities are appropriately supported through tailored | Deputy Chief Education Officer | 1 st April 2020 | 31 st January 2021 |

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| Action No. | Action Description | Action Outcome(s) | Does this action support the Strategic Recovery Aim(s) | Action Owner | Action Start Date | Anticipated Completion Date |
| | | | interventions specific to their needs, including consideration of language, culture and points of access. | | | |
| 3 | Embed the Learn Well Strategy involving representatives from across NCC. | Reduction in the attainment gap for learner eFSM and non-FSM. | Strategic Recovery Aim 1: Work to prevent and reduce inequality of progress and outcomes in education for mainstream and vulnerable learners through the implementation of the National Continuity of Learning Plan. | Deputy Chief Education Officer Assistant Head of Education Engagement & Learning | 1 st April 2020 | 31 st March 2021 |
| 4 | Provide professional learning for Chairs and Vice-Chairs of Governors in secondary schools focussing on improving the quality of leadership and teaching and learning. | Reduction in the attainment gap for learner eFSM and non-FSM Increased average Capped Nine scores for individual schools | Not Applicable | Deputy Chief Education Officer | 1 st September 2020 | 31 st March 2021 |
| 5 | Support schools to ensure that curriculum pathways provide an | Reduction in the attainment gap for learner eFSM and non-FSM. | Strategic Recovery Aim 1: | Deputy Chief Education Officer | 1 st April 2020 | 31 st March 2021 |

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|--|--|---|--|--------------------------------|----------------------------|------------------------------------|
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| What Well-being Objective(s) does this objective support? | | Well-being Objective 1 - To improve skills, education and employment opportunities | | | | |
| What Corporate Theme(s) does this objective support? | | Aspirational People Newport will improve the number of students that achieve at least 5 GCSE A-C in English, Mathematics in line with the Welsh Average. | | | | |
| Estyn Recommendations | | Estyn Recommendation 1 – Improve the overall performance of all secondary schools Estyn Recommendation 2 – Establish a coherent strategy across all relevant services to improve the outcomes of pupils eligible for Free School Meals. | | | | |
| Action No. | Action Description | Action Outcome(s) | Does this action support the Strategic Recovery Aim(s) | Action Owner | Action Start Date | Anticipated Completion Date |
| | appropriate choice for all learners both pre and post 16. | Increased average Capped Nine scores for individual schools. Increased learner outcomes Post 16. | Work to prevent and reduce inequality of progress and outcomes in education for mainstream and vulnerable learners through the implementation of the National Continuity of Learning Plan. | | | |
| 6 | Evaluate the current range of enhanced curriculum opportunities funded via the pupil development grant and share best practice across the secondary phase. | Reduction in the attainment gap for learner eFSM and non-FSM Increased average Capped Nine scores for individual schools. | Strategic Recovery Aim 1: Work to prevent and reduce inequality of progress and outcomes in education for mainstream and vulnerable learners through the implementation of the National Continuity of Learning Plan. | Deputy Chief Education Officer | 1 st April 2020 | 31 st March 2021 |

| Objective 1 | | Improve school standards | | | | |
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| What Well-being Objective(s) does this objective support? | | Well-being Objective 1 - To improve skills, education and employment opportunities | | | | |
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| Estyn Recommendations | | Estyn Recommendation 1 – Improve the overall performance of all secondary schools Estyn Recommendation 2 – Establish a coherent strategy across all relevant services to improve the outcomes of pupils eligible for Free School Meals. | | | | |
| Action No. | Action Description | Action Outcome(s) | Does this action support the Strategic Recovery Aim(s) | Action Owner | Action Start Date | Anticipated Completion Date |
| 7 | Review and refine coordinated Challenge Advisor and subject specific support and delivery in identified schools e.g. block time challenge adviser and school to school models. | Increased average Capped Nine scores for individual schools. Improved Estyn outcomes for individual schools. | Not Applicable | Deputy Chief Education Officer | 1 st April 2020 | 31 st March 2021 |

| Objective 2 | | Increase school attendance rates and reduce exclusion rates | | | | |
|--|---|---|--|------------------------------|--------------------------------|------------------------------------|
| Objective Outcome(s) | | The rates of school attendance at primary and secondary level have been demonstrated to link to the academic attainment of pupils. Therefore, raising the rate of school attendance and reducing the rate of school exclusions will support the NCC Corporate Plan 2017-2022 commitment to increase the academic attainment of pupils in Newport schools. | | | | |
| What Well-being Objective(s) does this objective support? | | Well-being Objective 1 – To improve skills, education and employment opportunities Well-being Objective 2 – To promote economic growth and regeneration whilst protecting the environment | | | | |
| What Corporate Theme(s) does this objective support? | | Aspirational People Newport will improve the number of students that achieve at least 5 GCSE A-C in English, Mathematics in line with the Welsh Average. | | | | |
| Estyn Recommendations | | N/A | | | | |
| Action No. | Action Description | Action Outcome(s) | Does this action support the Strategic Recovery Aim(s) | Action Owner | Action Start Date | Anticipated Completion Date |
| 1 | Provide support for schools with re-engaging pupils in their education following the period of enforced closure | Reduction in primary and secondary school rates of persistent absence. | Strategic Recovery Aim 1: Work to prevent and reduce inequality of progress and outcomes in education for mainstream and vulnerable learners through the implementation of the National Continuity of Learning Plan. | AHE Engagement and Learning | 1 st September 2020 | 31 st July 2021 |
| 2 | Implement the NCC attendance strategy to reduce rates of persistent absenteeism. | Reduction in primary and secondary school rates of persistent absence. | Not Applicable | AHE: Engagement and Learning | 1 st April 2019 | 31 st July 2021 |
| 3 | Develop and implement a new school attendance media campaign. | Media campaign is used by schools across the city | Not Applicable | AHE: Engagement and Learning | 1 st April 2019 | 31 st July 2021 |
| 4 | Ensure cluster attendance policies are developed and implemented. | Many clusters use a cluster attendance policy to develop a consistent approach to supporting their work to improve rates of attendance | Not Applicable | AHE: Engagement and Learning | 1 st April 2019 | 31 st July 2021 |
| 5 | Ensure parental applications for Elective Home Education are monitored and tracked to provide an understanding of trends and support needs. | An accurate overview is in place of the numbers of children who are electively home educated in Newport to promote their access to an appropriate education | Not Applicable | AHE: Engagement and Learning | 1 st April 2020 | 31 st July 2022 |

| Objective 2 | | Increase school attendance rates and reduce exclusion rates | | | | |
|--|---|---|---|---------------------|--------------------------------|------------------------------------|
| Objective Outcome(s) | | The rates of school attendance at primary and secondary level have been demonstrated to link to the academic attainment of pupils. Therefore, raising the rate of school attendance and reducing the rate of school exclusions will support the NCC Corporate Plan 2017-2022 commitment to increase the academic attainment of pupils in Newport schools. | | | | |
| What Well-being Objective(s) does this objective support? | | Well-being Objective 1 – To improve skills, education and employment opportunities Well-being Objective 2 – To promote economic growth and regeneration whilst protecting the environment | | | | |
| What Corporate Theme(s) does this objective support? | | Aspirational People Newport will improve the number of students that achieve at least 5 GCSE A-C in English, Mathematics in line with the Welsh Average. | | | | |
| Estyn Recommendations | | N/A | | | | |
| Action No. | Action Description | Action Outcome(s) | Does this action support the Strategic Recovery Aim(s) | Action Owner | Action Start Date | Anticipated Completion Date |
| 6 | Implement the multi-agency 'Managing Weapons in School' policy. | A clear protocol is in place for searching pupils along with clear, consistent procedures relating to finding weapons or drugs, promoting staff and student safety. | Strategic Recovery Aim 1: Ensure our diverse communities are appropriately supported through tailored interventions specific to their needs, including consideration of language, culture and points of access. | AHE: Inclusion | 1 st April 2019 | 31 st March 2021 |
| 7 | Audit partial timetable usage across all school sectors and develop an agreed policy for the administration and monitoring of partial timetables. | A partial timetable policy is in place with clear reporting and monitoring procedures to promote learner access to an appropriate education | Strategic Recovery Aim 1: Ensure our diverse communities are appropriately supported through tailored interventions specific to their needs, including consideration of language, culture and points of access. | AHE: Inclusion | 1 st September 2020 | 31 st March 2021 |
| 8 | Audit calming room and timeout room usage across all school sectors and update the current policy in liaison with the safeguarding lead and the health and safety team. | A Calming room and Timeout policy is in place with clear recording and reporting procedures promoting staff and student safety. | Strategic Recovery Aim 1: Ensure our diverse communities are appropriately supported | AHE: Inclusion | 1 st October 2020 | 31 st March 2021 |

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| Objective Outcome(s) | | The rates of school attendance at primary and secondary level have been demonstrated to link to the academic attainment of pupils. Therefore, raising the rate of school attendance and reducing the rate of school exclusions will support the NCC Corporate Plan 2017-2022 commitment to increase the academic attainment of pupils in Newport schools. | | | | |
| What Well-being Objective(s) does this objective support? | | Well-being Objective 1 – To improve skills, education and employment opportunities Well-being Objective 2 – To promote economic growth and regeneration whilst protecting the environment | | | | |
| What Corporate Theme(s) does this objective support? | | Aspirational People Newport will improve the number of students that achieve at least 5 GCSE A-C in English, Mathematics in line with the Welsh Average. | | | | |
| Estyn Recommendations | | N/A | | | | |
| Action No. | Action Description | Action Outcome(s) | Does this action support the Strategic Recovery Aim(s) | Action Owner | Action Start Date | Anticipated Completion Date |
| | | | through tailored interventions specific to their needs, including consideration of language, culture and points of access. | | | |
| 9 | To carefully monitor the number and reasons for exclusions on a weekly, monthly and termly basis; and provide support to schools to ensure Covid-19 does not negatively influence the number of exclusions. | Exclusion rates continue to be reduced across the city. | Strategic Recovery Aim 1: Work to prevent and reduce inequality of progress and outcomes in education for mainstream and vulnerable learners through the implementation of the National Continuity of Learning Plan. | AHE: Inclusion | 1 st September 2020 | 31 st March 2021 |

| Objective 3 | | Further improve pupil well-being and equity in education | | | | |
|--|--|--|--|---------------------------------|--------------------------------|------------------------------------|
| Objective Outcome(s) | | How healthy, independent and resilient people are, has a wider impact on all other aspects of their life. Whether they can work, attend education, take part in social activities and contribute to their communities is all influenced by this objective. | | | | |
| What Well-being Objective(s) does this objective support? | | Well-being Objective 1 – To improve skills, education and employment opportunities Well-being Objective 3 – To enable people to be healthy, independent and resilient | | | | |
| What Corporate Theme(s) does this objective support? | | Aspirational People | | | | |
| Estyn Recommendations | | Estyn Recommendation 5 – Deliver the strategic plans to develop Welsh-medium education further. | | | | |
| Action No. | Action Description | Action Outcome(s) | Does this action support the Strategic Recovery Aim(s) | Action Owner | Action Start Date | Anticipated Completion Date |
| 1 | To support all non-maintained settings and all schools to work towards the Healthy Pre-Schools Award and the National Quality Award (NQA) for Healthy Schools. | 40 schools are accredited with Healthy Schools awards at level 4 and level 5. | Strategic Recovery Aim 1: Support schools and other education establishments to safely reopen for both school staff and pupils | AHE: Engagement and Learning | 1 st April 2019 | 31 st July 2021 |
| 2 | (Estyn Rec 2) Work with partners to embed the priorities of the Learn Well Plan which focuses on improving the attainment of vulnerable groups. | The attainment gap between key vulnerable groups of learners (BAME, CLA, FSM, ALN) and other learners is decreased. | Strategic Recovery Aim 1: Work to prevent and reduce inequality of progress and outcomes in education for mainstream and vulnerable learners through the implementation of the National Continuity of Learning Plan. | AHE: Engagement and Learning | 1 st September 2020 | 31 st March 2022 |
| 3 | Embed the implementation of the new national 'safeguarding toolkit' for schools. | All schools have effective safeguarding processes in place. | Strategic Recovery Aim 1: Support schools and other education establishments to safely reopen for both school staff and pupils. | Deputy Chief Education Officer | 1 st April 2019 | 31 st March 2022 |
| 4 | All education Services staff to have completed relevant safeguarding training | All staff are appropriately trained to facilitate safeguarding arrangements | Not Applicable | Deputy Chief Education Officer | 1 st April 2019 | 31 st March 2021 |

| Objective 3 | | Further improve pupil well-being and equity in education | | | | |
|--|---|--|---|---------------------------------|--------------------------------|------------------------------------|
| Objective Outcome(s) | | How healthy, independent and resilient people are, has a wider impact on all other aspects of their life. Whether they can work, attend education, take part in social activities and contribute to their communities is all influenced by this objective. | | | | |
| What Well-being Objective(s) does this objective support? | | Well-being Objective 1 – To improve skills, education and employment opportunities Well-being Objective 3 – To enable people to be healthy, independent and resilient | | | | |
| What Corporate Theme(s) does this objective support? | | Aspirational People | | | | |
| Estyn Recommendations | | Estyn Recommendation 5 – Deliver the strategic plans to develop Welsh-medium education further. | | | | |
| Action No. | Action Description | Action Outcome(s) | Does this action support the Strategic Recovery Aim(s) | Action Owner | Action Start Date | Anticipated Completion Date |
| 5 | Ensure that all secondary schools are aware of the Serious and Organised Crime (SOC) initiatives. | All secondary schools actively support the multi-agency anti-SOC initiatives. | Not Applicable | AHE: Inclusion | 1 st September 2020 | 31 st July 2022 |
| 6 | Develop, disseminate and implement guidance to schools in relation to serious self-harm and potential suicide. | Staff in schools can advise and implement risk reduction strategies for relevant pupils. | Strategic Recovery Aim 1: Support schools and other education establishments to safely reopen for both school staff and pupils. | AHE: Inclusion | 1 st April 2020 | 31 st March 2021 |
| 7 | Review with relevant regional partners what provision is available and required to ensure all pupils with ALN have the opportunities to return to study up to age 25. | Further regional opportunities are available for ALN learners up to 25 years old. | Not Applicable | AHE: Inclusion | 1 st October 2020 | 31 st March 2021 |
| 8 | (Estyn Rec 1) Continue to implement a range of the curriculum opportunities for pre-16 children who are looked after. | 100% of pre-16 CLA pupils have access to an appropriate curriculum. | Not Applicable | AHE: Engagement and Learning | 1 st September 2020 | 31 st July 2022 |
| 9 | To further the implementation of the Additional Learning Needs (ALN) and Educational Tribunal Act 2018. | All ALN pupils are appropriately supported through evidenced based interventions that are monitored to ensure positive pupil outcomes. | Not Applicable | AHE: Inclusion | 1 st April 2020 | 31 st March 2022 |
| 10 | To review the staffing resources needed to implement the demands of the Additional Learning Needs (ALN) and Educational Tribunal Act 2018. | The Inclusion Enrichment Team is appropriately resourced to ensure all statutory duties are fulfilled. | Not Applicable | AHE: Inclusion | 1 st September 2020 | 31 st March 2022 |

| Objective 4 | | To further develop a motivated, capable and engaged workforce | | | | |
|--|--|---|---|--------------------------------|----------------------------|------------------------------------|
| Objective Outcome(s) | | To improve people's lives, we need a very strong leadership that is supported by motivated, engaged and committed staff who have the skills and calibre of the highest quality. | | | | |
| What Well-being Objective(s) does this objective support? | | Not Applicable | | | | |
| What Corporate Theme(s) does this objective support? | | Not Applicable | | | | |
| Estyn Recommendations | | Estyn Recommendation 1 – Improve overall performance of all secondary schools Estyn Recommendation 3 – Ensure that self-evaluation activities focus on the impact that services have on outcomes and their value for money | | | | |
| Action No. | Action Description | Action Outcome(s) | Does this action support the Strategic Recovery Aim(s) | Action Owner | Action Start Date | Anticipated Completion Date |
| 1 | Map and expand participation of all Education Services staff in professional learning, with particular focus on self-evaluation and value for money assessments. | A consistent, high quality approach to self-evaluation will be completed by all officers. Value for money, high quality provision is offered by all central and commissioned services. | Not Applicable | Deputy Chief Education Officer | 1 st April 2020 | 31 st March 2022 |
| 2 | (Estyn Rec 3) Middle Leaders present high quality monitoring and evaluation presentations at termly Education Service events and at weekly ESMT meetings | A consistent, high quality approach to self-evaluation will be completed by all officers. An improvement in team performance measures that appropriately focus on outcomes. | Not Applicable | Deputy Chief Education Officer | 1 st April 2020 | 31 st March 2022 |

| Objective 5 | | Developing quality learning pathways and provisions | | | | |
|--|--|---|---|--|--------------------------------|------------------------------------|
| Objective Outcome(s) | | To ensure that all our children benefit from the best possible learning environments and opportunities throughout their school lives by improving the quality of education provision and access to a range of high quality learning pathways. This objective directly supports the Authority's commitment to creating a thriving city with aspirational people. | | | | |
| What Well-being Objective(s) does this objective support? | | Well-being objective 1 – To improve skills, education and employment opportunities | | | | |
| What Corporate Theme(s) does this objective support? | | Aspirational People | | | | |
| Estyn Recommendations | | Not Applicable | | | | |
| Action No. | Action Description | Action Outcome(s) | Does this action support the Strategic Recovery Aim(s) | Action Owner | Action Start Date | Anticipated Completion Date |
| 1 | Complete all works linked to the Education Capital Programme for 2020/21. | Individual projects are progressed within the allocated budget and to agreed timescales. This monitored and reported via the People's Services Capital Programme Board chaired by the Chief Education Officer | Not Applicable | Service Manager - Resources & Planning | 1 st April 2020 | 31 st March 2021 |
| 2 | To continue to redevelop and extend provision within the city to accommodate a greater range of needs, ensuring that pupils are placed where their learning is best supported which will reduce the need for Out of County placements. | Specialist ALN provision is available within the city reducing the need for Out of County Placements. | Not Applicable | AHE: Inclusion | 1 st April 2020 | 31 st March 2022 |
| 3 | Review School Funding Formula. | Funding is allocated to schools on a fair and appropriate basis. | Not Applicable | Chief Education Officer | 1 st April 2020 | 31 st March 2022 |
| 4 | To revise secondary school catchment areas to ensure sufficiency of secondary school places across the city | A proposal to revise catchment areas has been included in the consultation on admission arrangements for 2021 and if approved will support the sufficiency of school places across the city. | Not Applicable | Service Manager - Resources & Planning | 1 st September 2019 | 31 st August 2021 |
| 5 | To review and re-profile the 21 st Century Schools Programme, and ensure that each individual project is progressed at the appropriate time and securing WG capital funding approval through the business case process. | The priority projects at Ysgol Gyfun Gwent Is Coed, Bassaleg School, Caerleon Comprehensive School and Whiteheads are progressed within the allocated budget and agreed timescales as outlined within the overall programme. This is monitored bi-monthly through Board Meetings with Newport Norse and | Not Applicable | Service Manager - Resources & Planning | 1 st April 2020 | 31 st March 2024 |

| Objective 5 | | Developing quality learning pathways and provisions | | | | |
|--|---|---|---|--|------------------------------|------------------------------------|
| Objective Outcome(s) | | To ensure that all our children benefit from the best possible learning environments and opportunities throughout their school lives by improving the quality of education provision and access to a range of high quality learning pathways. This objective directly supports the Authority's commitment to creating a thriving city with aspirational people. | | | | |
| What Well-being Objective(s) does this objective support? | | Well-being objective 1 – To improve skills, education and employment opportunities | | | | |
| What Corporate Theme(s) does this objective support? | | Aspirational People | | | | |
| Estyn Recommendations | | Not Applicable | | | | |
| Action No. | Action Description | Action Outcome(s) | Does this action support the Strategic Recovery Aim(s) | Action Owner | Action Start Date | Anticipated Completion Date |
| | | reported via the People's Services Capital Programme Board, chaired by the Chief Education Officer. | | | | |
| 6 | To progress a School Reorganisation proposal to support the expansion of Bassaleg School funded through Band B of the 21 st Century Schools Programme. | The capacity of Bassaleg School will be increased from 1747 to 2050 with effect from September 2023 to ensure that adequate provision exists for children within the catchment area. | Not Applicable | Service Manager - Resources & Planning | 1 st April 2020 | 31 st August 2021 |
| 7 | To progress a School Reorganisation proposal to support the expansion of Tredegar Park Primary School funded via the Welsh-medium Capital Grant. | The capacity of Tredegar Park Primary School is increased from 420 to 525 with effect from September 2021 to ensure that adequate provision exists for children within the local area. | Not Applicable | Service Manager - Resources & Planning | 1 st April 2020 | 31 st August 2021 |
| 8 | To progress and conclude a School Reorganisation proposal to amalgamate Newport's remaining standalone nursery schools. | Standalone nursery provision will be consolidated in one single school from September 2021 to support future sustainability of the provision. | Not Applicable | Service Manager - Resources & Planning | 1 st April 2020 | 31 st August 2021 |
| 9 | The new pupil projection model will be refined and suitably tested enabling a series of options to be brought forward for consideration in relation to future secondary provision across Newport. | Appropriate school provision is in place across Newport for all sectors and all language mediums. | Not Applicable | Service Manager - Resources & Planning | 1 st April 2020 | 31 st March 2021 |
| 10 | Trips and Visits Policy and procedures are reviewed in line with National Guidance and NCC Audit recommendations. | Audit awards an adequate or satisfactory control rating of the trips and visit function. | Not Applicable | Service Manager – Resources & Planning | 1 st April 2020 | 31 st March 2021 |
| 11 | Ensure sustainability of Free Breakfast Club provision at primary | All existing Free Breakfast Clubs continue to operate effectively, with the | Not Applicable | Service Manager – | 1 st January 2021 | 31 st August 2021 |

| Objective 5 | | Developing quality learning pathways and provisions | | | | |
|--|---|---|--|------------------------------|------------------------------|------------------------------------|
| Objective Outcome(s) | | To ensure that all our children benefit from the best possible learning environments and opportunities throughout their school lives by improving the quality of education provision and access to a range of high quality learning pathways. This objective directly supports the Authority's commitment to creating a thriving city with aspirational people. | | | | |
| What Well-being Objective(s) does this objective support? | | Well-being objective 1 – To improve skills, education and employment opportunities | | | | |
| What Corporate Theme(s) does this objective support? | | Aspirational People | | | | |
| Estyn Recommendations | | Not Applicable | | | | |
| Action No. | Action Description | Action Outcome(s) | Does this action support the Strategic Recovery Aim(s) | Action Owner | Action Start Date | Anticipated Completion Date |
| | and nursery schools following incorporation into the School Meals Contract | same opportunities extended to other schools on request. | | Resources & Planning | | |
| 12 | Review Learning Resource Base provision in secondary schools and the associated formula funding. | Appropriate Secondary Learning Resource Base provision is available for MLD and ASD pupils. | Not Applicable | AHE: Inclusion | 1 st October 2020 | 31 st March 2022 |
| 13 | In liaison with finance, partners and schools create a sustainable model of delivery to ensure children with ALN are provided with timely intervention within a prescribed budget without year on year fluctuation. | A sustainable financial model for ALN is established. | Not Applicable | AHE: Inclusion | 1 st October 2020 | 31 st March 2021 |
| 14 | Work with the EAS to develop and implement a local authority digital strategy | All schools and governing bodies are aware of the local authority digital strategy. | Strategic Recovery Aim 1 | AHE: Engagement and Learning | 1 st April 2020 | 31 st March 2021 |
| 15 | Establish a Local Authority ICT Strategic group to direct and monitor implementation of the Welsh Government EdTech programme and oversee the effectiveness of the SRS Service Level Agreement for schools. | All schools in Newport meet the baseline national expectation for ICT infrastructure. Increase in the use of Hwb in all schools. Increase in the number of schools receiving ICT support from the LA preferred provider. | Strategic Recovery Aim 1 Support schools to enhance and develop digital skills, digital teaching and learning platforms and enhanced support for digitally excluded learners | AHE: Engagement and Learning | 1 st April 2020 | 31 st March 2022 |

| Objective 5 | | Developing quality learning pathways and provisions | | | | |
|--|---|---|---|---|----------------------------|------------------------------------|
| Objective Outcome(s) | | To ensure that all our children benefit from the best possible learning environments and opportunities throughout their school lives by improving the quality of education provision and access to a range of high quality learning pathways. This objective directly supports the Authority's commitment to creating a thriving city with aspirational people. | | | | |
| What Well-being Objective(s) does this objective support? | | Well-being objective 1 – To improve skills, education and employment opportunities | | | | |
| What Corporate Theme(s) does this objective support? | | Aspirational People | | | | |
| Estyn Recommendations | | Not Applicable | | | | |
| Action No. | Action Description | Action Outcome(s) | Does this action support the Strategic Recovery Aim(s) | Action Owner | Action Start Date | Anticipated Completion Date |
| 16 | Review Post 16 provision within Newport to ensure it is meeting the needs of all learners and provides good value for money. | Collaborative arrangements in all schools deliver a cost effective provision. Improvement in ALPS quality indicator for individual schools. Plans for a sixth form at Ysgol Gyfun Gwent Is Coed are developed and implemented in readiness for a September 2022 start. | Not Applicable | AHE: Engagement & Learning | 1 st April 2019 | 31 st March 2022 |
| 17 | To progress with the Accessibility Strategy for Schools and to develop a phased approach to improve physical environments in schools. | Identify requirements for improved access to halls and classrooms for people with mobility or sensory impairments. Funding for priority improvements will be subject to business case approval. | Not Applicable | Service Manager - Resources & Planning | 1 st April 2020 | 31 st March 2022 |
| 18 | To develop and implement a joint ALN and Admissions process regarding allocation of school placements based on parental preference to safeguard and minimise appeals processes. | Offer of placements will be subject to multi-disciplinary team approval where the School Admissions Code and SEN Code of Practice are not aligned. | Not Applicable | AHE: Inclusion Service Manager: Resources and Planning | 1 st April 2020 | 31 st March 2022 |

| Objective 6 | | Improve learner voice in decision making | | | | |
|--|--|---|---|--|--------------------------------|------------------------------------|
| Objective Outcome(s) | | Strengthen opportunities at a local authority level for children and young people to influence decisions that affect them. | | | | |
| What Well-being Objective(s) does this objective support? | | Well-being Objective 1 – To improve skills, education and employment opportunities. | | | | |
| What Corporate Theme(s) does this objective support? | | Resilient Communities – The Newport Children’s Charter sets out our commitment to children and families including headline commitments to children in care and care leavers. | | | | |
| Estyn Recommendations | | Estyn Recommendation 4 – Strengthen opportunities at a local authority level for children and young people to influence decisions that affect them. | | | | |
| Action No. | Action Description | Action Outcome(s) | Does this action support the Strategic Recovery Aim(s) | Action Owner | Action Start Date | Anticipated Completion Date |
| 1 | (Estyn Rec 4) Embed the Pupil Participation Network in primary schools across all clusters. | Strong and effective practice is shared across primary schools. | Not Applicable | AHE: Engagement and Learning Policy Partnership and Involvement Manager (People and Business Change) | 1 st September 2020 | 31 st March 2022 |
| 2 | (Estyn Rec 4) To raise the profile of the Youth Council and consider ways in which it can link with school councils across Newport secondary schools. Implement ways of linking the Youth Council and school councils across the secondary sector. | Effective communication is in place between the Youth Council and secondary school councils. | Not Applicable | AHE: Engagement and Learning Policy Partnership and Involvement Manager (People and Business Change) | 1 st April 2019 | 31 st March 2022 |
| 3 | (Estyn Rec 4) Work with partners to embed the Participation Strand of the Learn Well Plan which focuses on increasing the involvement of children and young people in decision making. | Increase in number of decision-making activities involving children and young people, particularly those who represent vulnerable groups. | Not Applicable | AHE: Engagement and Learning | 1 st September 2020 | 31 st March 2022 |

| Objective 6 | | Improve learner voice in decision making | | | | |
|--|---|--|---|---|--------------------------------|------------------------------------|
| Objective Outcome(s) | | Strengthen opportunities at a local authority level for children and young people to influence decisions that affect them. | | | | |
| What Well-being Objective(s) does this objective support? | | Well-being Objective 1 – To improve skills, education and employment opportunities. | | | | |
| What Corporate Theme(s) does this objective support? | | Resilient Communities – The Newport Children’s Charter sets out our commitment to children and families including headline commitments to children in care and care leavers. | | | | |
| Estyn Recommendations | | Estyn Recommendation 4 – Strengthen opportunities at a local authority level for children and young people to influence decisions that affect them. | | | | |
| Action No. | Action Description | Action Outcome(s) | Does this action support the Strategic Recovery Aim(s) | Action Owner | Action Start Date | Anticipated Completion Date |
| 4 | (Estyn Rec 4) Involve children and young people in the development of key policies that affect them and reflect the priorities identified by the Youth Council. | The revised Local Authority Anti-Bullying Policy is developed in partnership with children and young people. A LGBTQ+ guide for schools is developed in partnership with children and young people. | Not Applicable | AHE: Engagement & Learning Policy, Partnership and Involvement Manager (People and Business Change) | 1 st September 2020 | 31 st March 2022 |
| 5 | (Estyn Rec 4) Most Education Service Team on a Page priorities to include capture of pupil voice activity at least 2 occasions in an academic year. | Increase in the number of decision making activities involving young people. | Not Applicable | AHE: Engagement and Learning | 1 st April 2020 | 31 st March 2022 |
| 6 | (Estyn Rec 4) To establish a mechanism to allow policies to be shared with young people. | This will enable effective communication, engagement and involvement. | Not Applicable | AHE: Engagement and Learning | 1 st April 2019 | 19 th July 2021 |

| Objective 7 | | Promote access to Welsh medium education | | | | |
|--|---|--|---|---|------------------------------|------------------------------------|
| Objective Outcome(s) | | To deliver the strategic plans to develop Welsh-medium education further. | | | | |
| What Well-being Objective(s) does this objective support? | | Well-being Objective 1 – To improve skills, education and employment opportunities | | | | |
| What Corporate Theme(s) does this objective support? | | Aspirational People | | | | |
| Estyn Recommendations | | Estyn Recommendation 5 – Deliver the strategic plans to develop Welsh-medium education further. | | | | |
| Action No. | Action Description | Action Outcome(s) | Does this action support the Strategic Recovery Aim(s) | Action Owner | Action Start Date | Anticipated Completion Date |
| 1 | (Estyn Rec 5) Work with partners to support new early years provision through the non-maintained sector and childcare settings | Increased provision of Welsh-medium early years' places. | Not Applicable | Deputy Chief Education Officer / Service Manager - Resources & Planning | 1 st April 2020 | 31 st March 2021 |
| 2 | (Estyn Rec 5) Ensure that Welsh Medium (WM) provision is established to support pupils with Additional Learning Needs | Good quality ALN provision will be created to support pupils attending WM schools. The permanent location for the new Welsh-medium primary school will include provision for a Learning Resource Base. | Not Applicable | Service Manager - Resources & Planning AHE: Inclusion | 1 st April 2019 | 31 st August 2023 |
| 3 | (Estyn R5) To progress and conclude the school reorganisation proposal to establish a 4th Welsh-medium primary school and subsequently to support the school to open as planned. This will include revised WM primary school catchment areas. | The number of Welsh-medium primary school places will be increased by 50%. | Not Applicable | Service Manager - Resources & Planning | 1 st April 2019 | 31 st August 2020 |
| 4 | To draft a new Welsh in Education Strategic Plan for Newport in consultation with colleagues and partners including the Welsh in Education Forum | A new WESP will be agreed for the period 2021 to 2031. | Not Applicable | Service Manager - Resources & Planning | 1 st January 2021 | 31 st August 2022 |
| 5 | To develop a regional Managed Move protocol between the Welsh Secondary Schools. | Effective arrangements are in place for managed moves in the Welsh sector for pupils at risk of managed moves. | Not Applicable | AHE: Inclusion | 1 st October 2020 | 31 st July 2021 |

| Objective 7 | | Promote access to Welsh medium education | | | | |
|--|---|--|---|--|----------------------------|------------------------------------|
| Objective Outcome(s) | | To deliver the strategic plans to develop Welsh-medium education further. | | | | |
| What Well-being Objective(s) does this objective support? | | Well-being Objective 1 – To improve skills, education and employment opportunities | | | | |
| What Corporate Theme(s) does this objective support? | | Aspirational People | | | | |
| Estyn Recommendations | | Estyn Recommendation 5 – Deliver the strategic plans to develop Welsh-medium education further. | | | | |
| Action No. | Action Description | Action Outcome(s) | Does this action support the Strategic Recovery Aim(s) | Action Owner | Action Start Date | Anticipated Completion Date |
| 6 | (Estyn Rec 5) To review WM primary school catchment areas to support the establishment of the fourth school. Welsh-medium primary school catchment areas are more equitable and support access to Welsh-medium education for children across the city. | | Not Applicable | Service Manager - Resources & Planning | 1 st April 2019 | 31 st August 2020 |

| Objective 8 | | School budgets are effectively managed | | | | |
|--|---|---|--|--------------------------|----------------------------|------------------------------------|
| Objective Outcome(s) | | Through risk based support to schools, Education services will ensure budgets are managed effectively and where necessary take necessary actions to prevent overspending and ensure schools have the required controls and governance processes in place. | | | | |
| What Well-being Objective(s) does this objective support? | | Well-being Objective 1 - To improve skills, education and employment opportunities | | | | |
| What Corporate Theme(s) does this objective support | | Aspirational People | | | | |
| Action No. | Action Description | Action Outcome(s) | Does the Action support the Strategic Recovery Aim(s) | Action Owner | Action Start Date | Anticipated Completion Date |
| 1 | <p>Monitor In-year School budgets to ensure budgets are:</p> <ul style="list-style-type: none"> Managed effectively and taking necessary actions to prevent overspending. Effectively taking necessary actions to prevent overspending. <p>Schools that have deficit budget recovery plans are implementing the necessary actions to reduce their overall budget deficits.</p> | Schools manage their in year budgets. | Not Applicable | Chief Education Officer | 1 st April 2020 | 31 st March 2022 |
| 2 | <p>Monitoring of primary, secondary and special schools in-year budgets:</p> <ul style="list-style-type: none"> To prevent overspending and take necessary mitigating action(s). <p>Schools with deficit budget recovery plans are implementing the necessary actions to reduce their budget deficits</p> | Secondary schools are managing their in-year budgets. | Not Applicable | Finance Business Partner | 1 st April 2020 | 31 st March 2022 |

Education Services Performance Measures 2020/21

Note: Due to Covid 19 and subject to further clarification from Welsh Government, the reporting of School Attendance performance measures for the academic years 2019/20 and 2020/21 have been suspended. These will be re-established for the 2021/22 academic year.

| Performance Measure | National / Local / Management Information | Service Plan (SP) Objective | 2018/19 Actual | 2018/19 Target | 2019/20 Target | 2020/21 Target |
|---|---|--|--------------------|----------------|----------------|----------------|
| PAM/009 - % Young people NEET Year 11 | National | SP Objective 2 - Increase school attendance rates and reduce exclusions rates | 1.5% | 3.00% | 3.00% | 3% |
| PAM/032 - Capped 9 Score *Subject to confirmation from Data Cymru | National | SP Objective 1 - Improve School Standards | 336 | No Target Set | No Target Set | No Target Set |
| PAM/033 - % of pupils assessed in Welsh at the end of the Foundation Phase. <i>Note: Data Cymru has proposed removal of this measure for 2020/21 and we await confirmation.</i> | National | SP Objective 7 - Promote access to Welsh-medium education | 4.5% | 4.50% | 4.50% | 4.5% |
| Reduction in incidents lost to fixed term exclusions exclusion (5 days or less) | National | SP Objective 2 - Increase school attendance rates and reduce exclusions rates | Not available | N/A | 946 | 944 |
| Reduction in incidents of fixed term exclusion (over 5 days) | National | SP Objective 2 - Increase school attendance rates and reduce exclusions rates | Not available | N/A | 38 | 37 |
| EDU/010b - Total no of days lost to secondary fixed term exclusions | Local | SP Objective 2 - Increase school attendance rates and reduce exclusions rates | 1,338 days (17/18) | 1527 | 1290 | 1264 |
| EDU/L/067 (RIH/L/048) - % young people recorded as unknown following compulsory education | Local | SP Objective 5 - Developing quality learning pathways and provision | 1.2% | 0.50% | 0.50% | 0.5% |
| NEET\09 % 16 - 18 yr olds not in education, employ or training (IP5) (A) | Local | SP Objective 5 - Developing quality learning pathways and provision | 2.6% | 6.00% | 6.00% | 6.0% |
| NEET\11 % Young people NEET 13 (IP5) (A) | Local | SP Objective 5 - Developing quality learning pathways and provision | 1.7% | 3.00% | 3.00% | 6.0% |

Glossary

National – Collected and reported to an external organisation such as Welsh Government / Estyn / WLGA etc for benchmarking / comparison

Local – specifically collected and reported by NCC / Service area to support delivery of an objective.

Management Information – Collected and reported to support the delivery of a specific activity and/or service.

Current Service Area Risks 2020/21

| Risk Name | Risk Description | Risk Owner | Corporate Risk / Service Risk | Risk linked to Wellbeing Objective | Risk linked to Corporate Theme? | Risk linked to Service Objective? | Inherent Risk Score (0-25) | Target Risk Score (0-25) |
|---|--|----------------|-------------------------------|------------------------------------|---------------------------------|---|----------------------------|--------------------------|
| 21 st Century Schools Band B Funding | Failure to draw down funding to support 21 st Century Schools Band B projects. | Deborah Weston | Service Risk | Well-being Objective 1 | Aspirational People | Developing quality learning pathways and provisions | 12 | 6 |
| Demand for ALN and SEN support | Funding to cover Additional Learning Needs (ALN) and Special Education Needs (SEN) provision across the city is insufficient and does not meet the demand of increasing need. | Katy Rees | Corporate Risk | Well-being Objectives 1 and 3 | Aspirational People | Not Applicable | 20 | 12 |
| Educational Out of County Placements | Limited access to Newport City Council provisions for pupils who require complex and specialist placements which results on a reliance on OOC placements both day and residential. | Katy Rees | Corporate Risk | Well-being Objective 1 | Aspirational People | No Applicable | 20 | 8 |
| GEMS Grant Funding | Reduction in grant funding for GEMS. | Karyn Keane | Service Risk | Well-being Objective 1 | Aspirational People | Not Applicable | 20 | 9 |
| Healthy Schools Grant Funding | Reduction in grant funding for Healthy Schools | Karyn Keane | Service Risk | Well-being Objective 3 | Aspirational People | Not Applicable | 12 | 8 |
| Implementation of the Additional Learning Needs Act | Resource issues within Inclusion Enrichment Team (IET) and the Looked After Children's Team to plan, implement and embed the ALN Transformation Act by deadlines outlined by Welsh Government. | Katy Rees | Service Risk | Well-being Objective 1 | Aspirational People | Not Applicable | 20 | 8 |
| New Welsh Medium Primary School | Failure to undertake and complete school reorganisation proposal to establish a new Welsh medium primary school (Whiteheads) | Deborah Weston | Service Risk | Well-being Objectives 1 and 4 | Aspirational People | Promote access to Welsh-medium education | 15 | 6 |

| Risk Name | Risk Description | Risk Owner | Corporate Risk / Service Risk | Risk linked to Wellbeing Objective | Risk linked to Corporate Theme? | Risk linked to Service Objective? | Inherent Risk Score (0-25) | Target Risk Score (0-25) |
|---|---|----------------|-------------------------------|------------------------------------|---------------------------------|---|----------------------------|--------------------------|
| Pressure on Secondary School Places | Pressure on Secondary School Places. | Deborah Weston | Service Risk | Well-being Objective 1 | Aspirational People | Not Applicable | 20 | 6 |
| Schools Finance / Cost Pressures | In year cost pressures of schools are not met resulting in increased deficit budgets | Sarah Morgan | Corporate Risk | Wellbeing Objective 1 | Aspirational People | School budgets are effectively managed | 20 | 6 |
| New - Provision of School Places | Failure to progress school reorganisation proposals to ensure the sufficiency of school places across the City. | Deborah Weston | Service Risk | Well-being Objective 1 | Aspirational People | Developing quality learning pathways and provisions | 12 | 4 |