

# Agenda



## Delegated Decisions - Deputy Leader/Education and Early Years

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Date: Friday, 10 February 2023  
To: Councillor D Davies

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Item		Wards Affected
1	<u>01 Cabinet Member Report (Education Service Plan) v0.2</u> (Pages 3 - 28)	
2	<u>01i Appendix 1</u> (Pages 29 - 46)	

Contact: Anne Jenkins (Governance Team Leader),  
Tel: 01633 656656  
E-mail: [Democratic.Services@newport.gov.uk](mailto:Democratic.Services@newport.gov.uk)  
Date of Issue: 1<sup>st</sup> February 2023

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# Report

## Cabinet Member for Education and Early Years

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### Part 1

Date: 9 February 2023

**Subject** Education Service Plan 2022-24

**Purpose** To agree Education Service Plan 2022-2024 to support the delivery of the Corporate Plan 2022-27.

**Author** Chief Education Officer

**Ward** All

**Summary** In November 2022, Newport City Council agreed the delivery of the Council's Corporate Plan 2022-27 to deliver an *Ambitious, Fairer, Greener Newport for Everyone*. To support the delivery of the Corporate Plan, each service area has developed their service plan of their objectives and key priorities.

The Education Service Plan 2022-24 has identified five objectives which will support the delivery of the Corporate Plan:

1. School Improvement – To improve standards, and progress, for all pupils, in learning & skills through high quality teaching and learning experiences and leadership in all schools.
2. Learning and Engagement – To co-ordinate, support and provide a range of services to ensure equity of opportunity and high-quality provision, to prevent the disengagement of vulnerable pupils
3. Inclusion & Wellbeing -To promote the inclusion and well-being of all pupils with a particular focus on supporting those pupils from vulnerable groups and those with ALN to make good progress in learning.
4. Resources and Planning – To deliver high quality educational facilities and support functions to enable pupils to achieve their potential and support their communities and to expand Welsh medium education provision.
5. Leadership and Management – To further develop a motivated, capable, and engaged workforce and to ensure the effective use of resources by schools.

Additionally, the service plan includes the service area's projects and workforce development which will continuous improvement of services. To monitor the delivery of services, the Plan also includes key performance measures and risks which could prevent the service from achieving its objectives and/or impact delivery.

The Plans will be subject to six monthly reviews by the Council's scrutiny committees and will support the Council's annual Well-being and Self-Assessment Report.

**Proposal** For the Cabinet Member(s) to approve the Education Service Plan to support the delivery of the Corporate Plan.

**Action by** Head of Service

**Timetable** Immediate

This report was prepared after consultation with:

- Performance Scrutiny Committee
- Cabinet Member(s)
- Executive Board
- Corporate Management Team

**Signed**

## Background

In November 2022, Newport City Council approved the Council's Corporate Plan 2022-27 to deliver an *Ambitious, Fairer and Greener Newport for Everyone*. The purpose of the Corporate Plan is to support the Well-being of Future Generations Act in Wales and to improve the delivery of services to the citizens of Newport. The Act requires all public bodies to carry out sustainable development to improve Wales' economic, social, environment and cultural well-being. To meet this statutory requirement, Newport Council must set and publish its Well-being Objectives to maximise its contribution to each of Wales' Well-being Goals. There are seven Well-being Goals set out in the Act:

1. A Prosperous Wales
2. A Resilient Wales
3. A Healthier Wales
4. A More Equal Wales
5. A Wales of Cohesive Communities
6. A Wales of Vibrant Culture and Thriving Welsh Language
7. A Global Responsible Wales

### Corporate Plan 2022-27

Newport Council has four Well-being Objectives that are focused on the following areas to meet its overall mission for Newport working to deliver '*an Ambitious, Fairer, Greener Newport for everyone*':

1. Newport is a thriving and growing city that offers excellent education and aspires to provide opportunities for all.
2. Newport is a city that seeks to protect and enhance our environment whilst reducing our carbon footprint and preparing for a sustainable and digital future.
3. Newport is a supportive city where communities and care are at the heart of what we do.
4. Newport City Council is an inclusive organisation that places social value, fairness, and sustainability at its core.

To deliver each objective, the Council has identified strategic priorities that it will focus on over the next 5 years. Further detail on the Council's strategic priorities are outlined in [Corporate Plan](#). Each of these Well-being Objectives support the Well-being of Future Generations Goals.

### Service Area Service Plan 2022-24

To support the Corporate Plan, Education Services has developed its Service Plan 2022-24 which provides an overview of its priorities and how it will contribute towards the delivery of the strategic priorities. The service plan has identified five objectives:

1. School Improvement – To improve standards, and progress, for all pupils, in learning & skills through high quality teaching and learning experiences and leadership in all schools.
2. Learning and Engagement – To co-ordinate, support and provide a range of services to ensure equity of opportunity and high-quality provision, to prevent the disengagement of vulnerable pupils
3. Inclusion & Wellbeing - To promote the inclusion and well-being of all pupils with a particular focus on supporting those pupils from vulnerable groups and those with ALN to make good progress in learning.
4. Resources and Planning – To deliver high quality educational facilities and support functions to enable pupils to achieve their potential and support their communities and to expand Welsh medium education
5. provision.
6. Leadership and Management – To further develop a motivated, capable, and engaged workforce and to ensure the effective use of resources by schools.

Each of these objectives is supported by an action plan of key work that will be contributing towards the achievement of the objective. The service plan also includes the key programmes and projects which

the service area will be delivering during the course of the Corporate Plan. Some of these projects will be contributing towards the Council's Transformation Plan as well as improving the delivery of the services within the service area. The service plan also recognises the workforce development of its staff to improve the capacity and capability of staff to achieve the Corporate Plan and deliver continuous improvement.

The service plan includes the key corporate and service area performance measures that it will use to monitor and report progress in the delivery of its key services. Where applicable, targets have been set by the service area in which it will assess and report its performance. The service plan also includes its risk register of Corporate and service area risks which could impact on the delivery of the plan and its services.

### **Monitoring and Reporting of the Service Plan**

The delivery of the Service Plan is monitored every quarter using the Council's Management Information (MI) Hub. Each quarter service areas will be required to provide updates in relation to the progress of its:

- Objectives and Actions
- Projects
- Workforce Development Actions
- Performance Measures
- Risks (Overview)

Heads of Service will meet with Cabinet Members throughout the year and update on progress on specific work, projects and risk, as part of their briefings. Every six months (Mid-Year and End of Year Reviews) the Council's service areas will be subject to Scrutiny review on the progress against their Service Plans with a report also presented to the Council's Cabinet. Risks identified in the Corporate Risk Register are subject to quarterly review by the Council's Governance and Audit Committee and Cabinet.

At the end of every financial year, the Council produces its annual Well-being Self-Assessment Report which assesses its progress against the delivery of the Corporate Plan and the governance & performance arrangements to deliver it. Service Plans support the production of this report.

### **Financial Summary**

Service Plans are delivered within the agreed budgets of the service area which was outlined in the Council's budget at the start of the financial year. Monitoring and reporting of the Council's budget is undertaken as part of the Council's financial reporting to Cabinet.

Financial decisions relating to specific projects and service area activity is taken by officers and Cabinet / Cabinet Member(s) as per the Council Constitutions and governance processes.

### **Appendix 1 – Service Area Service Plan 2022-24**

#### **Risks**

<b>Risk Title / Description</b>	<b>Risk Impact score of Risk if it occurs* (H/M/L)</b>	<b>Risk Probability of risk occurring (H/M/L)</b>	<b>Risk Mitigation Action(s)</b> What is the Council doing or what has it done to avoid the risk or reduce its effect?	<b>Risk Owner</b> Officer(s) responsible for dealing with the risk?
Corporate Plan Objectives are not achieved as the Council does not have agreed	<b>M</b>	<b>L</b>	Service Plans agreed as per the democratic process and subject to scrutiny review.	Corporate Management Team

service plans in place.				
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\* Taking account of proposed mitigation measures

### **Links to Council Policies and Priorities**

Corporate Plan 2022-27

Service Plan 2022-27

The EAS Business Plan 2022-25

The Welsh in Education Strategic Plan 2022-32

### **Options Available and considered**

1. To agree the Service Area Service Plan to support the delivery of the Council's Corporate Plan 2022-27
2. To request further information and reject the approval of the service plan.

### **Preferred Option and Why**

For the Cabinet Member(s) to approve the Service Area Service Plan which will provide strategic focus for the service are to contribute towards the successful achievement of the Corporate Plan 2022-27.

### **Comments of Chief Financial Officer**

All services are required to operate within their approved revenue and capital budgets for that financial year / capital programme respectively. Therefore, it is important that all actions and projects contained within all service plans are delivered within the service revenue and capital resources, both internal and external.

Where new/additional on-going and one-off resources are required to deliver transformational and other projects/actions which meet corporate plan priorities; these will need to be approved for funding in the Council's MTFP and annual budgets through the normal processes. As this will give rise to increased budget pressures and challenges, at a most challenging time for Council budgets, services are strongly encouraged to deliver these, wherever possible, from existing resources. In the context of public sector funding over the medium term, any projects of a transformational nature need to deliver savings and/or additional income wherever possible. Such savings and income need to be clearly identified and realised in support of the overall Council medium term financial plan.

Within the Education service plan there are a number of specific risks and issues highlighted, which have a potential financial impact. The first of these is the risk regarding school cost pressures and schools not being sufficiently able to absorb these within their annual budgets. This will require close monitoring with dedicated targeted support through the deficit avoidance and prevention strategy provided to schools at risk of/or facing a deficit balance put in place to ensure that overall reserves do not become negative and result in a pressure on the Council's budget. As well as this risk, there is also a risk relating to the limited access to specialist provision across the city for pupils with complex and specialist needs. This has resulted in a requirement for local provision to be developed further to avoid more expensive out of county placement costs and has both revenue and capital cost implications. Therefore, these projects will need to be monitored carefully to ensure they are managed within the available resources and utilise grant funding where available to support the outcomes. Furthermore, the requirement to ensure that the school estate is maintained to required standards will require careful planning and monitoring to ensure it is managed within the capital resources available with any additional funding sources explored also.

### **Comments of Monitoring Officer**

There are no legal implications arising from this Report. The Service Area Plan has been prepared in accordance with the Council's performance management framework and reflects both statutory responsibilities and the strategic objectives and priorities of the Council's Corporate Plan for the relevant

service area. Key performance measures and service area risks have been identified for the purposes of quarterly monitoring and reporting throughout the term of the Service Plan.

### Comments of Head of People, Policy and Transformation

This service plan has been developed to support the achievement of the new Corporate Plan and embeds the well-being goals of the Well-Being of Future Generations (Wales) Act 2015 with a clear focus on prevention and inclusion. The service plan and our corporate plan objectives are ambitious and focused on working collaboratively with our staff, residents, and partners to improve service delivery across the city whilst supporting other related plans and strategies. In addition, there is a strong focus on supporting our most vulnerable children and young people to achieve their potential.

As the Council works towards its new Corporate Plan and subsequent Service Plans, it will be necessary for each service area to consider the workforce required to achieve the objectives as set out. Any staffing impact will be considered, and consultation will take place as and when necessary.

### Local issues

None.

### Performance Scrutiny Committee

The Service Plan was presented to the People Performance Scrutiny Committee on 29<sup>th</sup> November 2022. No Feedback or recommendations were provided from the Scrutiny,

### Fairness and Equality Impact Assessment:

For this report, a full Fairness and Equality Impact Assessment has not been undertaken. As part of the Council’s Corporate Plan 2022-27, an FEIA was completed to assess the impact of the Corporate Plan which can be found through the link [here](#). In the development of the Service Plan, these have been aligned to the strategic priorities of the Corporate Plan to support its delivery.



Where specific decisions are required by service areas, a separate FEIA will be completed by the service area and included as part of any proposal for Cabinet / Cabinet Member(s).

### Welsh Language Standards:




The final Service Plan will be published in Welsh and English on the Council’s website. Where objectives, actions and projects are delivered, these will consider the Welsh Language Standards as required.

### Wellbeing of Future Generation (Wales) Act

Under the Well-being of Future Generations Act (Wales) 2015 and its 5 ways of working principles this report supports:

 <p><b>Long Term</b></p>	<p>The Objectives set out in the service plan supports the long term Well-being Objectives and strategic priorities of Newport City Council and the wider regional and national delivery. Service areas have considered the short and long term impacts of their objectives and actions in the development of the Plan. In the decision making of the service area in relation to specific projects and work will consider the long term impacts based upon the principles set out in the Well-being Act and as part of any FEIA. As the Plan is delivered the service area will review and consider any emerging opportunities and risks and update the Plan as necessary.</p>
 <p><b>Collaboration</b></p>	<p>In the delivery of the service plan, each service area will collaborate locally, regionally and nationally. The service area will also collaborate internally with other service areas and strategic partners as required. NCC will utilise its existing partnership arrangements such as Gwent Public Services Board (One Newport), Cardiff Capital Region, Gwent Regional Partnership Board and other collaborative arrangements to support the delivery of its objectives. Many of the priorities, programmes and projects in the Plan are building on what the Council has set out in its strategies and plans as well as the priorities set at national and regional levels in Wales.</p>



	As we progress in the delivery of this Plan we will be working across all sectors whether this is private, public sector, not for profit and voluntary groups to share ideas, find innovative and sustainable solutions to tackle the many issues faced by the Council, communities and businesses.
 <p><b>Involvement</b></p>	<p>Newport City Council's Corporate Plan has set out four key principles:</p> <p><b>Fair and inclusive</b> – We will work to create fairer opportunities, reduce inequalities in our communities, and encourage a sense of belonging.</p> <p><b>Empowering</b> – We will work with and support communities, groups, and partners to thrive.</p> <p><b>A listening council</b> – The views of communities, service users and partners will shape the services we deliver and the places you live in.</p> <p><b>Citizen Focussed</b> – Everyone who works and represents Newport City Council will put the citizen first, focusing on our core organisational values</p> <p>In the delivery of the service plans, service areas will be using existing mechanisms such as the FEIA process, Consultations, focus groups and general compliments, comments and complaints processes to involve stakeholders in the decision making of key projects, objectives and actions.</p> <p>Service Areas will be contributing towards the Council's Strategic Equality Plan and Participation Strategy to enable citizens, and other key stakeholders to contribute towards the delivery and improvement of services.</p>
 <p><b>Integration</b></p>	<p>The service plan supports the Council's Corporate Plan 2022-27 and its Well-being Objectives. Within each Plan, they have identified where their own objectives contribute towards the delivery of the Plan. As we progress with the delivery of the Corporate Plan and service plans we will be working with our local and regional partners to help support the achievement of ours and their vision and objectives. For example, Newport Council will be working with Cardiff Capital Region, Gwent Public Services Board, Regional Partnership Board and the individual organisations to ensure there is synergy in our aims for Newport and to ensure Newport maximises the opportunities offered through integrated approaches that will benefit Newport's communities.</p> <p>Service plans are also aligned to the Council's Strategies such as Climate Change Plan and Digital Strategy as examples. Where there are specific actions to deliver these, the service plans have integrated these into its objectives.</p> <p>As we deliver against our Well-being Objectives and priorities, the Corporate Plan will evolve, considering the ongoing external and internal changes of the organisation and the city. As an organisation we regularly review and challenge ourselves on our objectives, priorities and Plans to ensure they reflect the priorities of communities and the Council.</p> <p>This will also mean considering and integrating the Well-being Act's sustainable principle and of 5 ways of working, Equality Impact Assessment including Socio-economic duty, and Marmot principles in the decisions we make.</p>
 <p><b>Prevention</b></p>	<p>Each of the objectives have considered the actions that we will need to take now to prevent problems from taking place or getting worse across our communities and Council services in the long-term. The Corporate Plan provides many opportunities to tackle the increasing demand faced by our services and getting to the root causes of these pressures.</p> <p>Service Plans have included objectives and actions which aim to prevent the issues being faced now and to find long term solutions to prevent impacts on future generations.</p> <p>Through involvement and collaboration with our partners, communities and businesses we will be designing and delivering services to improve their outcomes and ensure long term sustainability for communities and the Council.</p>

## Consultation

People Scrutiny Committee

## Background Papers

Corporate Plan 2022-27

**Dated: 1 February 2023**

## Appendix: Education Service Plan



Final Education Services Service Plan.

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# Education Services Service Plan 2022-24

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Deputy Leader and Cabinet Member for Education and Early Years	Deb Davies
Chief Executive	Beverly Owen
Head of Service	Sarah Morgan

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# Introduction

Newport City Council's Corporate Plan 2022-27 has four Well-being Objectives to support its mission to deliver an *Ambitious, Fairer, Greener Newport for Everyone* and contribute towards Wales' Well-being Goals set in the Well-being of Future Generations Act. To support the delivery of these objectives and strategic priorities, each service area has developed their service plan. The Education Service Plan 2022-24 outlines its own priorities and how the service will contribute towards the Corporate Plan and deliver continuous improvement.

Education Services is part of the Council's Chief Executive Directorate and is responsible for supporting nine secondary schools; 43 primary schools; and a nursery school. In addition, there is a pupil referral unit and two special schools. The number of establishments within the school estate will therefore remain, as it is now, at 57. Newport is one of five local authorities in the EAS regional consortium for school improvement. The service consists of 12 teams that provide the following support:

- Education Planning & Development
- Early Years
- Education Welfare
- Gwent Education Minority-Ethnic Support (GEMS)
- Gwent Music
- Healthy Schools
- Additional Learning Needs
- Inclusion Advisory Service
- School Admissions
- Pupil Referral Unit
- Youth Engagement and Progression
- Regional Schools Liaison Officer for Service Children

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## Education Service Objectives

To support the delivery of the Corporate Plan, meet our statutory duties and improve the services we deliver, we will be delivering 5 objectives:

**Objective 1** - School Improvement – To improve standards, and progress, for all pupils, in learning & skills through high quality teaching and learning experiences and leadership in all schools.

**Objective 2** - Learning and Engagement – To co-ordinate, support and provide a range of services to ensure equity of opportunity and high-quality provision, to prevent the disengagement of vulnerable pupils

**Objective 3** - Inclusion & Wellbeing To promote the inclusion and well-being of all pupils with a particular focus on supporting those pupils from vulnerable groups and those with ALN to make good progress in learning.

**Objective 4** - Resources and Planning – To deliver high quality educational facilities and support functions to enable pupils to achieve their potential and support their communities and to expand Welsh medium education provision.

**Objective 5** - Leadership and Management – To further develop a motivated, capable, and engaged workforce and to ensure the effective use of resources by schools.

# Transformation Plan / Service Area Projects

Programme / Project Title	Project Overview	Well-being Objective(s) supported	Programme / Project Manager (Service Manager)	Anticipated Completion Date (Quarter / Year)
<b>Sustainable Communities for Learning Programme - Ysgol Gyfun Gwent Is Coed</b>	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	Assistant Head of Education - Resources	Quarter 4 2022/23
<b>Sustainable Communities for Learning Programme - Bassaleg School</b>	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	Assistant Head of Education - Resources	Quarter 2 2023/24
<b>Sustainable Communities for Learning Programme - Caerleon Comprehensive School</b>	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	Assistant Head of Education - Resources	Quarter 4 2024/25
<b>Sustainable Communities for Learning Programme - New School at Whiteheads</b>	This project will support the sufficiency of school places through the creation of a new 3-form entry school to which the oversubscribed Pillgwenlly Primary will relocate.	Well-being Objective 1	Assistant Head of Education - Resources	Quarter 2 2024/25
<b>Sustainable Communities for Learning Programme – St Andrews Primary School</b>	This project will provide replacement accommodation for this school following the closure of the previous junior building on health and safety grounds.	Well-being Objective 1	Assistant Head of Education - Resources	Quarter 2 2024/25
<b>New Welsh-medium Primary School</b>	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	Assistant Head of Education - Resources	Quarter 2 2024/25
<b>Delivery of Education - Millbrook Primary School</b>	To ensure interim continuity of education for pupils on roll at Millbrook Primary School before provision can resume at the main site.	Well-being Objective 1	Assistant Head of Education – Resources	Quarter 3 2022/23
<b>Education Service Rapid Review Programme</b>	To establish a programme of 'Rapid Service Area Reviews' to evaluate the quality-of-service delivery, share good practice and to develop a learning culture across all service areas.	Well-being Objective 1	Deputy Chief Education Officer	Quarter 4 2023/24

## Workforce Development

To support workforce development across the Education Services, the following actions have been identified as priority between 2022-24.

Action	Outcome(s) of Action Delivery	Responsible Officer (Service Manager)	Action Start Date	Anticipated Completion Date
Upskill current employees and focus on recruitment and Welsh being an essential criterion.	More Welsh-medium education provision requiring more Welsh speakers working within central education services	Deputy Chief Education Officer	1 <sup>st</sup> October 2022	31 <sup>st</sup> March 2024
Introduction of 'Rapid Reviews' of service areas with a focus on developing the leadership and management skills of employees.	Improved leadership skills of all leaders, across the service, which are required for peer support and challenge, and to ensure additional quality assurance and improvement systems are in place.	Deputy Chief Education Officer	1 <sup>st</sup> October 2022	31 <sup>st</sup> March 2024
Introduce and action the outcomes of the OECD Learning Organisation Survey with all Education Service Employees.	All employees in the service develop the skills and capacity to adapt routinely to new environments and circumstances to improve learning and performance outcomes.	Deputy Chief Education Officer	1 <sup>st</sup> September 2022	31 <sup>st</sup> July 2023

# Service Area Objectives and Action Plan 2022-24

Objective 1		<b>School Improvement – To improve standards, and progress, for all pupils, in learning &amp; skills through high quality teaching and learning experiences and leadership in all schools.</b>				
Objective Outcome(s)		<ul style="list-style-type: none"> <li>To inspire all those working in schools to engage, motivate all learners to develop as resilient lifelong learners through a range of knowledge, skills &amp; experiences.</li> <li>To promote a culture of mutual support and trust where we work in partnership to enable all to thrive in a transforming city. Inspirational teachers for aspirational learners.</li> </ul>				
Corporate Strategy and/or Strategic Plan supported (If Applicable)		<b>Corporate Plan 2022-27</b> <b>Digital Strategy</b> <b>Welsh In Education Strategic Plan</b> <b>Estyn Inspection Recommendation 1</b> <b>Strategic Equality Plan</b>				
Well-being Objective Supported (If Applicable)		<b>Well-being Objective 1</b> – Newport is a thriving and growing city that offers excellent education and aspires to provide opportunities for all.				
Well-being Strategic Priorities Supported		<b>WBO 1 / Strategic Priority 5</b> - Develop education facilities that support future generations to achieve their potential and positively contribute to their communities. <b>WBO 1 / Strategic Priority 6</b> - Work towards eliminating education inequality faced by young learners that are from disadvantaged, Black, Asian, and Minority Ethnic backgrounds, low-income households, and/or have additional learning needs. <b>WBO 1 / Strategic Priority 7</b> - Increase the number of Welsh speakers in Newport by improving access to Welsh education, supporting businesses, and promoting the Welsh language.				
Objective Owner(s)		<b>Strategic Equality Plan</b> <b>Digital Strategy</b> <b>Welsh in Education Strategic Plan (WESP)</b> <b>Deputy Chief Education Officer</b>				
Reference	Action	Action Outcome(s)	Strategic Priority / Self-Assessment / Continuous Improvement	Action Owner (Service or Team Manager)	Start Date	Anticipated Completion Date
1	(Estyn Rec 1) Monitor, evaluate and review the implementation of the EAS (Education Achievement Service) Business Plan 2022-24 and the Newport priorities detailed within the plan; to ensure the service provides value for money.	Schools are effectively supported by the EAS to accurately evaluate their performance, identify priorities for improvement and plan for these in their SDPs.  Standards and learner progress in learning and skills improve over time.	WBO 1 / Strategic Priority 5 WBO 1 / Strategic Priority 6	Deputy Chief Education Officer	1 <sup>st</sup> April 2022	31 <sup>st</sup> March 2023
2	Work in partnership with the EAS and schools to implement the Framework for Evaluation, Improvement and Accountability, as a key	Schools are supported by the LA, EAS through a clear framework of evaluation, improvement, and accountability to embed effective improvement arrangements, whilst	Continuous Improvement	Deputy Chief Education Officer	1 <sup>st</sup> September 2022	31 <sup>st</sup> July 2024



	contributor to the self-improving system.	implementing the new curriculum and associated reforms.				
3	To refine systems and processes to ensure the LA effectively hold the EAS to account for the impact of the support it provides to schools and settings. With a focus on making effective use of regional and local data and intelligence to monitor the effectiveness support for curriculum implementation.	There are clearly defined roles and responsibilities between the LA and EAS, which is supported by an effective school improvement infrastructure, which reduces variation in the quality of teaching and learning to support delivery of the new curriculum in schools.	Continuous Improvement	Deputy Chief Education Officer	1 <sup>st</sup> September 2022	31 <sup>st</sup> July 2024
4	In partnership with the EAS provide support and advice to governing bodies so they have the knowledge and skills to be democratically accountable for strategic leadership, effective governance and for driving school improvement.	All Governing bodies demonstrate that they are democratically accountable for the strategic leadership of their schools and set the strategic framework to achieve their aims and objectives. Which leads to sustained and continued school improvement.	WBO 1 / Strategic Priority Strategy 5 WBO 1 / Strategic Priority 6	Deputy Chief Education Officer	1 <sup>st</sup> September 2022	31 <sup>st</sup> July 2024
5	In partnership with the EAS explore opportunities for governing bodies to function multi-lingually / bilingually for Welsh medium schools; including provision of information and in community languages.	All Governing bodies across the city are fully inclusive and include governors that reflect the ethnic and linguistic character of the school community.	WBO 1 / Strategic Priority 7	Deputy Chief Education Officer	1 <sup>st</sup> September 2022	31 <sup>st</sup> December 2023

<b>Objective 2</b>		<b>Learning and Engagement – To co-ordinate, support and provide a range of services to ensure equity of opportunity and high-quality provision, to prevent the disengagement of vulnerable pupils</b>				
<b>Objective Outcome(s)</b>		<ul style="list-style-type: none"> <li>To work in partnership, to nurture &amp; support all learners, Families, and the wider community to ensure equality of opportunity and enable them to become confident, ambitious &amp; capable individuals.</li> <li>To promote a culture of mutual support and trust where we work in partnership to enable all to thrive in a transforming city.</li> </ul>				
<b>Corporate Strategy and/or Strategic Plan supported (If Applicable)</b>		Corporate Plan 2022-27 Strategic Equality Plan Digital Strategy Safer Newport <b>Estyn Recommendation 2:</b> Establish a coherent strategy across all relevant services to improve the outcomes of pupils eligible for free school meals <b>Estyn Recommendation 4:</b> Strengthen opportunities at a local authority level for children and young people to influence decisions that affect them				
<b>Well-being Objective Supported (If Applicable)</b>		<b>Well-being Objective 1</b> - Newport is a thriving and growing city that offers excellent education and aspires to provide opportunities for all. <b>Well-being Objective 3</b> - Newport is a supportive city where communities and care are at the heart of what we do. <b>Well-being Objective 4</b> - Newport City Council is an inclusive organisation that places social value, fairness and sustainability at its core.				
<b>Well-being Objective Supported (If Applicable)</b>		<b>WBO 1 / Strategic Priority 5</b> - Develop education facilities that support future generations to achieve their potential and positively contribute to their communities <b>WBO 1 / Strategic Priority 6</b> - Work towards eliminating education inequality faced by young learners that are from disadvantaged, Black, Asian, and Minority Ethnic backgrounds, low-income households, and/or have additional learning needs. <b>WBO 3 / Strategic Priority 4</b> - Strengthening our investment in early intervention and prevention with a range of youth, play and community-based activities supporting families and individuals to live positive and healthy lives. <b>WBO 3 / Strategic Priority 6:</b> Newport will be a City of Sanctuary which supports Asylum Seekers, refugees, and our global community to settle and become part of the community. <b>WBO 4 / Strategic Priority 5</b> - Promote and improve ways in which residents and businesses can interact with Council's democratic process and decision making				
<b>Well-being Objective Supported</b>		<b>Strategic Priorities</b>				
<b>Objective Owner(s)</b>		<b>AHE: Engagement &amp; Learning</b>				
Reference	Action	Action Outcome(s)	Strategic Priority / Self-Assessment / Continuous Improvement	Action Owner (Service or Team Manager)	Start Date	Anticipated Completion Date
1	<b>(Estyn Rec 2)</b> Establish a coherent anti-poverty strategy across all service; building on the successes and learning of the Learn Well Plan.	The performance and wellbeing gap between key vulnerable groups of learners (BAME, Children Looked After (CLA), Free School Meals (FSM), Additional Learning Needs (ALN) and other learners is decreased.	WBO 1 / Strategic Priority 6 WBO 3 / Strategic Priority 4	AHE Engagement & Learning	1 <sup>st</sup> September 2022	31 <sup>st</sup> March 2024
2	Pilot a tiered approach to supporting Children Looked After learners, through	Personalised provision is in place for all CLA learners across most	WBO 1 / Strategic Priority 6 WBO 3 / Strategic Priority 4	AHE: Engagement & Learning	1 <sup>st</sup> September 2022	31 <sup>st</sup> December 2023

	effective cluster and partnership working with Children's Services and partners.	clusters, which supports good learner progress and well-being.  There is a reduction in the number of CLA learners transitioning into the Pupil Referral Unit (PRU) in Key Stage 4 (KS4).				
3	<b>(Estyn Rec 1)</b> Further develop the range of curriculum and support opportunities for pre-16 children who are looked after.	100% of pre-16 CLA pupils have access to an appropriate curriculum and support	WBO 1 / Strategic Priority 6 WBO 3 / Strategic Priority 4	AHE: Engagement & Learning	1 <sup>st</sup> April 2022	31 <sup>st</sup> July 2024
4	Work in partnership with schools to reduce rates of persistent absenteeism including addressing long-term absences arising because of Covid-19.	Reduction in primary and secondary school rates of persistent absence.  Increase in the rates of overall attendance in all sectors	Continuous Improvement	AHE: Engagement & Learning	1 <sup>st</sup> April 2022	31 <sup>st</sup> July 2024
5	Implement an updated range of approaches to engage and support families who electively home educate their children in line with Welsh Government Guidance.	An accurate overview is in place of the numbers of children who are electively home educated in Newport.  All known EHE (Electively Home Educated) learners are offered support to access to an appropriate education	Continuous Improvement	AHE: Engagement & Learning	1 <sup>st</sup> April 2022	31 <sup>st</sup> July 2023
6	Ensure that young people who arrive in Newport as refugees, asylum seekers, UASCs or through the National Transfer Scheme are supported to maximise their time in education.	The performance and attendance gap between key vulnerable groups of learners and other learners is decreased.	WBO 1 / Strategic Priority 6 WBO 3 / Strategic Priority 6	AHE: Engagement & Learning	1 <sup>st</sup> April 2022	31 <sup>st</sup> August 2024
7	Embed the work of the Local Authority ICT Strategic Group to implement the Welsh Government Hwb EdTech programme, increase schools' use of Hwb 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 (Local Authority) preferred provider.	WBO 1 / Strategic Priority 5 Continuous Improvement Digital Strategy	AHE: Engagement & Learning	1 <sup>st</sup> April 2022	31 <sup>st</sup> July 2023
8	Embed the work of the newly formed Post-16 Governance Group to ensure provision is	Collaborative arrangements in all schools deliver a cost-effective provision.	WBO 1 / Strategic Priority 6	AHE: Engagement & Learning	1 <sup>st</sup> April 2022	31 <sup>st</sup> July 2024

	meeting the needs of all learners and provides good value for money	Improvement in ALPS quality indicator for individual schools.				
9	Support schools to ensure that learner pathways, aligned to curriculum for Wales, provide an appropriate choice for all learners both pre and post 16.	The performance gap between key vulnerable groups of learners and other learners is decreased at both pre and post 16.	Continuous Improvement	AHE: Engagement & Learning	1 <sup>st</sup> April 2022	31 <sup>st</sup> July 2024
10	<b>(Estyn Rec 4)</b> Work with the Youth Council to improve links with learner participation groups across Newport and establish a mechanism to allow young people to shape the policies that affect them.	Effective communication is in place between the Youth Council and secondary school councils.	WBO 1 / Strategic Priority 5	AHE: Engagement & Learning	1 <sup>st</sup> April 2022	31 <sup>st</sup> July 2023
11	Ensure that Gwent Music is ready to implement the new National Plan for Music and has the skills and capacity to support schools to deliver the new Curriculum for Wales	Increase in number of schools engaging in class and whole school curriculum and creative projects Increase in number of young people participating in music provision	Continuous Improvement	AHE: Engagement & Learning	1 <sup>st</sup> April 2022	31 <sup>st</sup> July 2024

<b>Objective 3</b>		<b>Inclusion &amp; Wellbeing To promote the inclusion and well-being of all pupils with a particular focus on supporting those pupils from vulnerable groups and those with ALN to make good progress in learning.</b>				
<b>Objective Outcome(s)</b>		<ul style="list-style-type: none"> <li>To inspire all those working in schools to engage motivate all learners to develop as resilient lifelong learners through a range of knowledge, skills &amp; experiences.</li> <li>To work in partnership, to nurture &amp; support all learners, Families and the wider community to ensure equality of opportunity and enable them to become confident, ambitious &amp; capable individuals.</li> <li>To promote a culture of mutual support and trust we will work in partnership to enable all to thrive in a transforming city. Inspirational teachers for aspirational learners.</li> </ul>				
<b>Corporate Strategy and/or Strategic Plan supported (If Applicable)</b>		<b>Corporate Plan 2022-27</b> <b>Strategic Equality Plan</b> <b>Welsh in Education Strategic Plan (WESP)</b> <b>Estyn Recommendation 4:</b> Strengthen Opportunities at a local authority level for children and young people to influence decisions that affect them. <ul style="list-style-type: none"> <li><b>Delivery of the Corporate Plan Well-being Objective: 1 and Strategic Priority: 6</b></li> <li><b>Delivery of a Corporate Strategy and/or strategic plans - Strategic Equality Plan</b></li> </ul>				
<b>Well-being Objective Supported (If Applicable)</b>		<b>Well-being Objective 1</b> - Newport is a thriving and growing city that offers excellent education and aspires to provide opportunities for all. <b>Well-being Objective 3</b> - Newport is a supportive city where communities and care are at the heart of what we do.				
<b>Well-being Strategic Priorities Supported</b>		<b>WBO 1 / Strategic Priority 6</b> - Work towards eliminating education inequality faced by young learners that are from disadvantaged, Black, Asian, and Minority Ethnic backgrounds, low-income households, and/or have additional learning needs. <b>WBO 3 / Strategic Priority 4</b> - Strengthening our investment in early intervention and prevention with a range of youth, play and community-based activities supporting families and individuals to live positive and healthy lives.				
<b>Objective Owner(s)</b>		<b>AHE: Inclusion</b>				
<b>Reference</b>	<b>Action</b>	<b>Action Outcome(s)</b>	<b>Strategic Priority / Self-Assessment / Continuous Improvement</b>	<b>Action Owner (Service or Team Manager)</b>	<b>Start Date</b>	<b>Anticipated Completion Date</b>
1	<b>(Estyn Rec 4)</b> Develop and implement a Vision for Inclusion for the next 5 years, involving schools, learners, and partners.	The LA has a cohesive Inclusion vision developed with key stakeholders.	WBO 1 / Strategic Priority 6 WBO 3 / Strategic Priority 4	AHE: Inclusion & Wellbeing	1 <sup>st</sup> September 2022	31 <sup>st</sup> March 2024
2	To develop an effective feedback system for learners, parents and carers to support effective dispute resolution	The LA has effective feedback processes including dispute resolution systems are in place. Parents, carers and learners with ALN are satisfied with Inclusion services.	Continuous Improvement	AHE: Inclusion & Wellbeing	1 <sup>st</sup> November 2022	31 <sup>st</sup> March 2024
3	Ensure there are appropriate evaluation and accountability mechanisms in place to address bullying.	The LA fulfils its duty in respect of anti-bullying legislations  LA evaluation and accountability mechanisms are used effective in reducing incidents of bullying across all Newport Schools.	WBO 1 / Strategic Priority 6	AHE: Inclusion & Wellbeing	1 <sup>st</sup> September 2022	31 <sup>st</sup> March 2024

4	Monitor the number and reasons for exclusions on a weekly, monthly, and termly basis; and provide support to schools to ensure Covid-19 response does not negatively influence the number of exclusions.	Exclusion rates continue to be reduced across the city and are in line with or better than the national average.	WBO 1 / Strategic Priority 6	AHE: Inclusion & Wellbeing	1 <sup>st</sup> April 2022	31 <sup>st</sup> March 2024
5	Implement the Additional Learning Needs (ALN) and Educational Tribunal Act 2018, with a particular focus on professional learning for the wider Education and Social Services teams.	All ALN pupils are appropriately supported through evidenced based interventions that are monitored to ensure positive pupil outcomes.	WBO 1 / Strategic Priority 6 WBO 3 / Strategic Priority 4	AHE: Inclusion & Wellbeing	1 <sup>st</sup> April 2022	31 <sup>st</sup> August 2024
6	Develop a Post – 16 Transition Plan to support ALN learner at all points of transition up to the age of 25.	All ALN learners are supported to secure an appropriate Post 16 placement; that meets their learning needs, up to the age of 25.	WBO 1 / Strategic Priority 6	AHE: Inclusion & Wellbeing	1 <sup>st</sup> September 2022	31 <sup>st</sup> March 2024
7	Extend specialist provision including Welsh medium within the city to accommodate needs identified through data trend analysis, 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 dependence Out of County Placements.	WBO 1 / Strategic Priority 6 WBO 3 / Strategic Priority 4	AHE: Inclusion & Wellbeing	1 <sup>st</sup> April 2022	31 <sup>st</sup> March 2024

<b>Objective 4</b>		<b>Resources and Planning – To deliver high quality educational facilities and support functions to enable pupils to achieve their potential and support their communities and to expand Welsh medium education provision.</b>				
<b>Objective Outcome(s)</b>		<ul style="list-style-type: none"> <li>To commit to taking a creative, innovative and informed approach to using resources effectively and provide the best quality education for all our learners.</li> </ul>				
<b>Corporate Strategy and/or Strategic Plan supported (If Applicable)</b>		<b>Corporate Plan 2022-27</b> <b>Welsh in Education Strategic Plan (WESP)</b> <b>Sustainable Communities for Learning Programme</b> <b>Estyn Recommendation 5: Deliver the strategic plans to develop Welsh-medium education further</b> <b>Climate Change Plan 2022-27</b>				
<b>Well-being Objective Supported (If Applicable)</b>		<b>Well-being Objective 1</b> – Newport is a thriving and growing city that offers excellent education and aspires to provide opportunities for all. <b>Well-being Objective 2</b> – A city that seeks to protect and enhance our environment whilst reducing our carbon footprint and preparing for a sustainable and digital future.				
<b>Well-being Strategic Priorities Supported</b>		<b>WBO 1 / Strategic Priority 5</b> - Develop education facilities that support future generations to achieve their potential and positively contribute to their communities. <b>WBO 1 / Strategic Priority 6</b> - Work towards eliminating education inequality faced by young learners that are from disadvantaged, Black, Asian, and Minority Ethnic backgrounds, low-income households, and/or have additional learning needs. <b>WBO 1 / Strategic Priority 7</b> - Increase the number of Welsh speakers in Newport by improving access to Welsh education, supporting businesses, and promoting the Welsh language. <b>WBO 2 / Strategic Priority 1</b> - Become a net zero carbon council and city through the delivery of the Council’s Organisational Climate Change Plan and Local Area Energy Plan.				
<b>Objective Owner(s)</b>		<b>AHE: Resources and Planning</b>				
<b>Reference</b>	<b>Action</b>	<b>Action Outcome(s)</b>	<b>Strategic Priority / Self-Assessment / Continuous Improvement</b>	<b>Action Owner (Service or Team Manager)</b>	<b>Start Date</b>	<b>Anticipated Completion Date</b>
1	Complete all works linked to the Education Capital Programmes for 2022/23 and 2023/24 and ensure that any new grant funding allocations are targeted appropriately.	Individual projects will be progressed appropriately, and any additional funding will be used effectively to meet appropriate priorities within agreed funding terms and conditions.	WBO 1 / Strategic Priority 5 WBO 2 / Strategic Priority 1	AHE: Resources & Planning	1 <sup>st</sup> April 2022	31 <sup>st</sup> March 2024
2	Ensure that the individual projects within the Sustainable Communities for Learning Programme progress appropriately and within the overall programme funding envelope	Individual projects will be progressed within the allocated budget and to agreed timescales.	WBO 1 / Strategic Priority 5	AHE: Resources & Planning	1 <sup>st</sup> April 2022	31 <sup>st</sup> March 2024
3	Progress with the Accessibility Strategy for Schools through a phased approach to improve physical environments in schools.	Required access improvements to halls and classrooms for people with mobility or sensory impairments will be identified.	WBO 1 / Strategic Priority 5 WBO 1 / Strategic Priority 6	AHE: Resources & Planning	1 <sup>st</sup> April 2022	31 <sup>st</sup> March 2024

		Funding for priority improvements will be subject to business case approval.				
4	Deliver the 2022/23 Schools Reorganisation Programme.	Additional school places will be provided in both the mainstream and specialist sectors to meet projected demand. Specific projects for 2022/23 will focus on mainstream places in the primary sector and specialist places in the secondary sector.	WBO 1 / Strategic Priority 5	AHE: Resources & Planning	1 <sup>st</sup> September 2022	31 <sup>st</sup> August 2023
5	<b>(Estyn Rec 5)</b> Ensure that the new Welsh in Education Strategic Plan is implemented from September 2022, and that appropriate mechanisms are in place to monitor progress against targets.	The targets within the new WESP (Welsh in Education Strategic Plan) will be used to further support, promote, and develop Welsh-medium education across Newport over the next 10 years.	WBO 1 / Strategic Priority 7	AHE: Resources & Planning	1 <sup>st</sup> September 2022	31 <sup>st</sup> August 2023
6	Make appropriate arrangements to ensure that Welsh Government's policy to provide free school meals to all learners in primary schools is implemented within stipulated timescales.	All primary aged pupils are afforded the opportunity of a daily free school meal in line with current WG timelines.	WBO 1 / Strategic Priority 6	AHE: Resources & Planning	1 <sup>st</sup> April 2022	30 <sup>th</sup> September 2024



<b>Objective 5</b>		<b>Leadership and Management – To further develop a motivated, capable, and engaged workforce and to ensure the effective use of resources by schools.</b>				
<b>Objective Outcome(s)</b>		To consistently demonstrate resilient strategic leadership that is innovative, distributed, and creative at all levels and which inspires others to excel. To demonstrate pride in our city, its people and its heritage through celebrating individual and collective success, as ambassadors of Newport.				
<b>Corporate Strategy and/or Strategic Plan supported (If Applicable)</b>		<b>Corporate Plan 2022-27</b> <b>Welsh in Education Strategic Plan (WESP)</b> <b>Digital Strategy</b> <b>Sustainable Communities for Learning</b> <b>Strategic Equalities</b> <b>Estyn Recommendation 3:</b> Ensure that self-evaluation activities focus on the impact that services have on outcomes and their value for money.				
<b>Well-being Objective Supported (If Applicable)</b>		<b>Not Applicable</b>				
<b>Well-being Strategic Priorities Supported</b>		<b>Not Applicable</b>				
<b>Objective Owner(s)</b>		<b>Head of Service and Deputy Chief Education Officer</b>				
<b>Reference</b>	<b>Action</b>	<b>Action Outcome(s)</b>	<b>Strategic Priority / Self-Assessment / Continuous Improvement</b>	<b>Action Owner (Service or Team Manager)</b>	<b>Start Date</b>	<b>Anticipated Completion Date</b>
Page 25 1	Revisit service aims and values to consider whether they are currently valid in setting the strategic direction of Education across the City.	Reflection informs consideration of continuation or review of service vision, aims and values.	Continuous Improvement	Deputy Chief Education Officer	1 <sup>st</sup> October 2022	31 <sup>st</sup> March 2023
2	Introduce twice yearly 'Rapid Reviews' of service areas.	Sharing of good practice across the service and teams support a culture of learning.  Improvements in systems, practice, and service delivery through improved peer to peer working and that robust quality assurance systems are in place.	Education Self-Assessment	Deputy Chief Education Officer	1 <sup>st</sup> September 2022	30 <sup>th</sup> April 2023
3	Review systems and processes for service self-evaluation and strategic planning, to include consultation with service users.	Systems and processes for self-evaluation, at all levels, across the service, is accurate, based in evidence, robust and informs strategic planning.  Strategic planning is based on the outcomes of self-evaluation at all levels of the LA at corporate, service and teams.	Education Self-Assessment	Deputy Chief Education Officer	1 <sup>st</sup> September 2022	31 <sup>st</sup> August 2023

4	Use the information from school development plans to inform service and team plans and to evaluate and review the impact and quality of the services we provide to schools.	Strategic planning is based on the outcomes of accurate and robust service and team self-evaluation and is reflective of school's strategic priorities.	Continuous Improvement	Deputy Chief Education Officer	1 <sup>st</sup> September 2022	31 <sup>st</sup> August 2023
5	Use the OECD Organisational Survey as a self-evaluation tool to improve service delivery and outcomes.	Service delivery and outcomes are aligned to a clear and agreed vision and learning plan.	Education Self-Assessment	Deputy Chief Education Officer	1 <sup>st</sup> July 2022	31 <sup>st</sup> July 2023
6	Map and expand participation of all Education Services staff in professional learning, through performance managements and through structured learning opportunities, research, and collaboration.	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.	Continuous Improvement	Deputy Chief Education Officer	1 <sup>st</sup> April 2022	31 <sup>st</sup> March 2023
7	Review approved school budgets and investigate future spend plans where projected closing balances are more than £10,000 or 5% of the delegated budget (whichever is the higher).	Schools will be challenged in relation to large surpluses and in turn encouraged to consider revised spending plans in the short, medium, and long term.	Education Self-Assessment	Assistant Head of Education - Resources	1 <sup>st</sup> April 2022	31 <sup>st</sup> March 2024
8	Improve the work of Elected Members and members of statutory committees, through a programme of professional learning and improved engagement with schools.	Elected Members are well informed about key areas of Education Service work	Continuous Improvement	Deputy Chief Education Officer	1 <sup>st</sup> September 2022	31 <sup>st</sup> August 2023

# Performance Measures

Performance Measure Title / Description	Frequency (Quarterly / Half-yearly / Annual)	Performance Measure Owner	Name of Data Provider	Actual 20/21	Actual 21/22	Target 21/22	Target 2022/23
Percentage of Young people NEET Year 11	Annual	AHE Engagement & Learning	Careers Wales Data For Development	1.4%	1.3%	1.8%	<b>1.3%</b>
Percentage of 16 - 18 yr olds not in education, employ or training (IP5) (A)	Annual	AHE Engagement & Learning	Careers Wales Data For Development	2.6%	2.6%	1.7%	<b>2.0%</b>
Percentage of Young people recorded as unknown following compulsory education	Annual	AHE Engagement & Learning	Careers Wales Data For Development	1.13%	1.09%	2.6%	<b>1.1%</b>
Percentage of Young people NEET 13 (IP5) (A)	Annual	AHE Engagement & Learning	Careers Wales Data For Development	2.1%	1.1%	0.5%	<b>1.1%</b>
<b>(New)</b> Percentage of schools inspected that are in an Estyn statutory category.	Annual	DCEO	Estyn	Not Available	Not Available	Not Available	<b>5%</b>
<b>(New)</b> Number of Permanent exclusions per 1,000 pupils	Annual	AHE Inclusion & Well-being	Newport Intelligence Hub	0.30	0.55	Not Available	<b>0.58</b>

# Service Area Risk Register

Risk Title	Risk Description	Risk Owner	Inherent Risk Score	Target Risk Score	Corporate / Service Risk
<b>Schools Finance / Cost Pressures</b>	In year cost pressures of schools are not met resulting in increased deficit budgets	AHE Resources & Planning	20	5	Corporate Risk
<b>Demand for ALN and SEN Support</b>	Funding to cover Additional Learning Needs (ALN) and Special Education Needs (SEN) provision across the city is insufficient and does not meet the demand for increasing need.	AHE Inclusion & Well-being	20	6	Corporate Risk
<b>Educational Out of County Placements</b>	Limited access to Newport City Council (NCC) provision for pupils who require complex and specialist placements which results on a reliance on Out of County (OOC) placements both day and residential.	AHE Inclusion & Well-being	20	4	Corporate Risk
<b>NCC Property Estate (Lead by People, Policy and Transformation)</b>	For Information only - NCC has a significant property estate covering over 170 operational buildings (circa) such as the Civic Centre, Telford Depot, and its school estate etc. The Council has to ensure the estate is maintained to required standards to enable access, safety, security and in the long term sustainable for staff and residents to use.	Property Manager (People, Policy and Transformation)	16	12	Corporate Risk
<b>Provision and planning of school places across all sectors</b>	The provision and sufficiency of school places across the City continues to pose short and longer term risks to the Council. Schools are regarded as sufficient if they are sufficient in number, character and equipment to provide all pupils the opportunity of appropriate education, including differing models of mainstream and specialist provision and encompassing English-medium and Welsh-medium demand.	AHE Resources & Planning	12	3	Service Risk
<b>Sustainable Communities for Schools Band B Programme</b>	Failure to drawdown funding to support Sustainable Communities for Schools Band B Programme	AHE Resources & Planning	12	4	Service Risk



# Education Services Service Plan 2022-24

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Deputy Leader and Cabinet Member for Education and Early Years	Deb Davies
Chief Executive	Beverly Owen
Head of Service	Sarah Morgan

# Introduction

Newport City Council's Corporate Plan 2022-27 has four Well-being Objectives to support its mission to deliver an *Ambitious, Fairer, Greener Newport for Everyone* and contribute towards Wales' Well-being Goals set in the Well-being of Future Generations Act. To support the delivery of these objectives and strategic priorities, each service area has developed their service plan. The Education Service Plan 2022-24 outlines its own priorities and how the service will contribute towards the Corporate Plan and deliver continuous improvement.

Education Services is part of the Council's Chief Executive Directorate and is responsible for supporting nine secondary schools; 43 primary schools; and a nursery school. In addition, there is a pupil referral unit and two special schools. The number of establishments within the school estate will therefore remain, as it is now, at 57. Newport is one of five local authorities in the EAS regional consortium for school improvement. The service consists of 12 teams that provide the following support:

- Education Planning & Development
- Early Years
- Education Welfare
- Gwent Education Minority-Ethnic Support (GEMS)
- Gwent Music
- Healthy Schools
- Additional Learning Needs
- Inclusion Advisory Service
- School Admissions
- Pupil Referral Unit
- Youth Engagement and Progression
- Regional Schools Liaison Officer for Service Children

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## Education Service Objectives

To support the delivery of the Corporate Plan, meet our statutory duties and improve the services we deliver, we will be delivering 5 objectives:

- Objective 1** - School Improvement – To improve standards, and progress, for all pupils, in learning & skills through high quality teaching and learning experiences and leadership in all schools.
- Objective 2** - Learning and Engagement – To co-ordinate, support and provide a range of services to ensure equity of opportunity and high-quality provision, to prevent the disengagement of vulnerable pupils
- Objective 3** - Inclusion & Wellbeing To promote the inclusion and well-being of all pupils with a particular focus on supporting those pupils from vulnerable groups and those with ALN to make good progress in learning.
- Objective 4** - Resources and Planning – To deliver high quality educational facilities and support functions to enable pupils to achieve their potential and support their communities and to expand Welsh medium education provision.
- Objective 5** - Leadership and Management – To further develop a motivated, capable, and engaged workforce and to ensure the effective use of resources by schools.

# Transformation Plan / Service Area Projects

Programme / Project Title	Project Overview	Well-being Objective(s) supported	Programme / Project Manager (Service Manager)	Anticipated Completion Date (Quarter / Year)
<b>Sustainable Communities for Learning Programme - Ysgol Gyfun Gwent Is Coed</b>	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	Assistant Head of Education - Resources	Quarter 4 2022/23
<b>Sustainable Communities for Learning Programme - Bassaleg School</b>	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	Assistant Head of Education - Resources	Quarter 2 2023/24
<b>Sustainable Communities for Learning Programme - Caerleon Comprehensive School</b>	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	Assistant Head of Education - Resources	Quarter 4 2024/25
<b>Sustainable Communities for Learning Programme - New School at Whiteheads</b>	This project will support the sufficiency of school places through the creation of a new 3-form entry school to which the oversubscribed Pillgwenlly Primary will relocate.	Well-being Objective 1	Assistant Head of Education - Resources	Quarter 2 2024/25
<b>Sustainable Communities for Learning Programme – St Andrews Primary School</b>	This project will provide replacement accommodation for this school following the closure of the previous junior building on health and safety grounds.	Well-being Objective 1	Assistant Head of Education - Resources	Quarter 2 2024/25
<b>New Welsh-medium Primary School</b>	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	Assistant Head of Education - Resources	Quarter 2 2024/25
<b>Delivery of Education - Millbrook Primary School</b>	To ensure interim continuity of education for pupils on roll at Millbrook Primary School before provision can resume at the main site.	Well-being Objective 1	Assistant Head of Education – Resources	Quarter 3 2022/23
<b>Education Service Rapid Review Programme</b>	To establish a programme of 'Rapid Service Area Reviews' to evaluate the quality-of-service delivery, share good practice and to develop a learning culture across all service areas.	Well-being Objective 1	Deputy Chief Education Officer	Quarter 4 2023/24



## **Workforce Development**

To support workforce development across the Education Services, the following actions have been identified as priority between 2022-24.

<b>Action</b>	<b>Outcome(s) of Action Delivery</b>	<b>Responsible Officer (Service Manager)</b>	<b>Action Start Date</b>	<b>Anticipated Completion Date</b>
Upskill current employees and focus on recruitment and Welsh being an essential criterion.	More Welsh-medium education provision requiring more Welsh speakers working within central education services	Deputy Chief Education Officer	1 <sup>st</sup> October 2022	31 <sup>st</sup> March 2024
Introduction of 'Rapid Reviews' of service areas with a focus on developing the leadership and management skills of employees.	Improved leadership skills of all leaders, across the service, which are required for peer support and challenge, and to ensure additional quality assurance and improvement systems are in place.	Deputy Chief Education Officer	1 <sup>st</sup> October 2022	31 <sup>st</sup> March 2024
Introduce and action the outcomes of the OECD Learning Organisation Survey with all Education Service Employees.	All employees in the service develop the skills and capacity to adapt routinely to new environments and circumstances to improve learning and performance outcomes.	Deputy Chief Education Officer	1 <sup>st</sup> September 2022	31 <sup>st</sup> July 2023

# Service Area Objectives and Action Plan 2022-24

Objective 1		<b>School Improvement – To improve standards, and progress, for all pupils, in learning &amp; skills through high quality teaching and learning experiences and leadership in all schools.</b>				
Objective Outcome(s)		<ul style="list-style-type: none"> <li>To inspire all those working in schools to engage, motivate all learners to develop as resilient lifelong learners through a range of knowledge, skills &amp; experiences.</li> <li>To promote a culture of mutual support and trust where we work in partnership to enable all to thrive in a transforming city. Inspirational teachers for aspirational learners.</li> </ul>				
Corporate Strategy and/or Strategic Plan supported (If Applicable)		<b>Corporate Plan 2022-27</b> <b>Digital Strategy</b> <b>Welsh In Education Strategic Plan</b> <b>Estyn Inspection Recommendation 1</b> <b>Strategic Equality Plan</b>				
Well-being Objective Supported (If Applicable)		<b>Well-being Objective 1</b> – Newport is a thriving and growing city that offers excellent education and aspires to provide opportunities for all.				
Well-being Strategic Priorities Supported		<b>WBO 1 / Strategic Priority 5</b> - Develop education facilities that support future generations to achieve their potential and positively contribute to their communities. <b>WBO 1 / Strategic Priority 6</b> - Work towards eliminating education inequality faced by young learners that are from disadvantaged, Black, Asian, and Minority Ethnic backgrounds, low-income households, and/or have additional learning needs. <b>WBO 1 / Strategic Priority 7</b> - Increase the number of Welsh speakers in Newport by improving access to Welsh education, supporting businesses, and promoting the Welsh language.				
Objective Owner(s)		<b>Strategic Equality Plan</b> <b>Digital Strategy</b> <b>Welsh in Education Strategic Plan (WESP)</b> <b>Deputy Chief Education Officer</b>				
Reference	Action	Action Outcome(s)	Strategic Priority / Self-Assessment / Continuous Improvement	Action Owner (Service or Team Manager)	Start Date	Anticipated Completion Date
1	(Estyn Rec 1) Monitor, evaluate and review the implementation of the EAS (Education Achievement Service) Business Plan 2022-24 and the Newport priorities detailed within the plan; to ensure the service provides value for money.	<p>Schools are effectively supported by the EAS to accurately evaluate their performance, identify priorities for improvement and plan for these in their SDPs.</p> <p>Standards and learner progress in learning and skills improve over time.</p>	WBO 1 / Strategic Priority 5 WBO 1 / Strategic Priority 6	Deputy Chief Education Officer	1 <sup>st</sup> April 2022	31 <sup>st</sup> March 2023
2	Work in partnership with the EAS and schools to implement the Framework for Evaluation, Improvement and Accountability, as a key	Schools are supported by the LA, EAS through a clear framework of evaluation, improvement, and accountability to embed effective improvement arrangements, whilst	Continuous Improvement	Deputy Chief Education Officer	1 <sup>st</sup> September 2022	31 <sup>st</sup> July 2024

	contributor to the self-improving system.	implementing the new curriculum and associated reforms.				
3	To refine systems and processes to ensure the LA effectively hold the EAS to account for the impact of the support it provides to schools and settings. With a focus on making effective use of regional and local data and intelligence to monitor the effectiveness support for curriculum implementation.	There are clearly defined roles and responsibilities between the LA and EAS, which is supported by an effective school improvement infrastructure, which reduces variation in the quality of teaching and learning to support delivery of the new curriculum in schools.	Continuous Improvement	Deputy Chief Education Officer	1 <sup>st</sup> September 2022	31 <sup>st</sup> July 2024
4	In partnership with the EAS provide support and advice to governing bodies so they have the knowledge and skills to be democratically accountable for strategic leadership, effective governance and for driving school improvement.	All Governing bodies demonstrate that they are democratically accountable for the strategic leadership of their schools and set the strategic framework to achieve their aims and objectives. Which leads to sustained and continued school improvement.	WBO 1 / Strategic Priority Strategy 5 WBO 1 / Strategic Priority 6	Deputy Chief Education Officer	1 <sup>st</sup> September 2022	31 <sup>st</sup> July 2024
5	In partnership with the EAS explore opportunities for governing bodies to function multi-lingually / bilingually for Welsh medium schools; including provision of information and in community languages.	All Governing bodies across the city are fully inclusive and include governors that reflect the ethnic and linguistic character of the school community.	WBO 1 / Strategic Priority 7	Deputy Chief Education Officer	1 <sup>st</sup> September 2022	31 <sup>st</sup> December 2023

<b>Objective 2</b>		<b>Learning and Engagement – To co-ordinate, support and provide a range of services to ensure equity of opportunity and high-quality provision, to prevent the disengagement of vulnerable pupils</b>				
<b>Objective Outcome(s)</b>		<ul style="list-style-type: none"> <li>To work in partnership, to nurture &amp; support all learners, Families, and the wider community to ensure equality of opportunity and enable them to become confident, ambitious &amp; capable individuals.</li> <li>To promote a culture of mutual support and trust where we work in partnership to enable all to thrive in a transforming city.</li> </ul>				
<b>Corporate Strategy and/or Strategic Plan supported (If Applicable)</b>		Corporate Plan 2022-27 Strategic Equality Plan Digital Strategy Safer Newport <b>Estyn Recommendation 2:</b> Establish a coherent strategy across all relevant services to improve the outcomes of pupils eligible for free school meals <b>Estyn Recommendation 4:</b> Strengthen opportunities at a local authority level for children and young people to influence decisions that affect them				
<b>Well-being Objective Supported (If Applicable)</b>		<b>Well-being Objective 1</b> - Newport is a thriving and growing city that offers excellent education and aspires to provide opportunities for all. <b>Well-being Objective 3</b> - Newport is a supportive city where communities and care are at the heart of what we do. <b>Well-being Objective 4</b> - Newport City Council is an inclusive organisation that places social value, fairness and sustainability at its core.				
<b>Well-being Objective Supported (If Applicable)</b>		<b>WBO 1 / Strategic Priority 5</b> - Develop education facilities that support future generations to achieve their potential and positively contribute to their communities <b>WBO 1 / Strategic Priority 6</b> - Work towards eliminating education inequality faced by young learners that are from disadvantaged, Black, Asian, and Minority Ethnic backgrounds, low-income households, and/or have additional learning needs. <b>WBO 3 / Strategic Priority 4</b> - Strengthening our investment in early intervention and prevention with a range of youth, play and community-based activities supporting families and individuals to live positive and healthy lives. <b>WBO 3 / Strategic Priority 6:</b> Newport will be a City of Sanctuary which supports Asylum Seekers, refugees, and our global community to settle and become part of the community. <b>WBO 4 / Strategic Priority 5</b> - Promote and improve ways in which residents and businesses can interact with Council's democratic process and decision making				
<b>Well-being Objective Supported (If Applicable)</b>		<b>WBO 1 / Strategic Priority 5</b> - Develop education facilities that support future generations to achieve their potential and positively contribute to their communities <b>WBO 1 / Strategic Priority 6</b> - Work towards eliminating education inequality faced by young learners that are from disadvantaged, Black, Asian, and Minority Ethnic backgrounds, low-income households, and/or have additional learning needs. <b>WBO 3 / Strategic Priority 4</b> - Strengthening our investment in early intervention and prevention with a range of youth, play and community-based activities supporting families and individuals to live positive and healthy lives. <b>WBO 3 / Strategic Priority 6:</b> Newport will be a City of Sanctuary which supports Asylum Seekers, refugees, and our global community to settle and become part of the community. <b>WBO 4 / Strategic Priority 5</b> - Promote and improve ways in which residents and businesses can interact with Council's democratic process and decision making				
<b>Objective Owner(s)</b>		<b>AHE: Engagement &amp; Learning</b>				
Reference	Action	Action Outcome(s)	Strategic Priority / Self-Assessment / Continuous Improvement	Action Owner (Service or Team Manager)	Start Date	Anticipated Completion Date
1	<b>(Estyn Rec 2)</b> Establish a coherent anti-poverty strategy across all service; building on the successes and learning of thee Learn Well Plan.	The performance and wellbeing gap between key vulnerable groups of learners (BAME, Children Looked After (CLA), Free School Meals (FSM), Additional Learning Needs (ALN) and other learners is decreased.	WBO 1 / Strategic Priority 6 WBO 3 / Strategic Priority 4	AHE Engagement & Learning	1 <sup>st</sup> September 2022	31 <sup>st</sup> March 2024
2	Pilot a tiered approach to supporting Children Looked After learners, through	Personalised provision is in place for all CLA learners across most	WBO 1 / Strategic Priority 6 WBO 3 / Strategic Priority 4	AHE: Engagement & Learning	1 <sup>st</sup> September 2022	31 <sup>st</sup> December 2023

	effective cluster and partnership working with Children's Services and partners.	clusters, which supports good learner progress and well-being.  There is a reduction in the number of CLA learners transitioning into the Pupil Referral Unit (PRU) in Key Stage 4 (KS4).				
3	<b>(Estyn Rec 1)</b> Further develop the range of curriculum and support opportunities for pre-16 children who are looked after.	100% of pre-16 CLA pupils have access to an appropriate curriculum and support	WBO 1 / Strategic Priority 6 WBO 3 / Strategic Priority 4	AHE: Engagement & Learning	1 <sup>st</sup> April 2022	31 <sup>st</sup> July 2024
4	Work in partnership with schools to reduce rates of persistent absenteeism including addressing long-term absences arising because of Covid-19.	Reduction in primary and secondary school rates of persistent absence.  Increase in the rates of overall attendance in all sectors	Continuous Improvement	AHE: Engagement & Learning	1 <sup>st</sup> April 2022	31 <sup>st</sup> July 2024
5	Implement an updated range of approaches to engage and support families who electively home educate their children in line with Welsh Government Guidance.	An accurate overview is in place of the numbers of children who are electively home educated in Newport.  All known EHE (Electively Home Educated) learners are offered support to access to an appropriate education	Continuous Improvement	AHE: Engagement & Learning	1 <sup>st</sup> April 2022	31 <sup>st</sup> July 2023
6	Ensure that young people who arrive in Newport as refugees, asylum seekers, UASCs or through the National Transfer Scheme are supported to maximise their time in education.	The performance and attendance gap between key vulnerable groups of learners and other learners is decreased.	WBO 1 / Strategic Priority 6 WBO 3 / Strategic Priority 6	AHE: Engagement & Learning	1 <sup>st</sup> April 2022	31 <sup>st</sup> August 2024
7	Embed the work of the Local Authority ICT Strategic Group to implement the Welsh Government Hwb EdTech programme, increase schools' use of Hwb 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 (Local Authority) preferred provider.	WBO 1 / Strategic Priority 5 Continuous Improvement Digital Strategy	AHE: Engagement & Learning	1 <sup>st</sup> April 2022	31 <sup>st</sup> July 2023
8	Embed the work of the newly formed Post-16 Governance Group to ensure provision is	Collaborative arrangements in all schools deliver a cost-effective provision.	WBO 1 / Strategic Priority 6	AHE: Engagement & Learning	1 <sup>st</sup> April 2022	31 <sup>st</sup> July 2024

	meeting the needs of all learners and provides good value for money	Improvement in ALPS quality indicator for individual schools.				
9	Support schools to ensure that learner pathways, aligned to curriculum for Wales, provide an appropriate choice for all learners both pre and post 16.	The performance gap between key vulnerable groups of learners and other learners is decreased at both pre and post 16.	Continuous Improvement	AHE: Engagement & Learning	1 <sup>st</sup> April 2022	31 <sup>st</sup> July 2024
10	<b>(Estyn Rec 4)</b> Work with the Youth Council to improve links with learner participation groups across Newport and establish a mechanism to allow young people to shape the policies that affect them.	Effective communication is in place between the Youth Council and secondary school councils.	WBO 1 / Strategic Priority 5	AHE: Engagement & Learning	1 <sup>st</sup> April 2022	31 <sup>st</sup> July 2023
11	Ensure that Gwent Music is ready to implement the new National Plan for Music and has the skills and capacity to support schools to deliver the new Curriculum for Wales	Increase in number of schools engaging in class and whole school curriculum and creative projects Increase in number of young people participating in music provision	Continuous Improvement	AHE: Engagement & Learning	1 <sup>st</sup> April 2022	31 <sup>st</sup> July 2024

<b>Objective 3</b>		<b>Inclusion &amp; Wellbeing To promote the inclusion and well-being of all pupils with a particular focus on supporting those pupils from vulnerable groups and those with ALN to make good progress in learning.</b>				
<b>Objective Outcome(s)</b>		<ul style="list-style-type: none"> <li>To inspire all those working in schools to engage motivate all learners to develop as resilient lifelong learners through a range of knowledge, skills &amp; experiences.</li> <li>To work in partnership, to nurture &amp; support all learners, Families and the wider community to ensure equality of opportunity and enable them to become confident, ambitious &amp; capable individuals.</li> <li>To promote a culture of mutual support and trust we will work in partnership to enable all to thrive in a transforming city. Inspirational teachers for aspirational learners.</li> </ul>				
<b>Corporate Strategy and/or Strategic Plan supported (If Applicable)</b>		<b>Corporate Plan 2022-27</b> <b>Strategic Equality Plan</b> <b>Welsh in Education Strategic Plan (WESP)</b> <b>Estyn Recommendation 4:</b> Strengthen Opportunities at a local authority level for children and young people to influence decisions that affect them. <ul style="list-style-type: none"> <li><b>Delivery of the Corporate Plan Well-being Objective: 1 and Strategic Priority: 6</b></li> <li><b>Delivery of a Corporate Strategy and/or strategic plans - Strategic Equality Plan</b></li> </ul>				
<b>Well-being Objective Supported (If Applicable)</b>		<b>Well-being Objective 1</b> - Newport is a thriving and growing city that offers excellent education and aspires to provide opportunities for all. <b>Well-being Objective 3</b> - Newport is a supportive city where communities and care are at the heart of what we do.				
<b>Well-being Strategic Priorities Supported</b>		<b>WBO 1 / Strategic Priority 6</b> - Work towards eliminating education inequality faced by young learners that are from disadvantaged, Black, Asian, and Minority Ethnic backgrounds, low-income households, and/or have additional learning needs. <b>WBO 3 / Strategic Priority 4</b> - Strengthening our investment in early intervention and prevention with a range of youth, play and community-based activities supporting families and individuals to live positive and healthy lives.				
<b>Objective Owner(s)</b>		<b>AHE: Inclusion</b>				
<b>Reference</b>	<b>Action</b>	<b>Action Outcome(s)</b>	<b>Strategic Priority / Self-Assessment / Continuous Improvement</b>	<b>Action Owner (Service or Team Manager)</b>	<b>Start Date</b>	<b>Anticipated Completion Date</b>
1	<b>(Estyn Rec 4)</b> Develop and implement a Vision for Inclusion for the next 5 years, involving schools, learners, and partners.	The LA has a cohesive Inclusion vision developed with key stakeholders.	WBO 1 / Strategic Priority 6 WBO 3 / Strategic Priority 4	AHE: Inclusion & Wellbeing	1 <sup>st</sup> September 2022	31 <sup>st</sup> March 2024
2	To develop an effective feedback system for learners, parents and carers to support effective dispute resolution	The LA has effective feedback processes including dispute resolution systems are in place. Parents, carers and learners with ALN are satisfied with Inclusion services.	Continuous Improvement	AHE: Inclusion & Wellbeing	1 <sup>st</sup> November 2022	31 <sup>st</sup> March 2024
3	Ensure there are appropriate evaluation and accountability mechanisms in place to address bullying.	The LA fulfils its duty in respect of anti-bullying legislations  LA evaluation and accountability mechanisms are used effective in reducing incidents of bullying across all Newport Schools.	WBO 1 / Strategic Priority 6	AHE: Inclusion & Wellbeing	1 <sup>st</sup> September 2022	31 <sup>st</sup> March 2024

4	Monitor the number and reasons for exclusions on a weekly, monthly, and termly basis; and provide support to schools to ensure Covid-19 response does not negatively influence the number of exclusions.	Exclusion rates continue to be reduced across the city and are in line with or better than the national average.	WBO 1 / Strategic Priority 6	AHE: Inclusion & Wellbeing	1 <sup>st</sup> April 2022	31 <sup>st</sup> March 2024
5	Implement the Additional Learning Needs (ALN) and Educational Tribunal Act 2018, with a particular focus on professional learning for the wider Education and Social Services teams.	All ALN pupils are appropriately supported through evidenced based interventions that are monitored to ensure positive pupil outcomes.	WBO 1 / Strategic Priority 6 WBO 3 / Strategic Priority 4	AHE: Inclusion & Wellbeing	1 <sup>st</sup> April 2022	31 <sup>st</sup> August 2024
6	Develop a Post – 16 Transition Plan to support ALN learner at all points of transition up to the age of 25.	All ALN learners are supported to secure an appropriate Post 16 placement; that meets their learning needs, up to the age of 25.	WBO 1 / Strategic Priority 6	AHE: Inclusion & Wellbeing	1 <sup>st</sup> September 2022	31 <sup>st</sup> March 2024
7	Extend specialist provision including Welsh medium within the city to accommodate needs identified through data trend analysis, 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 dependence Out of County Placements.	WBO 1 / Strategic Priority 6 WBO 3 / Strategic Priority 4	AHE: Inclusion & Wellbeing	1 <sup>st</sup> April 2022	31 <sup>st</sup> March 2024



<b>Objective 4</b>		<b>Resources and Planning – To deliver high quality educational facilities and support functions to enable pupils to achieve their potential and support their communities and to expand Welsh medium education provision.</b>				
<b>Objective Outcome(s)</b>		<ul style="list-style-type: none"> <li>To commit to taking a creative, innovative and informed approach to using resources effectively and provide the best quality education for all our learners.</li> </ul>				
<b>Corporate Strategy and/or Strategic Plan supported (If Applicable)</b>		<b>Corporate Plan 2022-27</b> <b>Welsh in Education Strategic Plan (WESP)</b> <b>Sustainable Communities for Learning Programme</b> <b>Estyn Recommendation 5: Deliver the strategic plans to develop Welsh-medium education further</b> <b>Climate Change Plan 2022-27</b>				
<b>Well-being Objective Supported (If Applicable)</b>		<b>Well-being Objective 1</b> – Newport is a thriving and growing city that offers excellent education and aspires to provide opportunities for all. <b>Well-being Objective 2</b> – A city that seeks to protect and enhance our environment whilst reducing our carbon footprint and preparing for a sustainable and digital future.				
<b>Well-being Strategic Priorities Supported</b>		<b>WBO 1 / Strategic Priority 5</b> - Develop education facilities that support future generations to achieve their potential and positively contribute to their communities. <b>WBO 1 / Strategic Priority 6</b> - Work towards eliminating education inequality faced by young learners that are from disadvantaged, Black, Asian, and Minority Ethnic backgrounds, low-income households, and/or have additional learning needs. <b>WBO 1 / Strategic Priority 7</b> - Increase the number of Welsh speakers in Newport by improving access to Welsh education, supporting businesses, and promoting the Welsh language. <b>WBO 2 / Strategic Priority 1</b> - Become a net zero carbon council and city through the delivery of the Council’s Organisational Climate Change Plan and Local Area Energy Plan.				
<b>Objective Owner(s)</b>		<b>AHE: Resources and Planning</b>				
<b>Reference</b>	<b>Action</b>	<b>Action Outcome(s)</b>	<b>Strategic Priority / Self-Assessment / Continuous Improvement</b>	<b>Action Owner (Service or Team Manager)</b>	<b>Start Date</b>	<b>Anticipated Completion Date</b>
1	Complete all works linked to the Education Capital Programmes for 2022/23 and 2023/24 and ensure that any new grant funding allocations are targeted appropriately.	Individual projects will be progressed appropriately, and any additional funding will be used effectively to meet appropriate priorities within agreed funding terms and conditions.	WBO 1 / Strategic Priority 5 WBO 2 / Strategic Priority 1	AHE: Resources & Planning	1 <sup>st</sup> April 2022	31 <sup>st</sup> March 2024
2	Ensure that the individual projects within the Sustainable Communities for Learning Programme progress appropriately and within the overall programme funding envelope	Individual projects will be progressed within the allocated budget and to agreed timescales.	WBO 1 / Strategic Priority 5	AHE: Resources & Planning	1 <sup>st</sup> April 2022	31 <sup>st</sup> March 2024
3	Progress with the Accessibility Strategy for Schools through a phased approach to improve physical environments in schools.	Required access improvements to halls and classrooms for people with mobility or sensory impairments will be identified.	WBO 1 / Strategic Priority 5 WBO 1 / Strategic Priority 6	AHE: Resources & Planning	1 <sup>st</sup> April 2022	31 <sup>st</sup> March 2024

		Funding for priority improvements will be subject to business case approval.				
4	Deliver the 2022/23 Schools Reorganisation Programme.	Additional school places will be provided in both the mainstream and specialist sectors to meet projected demand. Specific projects for 2022/23 will focus on mainstream places in the primary sector and specialist places in the secondary sector.	WBO 1 / Strategic Priority 5	AHE: Resources & Planning	1 <sup>st</sup> September 2022	31 <sup>st</sup> August 2023
5	<b>(Estyn Rec 5)</b> Ensure that the new Welsh in Education Strategic Plan is implemented from September 2022, and that appropriate mechanisms are in place to monitor progress against targets.	The targets within the new WESP (Welsh in Education Strategic Plan) will be used to further support, promote, and develop Welsh-medium education across Newport over the next 10 years.	WBO 1 / Strategic Priority 7	AHE: Resources & Planning	1 <sup>st</sup> September 2022	31 <sup>st</sup> August 2023
6	Make appropriate arrangements to ensure that Welsh Government's policy to provide free school meals to all learners in primary schools is implemented within stipulated timescales.	All primary aged pupils are afforded the opportunity of a daily free school meal in line with current WG timelines.	WBO 1 / Strategic Priority 6	AHE: Resources & Planning	1 <sup>st</sup> April 2022	30 <sup>th</sup> September 2024

<b>Objective 5</b>		<b>Leadership and Management – To further develop a motivated, capable, and engaged workforce and to ensure the effective use of resources by schools.</b>				
<b>Objective Outcome(s)</b>		To consistently demonstrate resilient strategic leadership that is innovative, distributed, and creative at all levels and which inspires others to excel. To demonstrate pride in our city, its people and its heritage through celebrating individual and collective success, as ambassadors of Newport.				
<b>Corporate Strategy and/or Strategic Plan supported (If Applicable)</b>		<b>Corporate Plan 2022-27</b> <b>Welsh in Education Strategic Plan (WESP)</b> <b>Digital Strategy</b> <b>Sustainable Communities for Learning</b> <b>Strategic Equalities</b> <b>Estyn Recommendation 3:</b> Ensure that self-evaluation activities focus on the impact that services have on outcomes and their value for money.				
<b>Well-being Objective Supported (If Applicable)</b>		<b>Not Applicable</b>				
<b>Well-being Strategic Priorities Supported</b>		<b>Not Applicable</b>				
<b>Objective Owner(s)</b>		<b>Head of Service and Deputy Chief Education Officer</b>				
Reference	Action	Action Outcome(s)	Strategic Priority / Self-Assessment / Continuous Improvement	Action Owner (Service or Team Manager)	Start Date	Anticipated Completion Date
1	Revisit service aims and values to consider whether they are currently valid in setting the strategic direction of Education across the City.	Reflection informs consideration of continuation or review of service vision, aims and values.	Continuous Improvement	Deputy Chief Education Officer	1 <sup>st</sup> October 2022	31 <sup>st</sup> March 2023
2	Introduce twice yearly 'Rapid Reviews' of service areas.	Sharing of good practice across the service and teams support a culture of learning.  Improvements in systems, practice, and service delivery through improved peer to peer working and that robust quality assurance systems are in place.	Education Self-Assessment	Deputy Chief Education Officer	1 <sup>st</sup> September 2022	30 <sup>th</sup> April 2023
3	Review systems and processes for service self-evaluation and strategic planning, to include consultation with service users.	Systems and processes for self-evaluation, at all levels, across the service, is accurate, based in evidence, robust and informs strategic planning.  Strategic planning is based on the outcomes of self-evaluation at all levels of the LA at corporate, service and teams.	Education Self-Assessment	Deputy Chief Education Officer	1 <sup>st</sup> September 2022	31 <sup>st</sup> August 2023

4	Use the information from school development plans to inform service and team plans and to evaluate and review the impact and quality of the services we provide to schools.	Strategic planning is based on the outcomes of accurate and robust service and team self-evaluation and is reflective of school's strategic priorities.	Continuous Improvement	Deputy Chief Education Officer	1 <sup>st</sup> September 2022	31 <sup>st</sup> August 2023
5	Use the OECD Organisational Survey as a self-evaluation tool to improve service delivery and outcomes.	Service delivery and outcomes are aligned to a clear and agreed vision and learning plan.	Education Self-Assessment	Deputy Chief Education Officer	1 <sup>st</sup> July 2022	31 <sup>st</sup> July 2023
6	Map and expand participation of all Education Services staff in professional learning, through performance managements and through structured learning opportunities, research, and collaboration.	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.	Continuous Improvement	Deputy Chief Education Officer	1 <sup>st</sup> April 2022	31 <sup>st</sup> March 2023
Page 44 7	Review approved school budgets and investigate future spend plans where projected closing balances are more than £10,000 or 5% of the delegated budget (whichever is the higher).	Schools will be challenged in relation to large surpluses and in turn encouraged to consider revised spending plans in the short, medium, and long term.	Education Self-Assessment	Assistant Head of Education - Resources	1 <sup>st</sup> April 2022	31 <sup>st</sup> March 2024
8	Improve the work of Elected Members and members of statutory committees, through a programme of professional learning and improved engagement with schools.	Elected Members are well informed about key areas of Education Service work	Continuous Improvement	Deputy Chief Education Officer	1 <sup>st</sup> September 2022	31 <sup>st</sup> August 2023

# Performance Measures

Performance Measure Title / Description	Frequency (Quarterly / Half-yearly / Annual)	Performance Measure Owner	Name of Data Provider	Actual 20/21	Actual 21/22	Target 21/22	Target 2022/23
Percentage of Young people NEET Year 11	Annual	AHE Engagement & Learning	Careers Wales Data For Development	1.4%	1.3%	1.8%	<b>1.3%</b>
Percentage of 16 - 18 yr olds not in education, employ or training (IP5) (A)	Annual	AHE Engagement & Learning	Careers Wales Data For Development	2.6%	2.6%	1.7%	<b>2.0%</b>
Percentage of Young people recorded as unknown following compulsory education	Annual	AHE Engagement & Learning	Careers Wales Data For Development	1.13%	1.09%	2.6%	<b>1.1%</b>
Percentage of Young people NEET 13 (IP5) (A)	Annual	AHE Engagement & Learning	Careers Wales Data For Development	2.1%	1.1%	0.5%	<b>1.1%</b>
<b>(New)</b> Percentage of schools inspected that are in an Estyn statutory category.	Annual	DCEO	Estyn	Not Available	Not Available	Not Available	<b>5%</b>
<b>(New)</b> Number of Permanent exclusions per 1,000 pupils	Annual	AHE Inclusion & Well-being	Newport Intelligence Hub	0.30	0.55	Not Available	<b>0.58</b>

# Service Area Risk Register

Risk Title	Risk Description	Risk Owner	Inherent Risk Score	Target Risk Score	Corporate / Service Risk
<b>Schools Finance / Cost Pressures</b>	In year cost pressures of schools are not met resulting in increased deficit budgets	AHE Resources & Planning	20	5	Corporate Risk
<b>Demand for ALN and SEN Support</b>	Funding to cover Additional Learning Needs (ALN) and Special Education Needs (SEN) provision across the city is insufficient and does not meet the demand for increasing need.	AHE Inclusion & Well-being	20	6	Corporate Risk
<b>Educational Out of County Placements</b>	Limited access to Newport City Council (NCC) provision for pupils who require complex and specialist placements which results on a reliance on Out of County (OOC) placements both day and residential.	AHE Inclusion & Well-being	20	4	Corporate Risk
<b>NCC Property Estate (Lead by People, Policy and Transformation)</b>	For Information only - NCC has a significant property estate covering over 170 operational buildings (circa) such as the Civic Centre, Telford Depot, and its school estate etc. The Council has to ensure the estate is maintained to required standards to enable access, safety, security and in the long term sustainable for staff and residents to use.	Property Manager (People, Policy and Transformation)	16	12	Corporate Risk
<b>Provision and planning of school places across all sectors</b>	The provision and sufficiency of school places across the City continues to pose short and longer term risks to the Council. Schools are regarded as sufficient if they are sufficient in number, character and equipment to provide all pupils the opportunity of appropriate education, including differing models of mainstream and specialist provision and encompassing English-medium and Welsh-medium demand.	AHE Resources & Planning	12	3	Service Risk
<b>Sustainable Communities for Schools Band B Programme</b>	Failure to drawdown funding to support Sustainable Communities for Schools Band B Programme	AHE Resources & Planning	12	4	Service Risk