

2016-17 BUSINESS PLAN

Raise Standards/Quality of Education

Level 2

Team Title:	Education & Youth Portfolio
Team Members:	Flintshire LA Officers GwE SLT and Challenge Advisors Flintshire County Council Elected Members
Service provision:	School Improvement

VISION

To be a world class education system with every learner able to access consistently high quality teaching and learning opportunities and where all schools are led by excellent leaders.

PURPOSE

To provide a modern, high quality and well performing education system which enables Flintshire pupils to achieve their potential and develop lifelong learning skills that supports them throughout their educational journey and beyond into the wider world.

DESIRED COURSE OF ACTION BY GwE ON OUR BEHALF

To ensure that the performance of Flintshire schools places the LA in line with its expected position in relation to the percentage of pupils entitled to free school meals (6th) by:

- Delivering the GwE Challenge and Support Programme and the GwE Leadership Development Programme consistently and effectively across all of our schools;
- Ensuring that all schools have effective self-evaluation processes which accurately evaluate performance and correctly identify priorities for improvement.
- Ensuring that all schools have effective improvement planning processes which secure improved outcomes for learners and make appropriate use of funding streams eg EIG, PDG, EYPDG;

- Providing a consistent regional mechanism for collating school performance targets and monitoring progress against agreed targets;
- Supporting and challenging schools to set aspirational targets and to track pupil progress continuously, to ensure the gap between targeted performance and final outcomes is minimal;
- Ensuring that the lines of accountability for standards and performance at school level are clear, and targeting professional development programmes for middle and senior leaders in order to develop their expertise;
- Ensuring that Flintshire secondary schools are well supported and suitably prepared for the new examination specifications and performance measures;
- Ensuring Flintshire primary schools are well supported and suitably prepared for the raised expectations in Foundation Phase for outcomes in Language, Literacy and Communication and Mathematical Development by 2018;
- Ensuring all our schools are supported effectively to implement the Digital Competency Framework;
- Identifying schools who are at risk of dropping below the required standard at an early stage, working collaboratively with the LA to provide appropriate challenge and suitable intervention and reduce the numbers of schools placed in Estyn follow up categories;
- Targeting those departments/classes whose overall performance is below par or where performance is in the 'comfort zone';
- Supporting schools where performance is already good and can be challenged to move to excellent, resulting in higher number of schools in the Standards Group 1/Capacity to Improve 'A' and 'green' support category, more pupils achieving the 'higher than expected' levels and a higher number of pupils achieving A*-A grades at GCSE and A Level;
- Supporting schools to ensure appropriate provision for their vulnerable learners to raise outcomes for those entitled to FSM, who are LAC, EAL and those with Additional Learning Needs;
- Ensuring that Challenge Advisers liaise regularly and effectively with improvement officers retained by the Local Authority to ensure a co-ordinated approach to school support e.g. Foundation Phase, Welsh Advisory Team and Governance;
- Providing accurate pre-inspection reports for Estyn on behalf of the LA and assisting with the creation of effective school post-inspection action plans to secure ongoing improvement;
- Continuing to ensure that teacher assessment is more robust, and in particular that it is consistent throughout the region and Wales.
- Identifying future leaders and providing appropriate professional development to underpin their effectiveness in their current roles and also support future career progression.
- Identifying excellence and effective practice in the fields of leadership, pedagogy and governance and share them across the region;

To support Flintshire County Council in strengthening its own accountability procedures in relation to school improvement and individual school performance by:

- Regularly and effectively communicating with the Chief Officer for Education

& Youth and Senior Manager for School Improvement regarding developments/concerns in Flintshire schools;

- Providing accurate and timely data on performance at individual pupil, school and LA level;
- Preparing a detailed action plan with the Senior Manager for School Improvement (Level 3 Business Plan) to ensure the effective use of GwE Challenge Advisers and additional resources within Flintshire schools;
- Contributing to the preparation of an annual report on learner outcomes to the Education & Youth Overview and Scrutiny Committee;
- Preparing an annual report to the Scrutiny Committee on the work of the regional service over the year;
- Ensuring that Challenge Advisers attend meetings of the LA's School Performance Monitoring Group to provide an updated overview of an individual school's performance and the actions being undertaken to ensure improvement;
- Representing GwE on Accelerated Improvement Boards in individual schools where this is an agreed strategy.
- Providing early notification to the Local Authority where there are significant concerns that a school is not responding appropriately to intervention and support and the use of statutory powers may be required.

ACHIEVEMENTS IN 2015-16

- Steady trend of improvement in Foundation Phase since 2014. Improving performance in Language, Literacy & Communication and Mathematical Development in the higher than expected levels.
- Steady trend of improvement in performance at KS2. CSI, English and Maths meeting or exceeding the expected benchmarked position of 6th in Wales. At higher than expected levels, (L5) all core subjects matching the expected benchmarked position of 6th in Wales.
- Steady trend of improved performance at KS3. Ranked position in core subjects at the expected level (except Science) match 6th in Wales or are better. At Level 6+, Flintshire ranks 4th in Cymraeg and 6th in Maths across the Welsh authorities.
- CSI gender comparisons at F/Phase, KS2 and KS3 show a closing of the gender gap between girls and boys.
- KS2 performance at CSI shows a significant closing of the gap in the performance of e-FSM and n-FSM pupils. There are also positive improvements at F/Phase and KS3 on this indicator.
- Improved performance from 2015 at L2+ indicator of 0.7% to 61.3%.
- An increase in the number of schools achieving Standards Category 1 and a reduction in the number of schools achieving Standards Category 3.
- Level of NEET has been the best in Wales for the last two years at 1.3%.
- Lowest levels of unauthorised absence in Wales for primary and secondary in 2014-15.
- Public perception of education in Flintshire is the second highest in Wales.

MEASUREMENTS REQUIRING IMPROVEMENT	OUR GOAL BY SUMMER 2017
KPIs in pupil outcomes across all key stages eg FPI/CSI/L2+	Performance places the LA at the expected position of 6th across the KPIs
Outcomes of more able pupils across all key stages eg higher than expected levels in FP/KS2/KS3.	Improved percentage of pupils achieving higher than expected indicators (see target sheets)
Outcomes at A*-A at GCSE and A Level	Improved percentage of pupils achieving A*-A 18% for GSCSE 20% for A Level
Gap between e-FSM and n-FSM pupils across all key stages but particularly at FP and KS4	Gap between e-fsm and n-fsm is reduced across all keys stages and is better than GwE average. No secondary school in Flintshire below 32% threshold for FSM at L2+
Gap between targeted/projected performance and final outcomes at KS4 across all secondary schools	Variance reduced to within 2% in all schools
Performance in LCW O6/ Cymraeg L4 and L5 at KS2 and L6+ at KS3 (Welsh medium schools)	Improvement in performance in these indicators (see target sheets)
Number of schools being monitored by the LA's School Performance Monitoring Group	Target to remove 5 schools
Number of schools being placed in Estyn follow up categories	80% or better – no follow up
Improve attendance in primary and secondary schools	Performance places LA at 6th or better

2016-17 ACTION PLAN – Raise Standards/ Quality Of Education

Level 2

P = Regional Priorities, agreed by GwE’s Management Board and Joint Committee;

R = Recommendations following Estyn’s inspection of GwE in April 2016;

F = priorities from Flintshire’s Education Improvement Plan 2016-2017

2016-17 Action Plan								
Reference	Priorities	Action Plan	Performance Target/Output	Designated Officers	Target Date	Funding Source	Termly Monitoring	
1	P1	To raise standards at all key stages in line with the expected benchmark position based on Flintshire’s FSM (6 th is expected level).	Foundation Phase (FP)					
	P2		Target underperforming schools where FP outcomes are below projections and/or below the median.	Improved consistency between projections and reported performance	LA Senior Manager – School Improvement	Target schools identified by end Sept 16	GwE and LA Core Budget	LA/GwE Meetings
	R1		Ensure effective use of pupil tracking systems from on-entry profile to end of phase assessment in FP in targeted schools.	Accuracy in teacher assessment and an effective tool for early identification of pupils in need of intervention	LA Foundation Phase Training & Support Officer (FPTSO)	Target schools supported over the year	Foundation Phase element of the EIG	School target setting and projections FPP on-entry data
	F1		In partnership with GwE, develop a leadership programme for FP leaders in those targeted schools.	Targeted schools fully engage with the development programme for FP leaders	Regional Senior Challenge Adviser for FP & LA lead officers for FP	Programme developed by Nov 2016 Training delivered Autum 16 & Spring 17	EYPDG/PDG allocations to schools	Attendance at GwE Development programme and LA training events
		Develop a joint approach to delivery of training/support and moderation across the Flintshire/Wrexham Hub for FP for all schools.	Consistency of core training achieved – impact on schools measured by performance indicators improving		Moderation Spring 17		Evaluations of training events Visit Notes of	

		<p>Ensure all Headteachers and staff in FP classes are clear about the increased expectations for Language, Literacy & Communication and Mathematical Development in 2018 and are planning for and delivering effective learning opportunities to ensure these higher levels are attained.</p> <p>Ensure accountability systems within schools are strengthened, particularly through greater involvement of FP leaders/ managers as part of a school's SMT and targets in performance management.</p> <p>Ensure Governors are well informed and understand their schools' current performance in FP, the use of specific funding streams and that they are supported to hold school to account for their FP outcomes.</p> <p>Ensure effective use of FP data at school and LA level to target underperformance, ensure appropriate intervention and raise FP outcomes overall to achieve 2017 targets.</p> <p>Target support for schools pre and post inspection.</p>	<p>Improved Flintshire FP outcomes will place the LA 6th in Wales</p> <p>Increased % of pupils attaining the FPOI and FPOI+1 by improving targeted schools' performance</p> <p>More FP Mangers/Leaders involved in SMTs in schools</p> <p>More PM targets related to FP for key staff which result in improved outcomes</p> <p>Improvement priorities related to FP are included in the school's overall improvement plan and EIG/EYPDG/PDG funding is clearly targeted at improving performance for FP pupils.</p> <p>Increased number of schools in the green/yellow categories.</p> <p>No school has a specific recommendation in relation to FP delivery in an Estyn report.</p>	<p>Headteachers</p> <p>FP Managers/Leaders</p> <p>Governors</p>			<p>FPTSO on targeted schools</p> <p>Challenge Adviser Visit Reports</p> <p>GB minutes</p> <p>School Categorisation Reports & Data</p> <p>Estyn reports</p>
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		<p>Key Stage 2 Target underperforming schools where KS2 outcomes at expected and expected +1 are below projections and/or below the median and provide appropriate targeted subject support eg English/Maths/ Science to:</p> <ul style="list-style-type: none"> • Raise expectations • Improve quality of tasks set • Improve quality of feedback • Improve quality of pupils' work • Improve on-going teacher assessment • Share best practice across the school and other schools <p>Ensure effective use of pupil tracking systems to target appropriate interventions for pupils at risk of not achieving national benchmarks, particularly the 'read across' to secure the Core Subject Indicator (CSI).</p> <p>Ensure accountability systems within schools are strengthened through subject action plans and individual PM targets and KS2 leaders are</p>	<p>Improved consistency between projections and reported performance</p> <p>Targeted schools fully engage with GwE's support programme</p> <p>Flintshire's KS2 outcomes in 2017 will maintain (or improve) its ranked position at 6th (or better) in Wales</p> <p>Increased % of pupils attaining the CSI and CSI+1 by improving targeted schools' performance</p> <p>CSI data improved</p> <p>More teachers access GwE's Leadership Development Programmes eg subject leaders. Clear evidence through PM</p>	<p>LA Senior Manger – School Improvement</p> <p>GwE Challenge Advisers</p> <p>GwE Curriculum Support Advisers</p> <p>Headteachers & SMT including KS2 Managers/Leaders</p> <p>GwE AD</p> <p>Heads identify and support selected staff to attend</p>	<p>Target schools identified by Sept 16</p> <p>Target schools supported over the year</p> <p>From September 2016</p>	<p>GwE and LA core budget</p> <p>EIG – including schools' delegated EIG</p> <p>School Budget for supply</p>	<p>LA/GwE Meetings eg between Senior Manager and Senior Challenge Adviser</p> <p>Meetings between SM and individual Challenge Adviser</p> <p>School target setting and projections processes</p> <p>Attendance at GwE leadership programme</p>
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		<p>effectively developed through CPD</p> <p>Ensure Governors are well informed and understand their schools' current performance, and that they are supported to hold school to account for their outcomes</p> <p>Ensure effective use of KS2 data at school and LA level to target underperformance, ensure appropriate intervention and raise KS2 levels at expected and expected+1 levels overall to achieve 2017 targets.</p> <p>Ensure schools are 'Estyn ready' and supported is effectively targeted to underpin recommendations where needed.</p> <p><u>Key Stage 3</u></p> <p>Ensure effective use of pupil tracking systems to target appropriate interventions for pupils at risk of not achieving national benchmarks,</p>	<p>processes at school level that action plans have positive impact.</p> <p>Improvement priorities clearly target identified areas of development and EIG/ PDG funding is clearly targeted at improving pupil performance, especially e-FSM. Fewer recommendations from Estyn related to effective governance</p> <p>Increased number of schools in the green/yellow categories.</p> <p>Reduction in number of schools placed in Estyn follow up categories</p> <p>Targeted schools fully engage with GwE's support programme, particularly in relation to use of PDG, effective pedagogy, middle leadership development.</p> <p>Flintshire's KS3 outcomes in</p>	<p>Governors</p> <p>LA Senior Manager – School Improvement</p> <p>Senior Challenge Adviser</p>	<p>Autumn term target setting Projections in January and March 2017 Summer</p>	<p>GwE Core Budget & LA Budget</p> <p>EIG</p>	<p>GB minutes Estyn reports</p> <p>School Categorisation Reports & Data</p> <p>Estyn reports</p> <p>GwE Target Setting Tool</p>
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		<p>particularly the 'read across' to secure the Core Subject Indicator (CSI). Strengthen local and regional consistency in teacher assessment and moderation at KS3</p> <p>Ensure that leaders at all levels are making effective use of data to track MAT pupil progress at the higher levels (+1 L6) and +2 L7) and use this information appropriately to improve outcomes for more able pupils to lay foundation for greater success at A*-A at GCSE.</p> <p>Improve Flintshire's approach to MAT provision at KS3 – review MAT programme funded by schools and engage Curriculum Managers' group in a PLC to address issue of higher outcomes at KS3 & KS4 – provide release time for member of group to research & produce appropriate guidance. 10 days supply.</p> <p>Ensure that cross-curricular literacy and numeracy is given sufficient priority within schools and that there are clear lines of accountability</p>	<p>2017 will maintain the current benchmarked level of 6th (expected level).</p> <p>Monitoring of teacher assessment confirms accuracy in levelling at KS3</p> <p>Improved outcomes for MAT pupils at L6 and L7</p> <p>Measurable improvements in the quality of teaching of MAT pupils in schools by evidence from lesson observations/book scrutiny</p> <p>MAT programme reviewed, enhanced and disseminated across all secondary schools.</p> <p>PLC evidences research and disseminates best practice guidance for all secondary schools.</p> <p>No secondary school to have an Estyn recommendation relating to standards or provision in literacy or numeracy</p>	<p>Challenge Advisers</p> <p>Flintshire Curriculum Leaders Group/MAT Co-ordinator</p> <p>Nominated GwE Challenge Adviser for MAT</p> <p>GwE Literacy/Numeracy Lead Challenge Adviser GwE English GwE</p>	<p>2017</p> <p>Ongoing</p> <p>Summer 2017</p> <p>Ongoing</p>	<p>School Budgets fund MAT programme</p> <p>LA Budget to fund 10 days supply costs</p> <p>GwE, and school budgets</p>	<p>Evaluation of MAT programme</p> <p>Materials produced by PLC quality assured</p>
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		<p>with regards to progress in this area. Ensure that all schools are supported to modify their English/Maths/Science Schemes of Work to reflect the changes to performance measures at KS4. Provide support via GwE English/Maths /Science Curriculum Advisers & Flintshire Forum groups.</p> <p>Ensure accountability systems within schools are strengthened by improving the quality of middle leadership.</p> <p>Key Stage 4</p> <p>Target schools performing below projections and/or median and support them to improve their tracking procedures – particularly the read across for L2+</p> <p>Ensure that all Flintshire secondary schools have sufficiently high expectations of all their learners and set aspirational targets. Ensure schools are prepared for the changes in the</p>	<p>English SoWs in all schools are amended to provide additional focus on English Language skills. Maths SoWs in all schools are amended to provide additional focus on Numeracy. Science SoW are amended to reflect shift to GCSE specifications rather than BTEC.</p> <p>More middle leaders access the GwE Development Programme and can demonstrate the impact of their leadership on improving pupil outcomes in focused areas eg e-FSM/MAT.</p> <p>Improved consistency between projections and reported performance</p> <p>Flintshire KS4 outcomes will place the LA 6th in Wales (expected benchmark) or better</p>	<p>Curriculum Advisers & Flintshire Subject Forum</p> <p>GwE Leadership Development Programme</p> <p>Heads identify and support selected staff to attend</p> <p>LA Senior Manager – School Improvement</p> <p>GwE Senior Challenge Adviser</p>	<p>July 2017</p> <p>July 2017</p> <p>Autumn term target setting Projections in January and March 2017 Summer</p>	<p>GwE, and school budgets</p> <p>EIG</p>	<p>GwE Advisers Visit Reports</p> <p>Forum Minutes</p> <p>Training Evaluations</p> <p>Challenge Adviser Reports</p> <p>GwE Target Setting Tool</p>
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		<p>measure, particularly English (removal of Lit), maths (introduction of numeracy) and science (GCSE measure)</p> <p>Ensure targeted use of resources and support to raise standards in English and mathematics, particularly in relation to benchmarking position</p> <p>Continue to support schools for the introduction of the new specifications / qualifications through GwE lead schools.</p> <p>Target professional development programmes for Middle Leaders in order to develop their ability to lead on good teaching and learning within their departments</p> <p>Broker specific support for heads of departments who underperform to lead and develop the teaching and learning in their departments and ensure that under-performing departments have rapid access to specialized and specific support for their context (RAP)</p> <p>Revise the structure of the LA's challenge meetings (SPMG)</p>	<p>Increase the % of pupils attaining grade C or above in English Language to X% by improving targeted schools' performance</p> <p>Increased the % of pupils attaining grade C or above in maths to X% by improving targeted schools' performance</p> <p>Full engagement from Flintshire schools in events to support introduction of new specs/qualifications results in all schools being fully prepared.</p> <p>Full engagement from Flintshire secondary schools with the GwE Development Programme. Increased number of Flintshire participants at secondary school level.</p> <p>Improved accountability, both within schools and between schools and the LA.</p> <p>RAPs secure improved learner outcomes.</p>	<p>GwE Challenge Advisers</p> <p>GwE Curriculum Advisers</p> <p>Flintshire Secondary Headteacher Federation & Curriculum Managers Group</p> <p>GwE Leadership Development Programme</p>	<p>2017</p> <p>July 2017</p> <p>July 2017</p> <p>Ongoing</p>	<p>GwE Core Budget</p> <p>LA Budget</p> <p>Schools' EIG & PDG</p> <p>GwE Core Budget & Schools Budgets</p> <p>GwE Core Budget & LA Budget</p>	<p>Minutes of FSHF and Curriculum Group</p>
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			<p>with schools, to ensure that the LA monitors and challenges schools more effectively, using all powers available to them to improve leadership and management</p> <p>Ensure Governors are well informed and understand their schools' current performance, and that they are supported to hold school to account for their outcomes</p> <p>Reduce the number of secondary schools being placed in categories of Estyn follow up.</p> <p>Ensure that Flintshire secondary schools currently in serious categories of follow up are kept on target for successful removal within less than two years.</p>	<p>SPMG notes demonstrate progress against agreed targets and number of schools scrutinised by SPMG is reduced.</p> <p>Number of warning notices issued to schools is reduced.</p> <p>Increased numbers of schools in the Green/ Yellow categories</p> <p>Reduced numbers of schools in Amber & Red categories</p> <p>No Flintshire secondary school in a category of serious concern within two years</p>	<p>LA Senior Manager – School Improvement, Chief Officer & Elected Members</p>	<p>July 2017</p> <p>Ongoing through the year</p> <p>Target date Dec 2018</p>	<p>LA Budget for targeted interventions agreed by SPMG</p>	<p>Notes from SPMG</p> <p>School Categorisation Reports & Data</p> <p>Estyn Reports</p>
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2016-17 Action Plan

Reference	Priorities	Action Plan	Performance Target/Output	Designated Officer	Target Date	Funding Source	Termly Monitoring
P1 P2 R1 F2	To raise standards and improve the performance of vulnerable learners at all key stages but particularly KS3 and KS4	<p>All schools set targets for FSM pupils that will place Flintshire in line with the Welsh Government's expected benchmarking at all key stages</p> <p>Ensure that every school clearly identifies its strategies for improving the performance of their FSM learners in robust improvement plans. Plans must demonstrate the schools' high expectations of pupils and how their use of the PDG will support them to achieve these. Ensure that governors understand their role in monitoring and challenging schools' use of their PDG.</p> <p>Ensure that schools fully engage with GwE's programme of support for LAC and vulnerable learners, and that leaders evaluate the impact of these interventions on pupil outcomes.</p> <p>LA and GwE to work in partnership to monitor, challenge and support schools to fully evaluate the impact of their PDG.</p>	<p>80% of FSM learners in FPh to achieve the FPOI (8.5% increase on 2016)</p> <p>85% of FSM learners in KS2 to achieve the CSI (2.7% increase on 2016)</p> <p>88% of FSM learners in KS3 to achieve the CSI (11.8% increase on 2016)</p> <p>45% of FSM learners to achieve the L2+ in KS4 (14.2% increase on 2016)</p> <p>The gap between the attainment of n-FSM and e-FSM will be reduced at each key stage</p> <p>Outcomes will place Flintshire 6th in Wales in line with WG expected position</p> <p>LA is not required to claw back PDG funding due to ineligible spend.</p>	<p>LA Senior Manager – School Improvement</p> <p>GwE Senior Challenge Adviser</p> <p>LA's LAC Officer</p> <p>GwE LAC Lead Officer</p> <p>LA Finance Team</p>	<p>April 2017</p>	<p>GwE core budgets</p> <p>Schools' PDG allocations</p> <p>GwE (WG Regional LAC PDG)</p>	<p>GwE and LA meetings</p> <p>Challenge Adviser Visit Reports</p> <p>GB minutes</p> <p>Attendance at GwE training</p>

			<p>Ensure best practice is shared.</p> <p>Target underperforming schools where KS3 & KS4 outcomes for e-FSM pupils are below projections and/or below the median and provide appropriate subject support eg English/Maths/ Science to:</p> <ul style="list-style-type: none"> • Raise expectations of staff regarding e-FSM pupils • Ensure appropriate and proven interventions are delivered to e-FSM pupils at risk of under- performance. • Improve quality of teaching and feedback 	<p>Best practice shared via conferences, bulletin & GwE website</p> <p>Individual school outcomes for e-FSM pupils show improvement – higher proportion of Flintshire schools exceed the expected threshold of 32% of e-FSM pupils attaining L2+</p>	GwE	By June 2017	Schools' PDG LA Budget for targeted intervention via SPMG	SPMG Notes
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	<p>P1 P2 P3 R1 F1</p>	<p>To support effective schools to move from good to excellent by collaborative working within the LA and across the region.</p>	<p>Ensure that yellow category schools engage with GwE's Development Programme, in particular the Developing Excellent Teaching Programme, the Middle Leadership Programmes and the Serving Headteachers Programme.</p> <p>Ensure that GwE/LA have an accurate and up-to-date knowledge of schools' most effective practice and that this is shared at local, regional and national level.</p> <p>By working closely with GwE's lead in this area, ensure that Flintshire schools engage with the WG's Pioneer Schools programme and are involved in the development of the new curriculum.</p> <p>In partnership with GwE, actively promote the inclusion and involvement of Flintshire schools in regional and national networks to develop as learning organisations.</p>	<p>The number of primary schools with Standards Group 1/Capacity to Improve 'A' & Green support category increases by November 2017</p> <p>The number of secondary schools with Standards Group 1&2/Capacity to Improve & Yellow support category increases by November 2017</p> <p>Flintshire schools are used by GwE and the LA as 'centres of excellence'</p> <p>More Flintshire schools involved in WG's Pioneer Schools' programme</p> <p>Flintshire schools identified as developing learning organisations</p>	<p>LA Senior Manager – School Improvement</p> <p>GwE Senior Challenge Advisor</p> <p>LA officers including Welsh Advisory Team and Foundation Phase TSO</p> <p>GwE SCA</p> <p>GwE Senior Challenge and Support Advisor</p>	<p>November 2017</p> <p>Summer 2017</p> <p>Summer 2017</p>	<p>GwE</p> <p>Schools' delegated budgets</p> <p>GwE and LA core budgets</p> <p>GwE (Through WG grant funding)</p>	
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EDUCATION DEPARTMENT RISK REGISTER

In compliance with Section 7 of Completion Guidelines, threats and opportunities must be recorded at least once a year, as a basis for decision making on the contents of the Council's business plans.

Reference	Department Level	Field	Risk / Hazard	Impact	Risk Score without control measures	Control measures in place	Current risk score (Baseline)	Further control measures	Risk Score with further control measures
1 (P1/P2/R1/F1)			Schools do not receive or make best use of the support they need from the Council & GwE			Regular meetings – GwE & LA Senior Officers Regular Reports & updates on individual schools from Challenge Advisers		School Performance Monitoring Group Education & Youth Overview and Scrutiny Committee	
1 (P1/P2/R1/F1)			Leadership Capacity does not match school need			Regular meetings – GwE & LA Senior Officers discuss leadership capacity Regular Reports & updates on individual schools from Challenge Advisers on leadership		Rapid Action Plans initiated & monitored Warning Notice issued by Chief Officer Statutory Powers implemented	

						Prompt LA advice to Govs to tackle leadership issues			
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		Significant					
RISK			Exceptionally Catastrophic (1)	Significant (2)	Significant (3)	Small (4)	
		Almost certain (A)					
		Highly Likely (B)					
		Likely (C)					
		Unlikely (D)					
		Highly Unlikely (E)					