

SCRUTINY REPORT



MEETING:

Children and Young People Scrutiny Committee

DATE: 4 November 2021

SUBJECT: Demand for School Places

REPORT FROM: Councillor Tamoor Tariq, Cabinet Member for Children and Education Services

**CONTACT OFFICER: Paul Cooke
Strategic Lead (Education Services)**

1.0 BACKGROUND

- 1.1 This paper sets out the position with regards to the supply of school places across the borough, looking at forecast demand for the next five years across both primary and secondary schools.
- 1.2 The Council is under a statutory duty to ensure sufficient, high quality school places to meet the needs of its resident population. In order to meet this duty, the Council utilises health data to understand birth rates at a very localised level; factors potential growth in numbers from residential development; and considers the demand for places in maintained schools and academies, specific demand for places in faith schools, and the level of demand for places in private and independent schools. Taken together, this sets out a clear picture of future demand for school places, both boroughwide, and in local communities.

2.0 KEY ISSUES

- 2.1 The key messages in respect of pupil place planning are:
 - There are challenges around capacity to meet resident demand (statutory duty) for places in mainstream secondary schools.
 - There are challenges in ensuring sufficient capacity of places in schools judged good or better in both primary and secondary – the number of schools, and proportion of pupils in schools rated by Ofsted as Requires Improvement or Inadequate is higher than national and regional averages
 - Without a change in population trends, schools will experience falling rolls over the next 5 years, initially impacting on primary schools, but also secondary schools in later years.

- There remains localised pressures that include: sustained demand for places in some parts of the borough and an increased level of residential development, specifically on brownfield sites in Radcliffe in the short to medium term, which will see localised population growth.
- The new secondary school in Radcliffe will respond to some of these localised pressures, opening in 2024, initially admitting year 7 pupils, before being fully operational by 2028.
- There continues to be popularity versus demand pressures (ie. popular schools remain oversubscribed but places may exist in neighbouring schools)
- The status of “Places for Everyone” (formerly the Greater Manchester Spatial Framework), and the potential for significant residential development on a small number of sites, has the potential to result in significant population growth in local areas, and an associated increase in demand for school places, but over an extended timeframe. Forecasts in this paper do not factor the impact of these development sites. A separate paper modelling the potential impact of these sites has been produced to sit alongside various other planning documents. A copy of this is attached at Appendix 1.

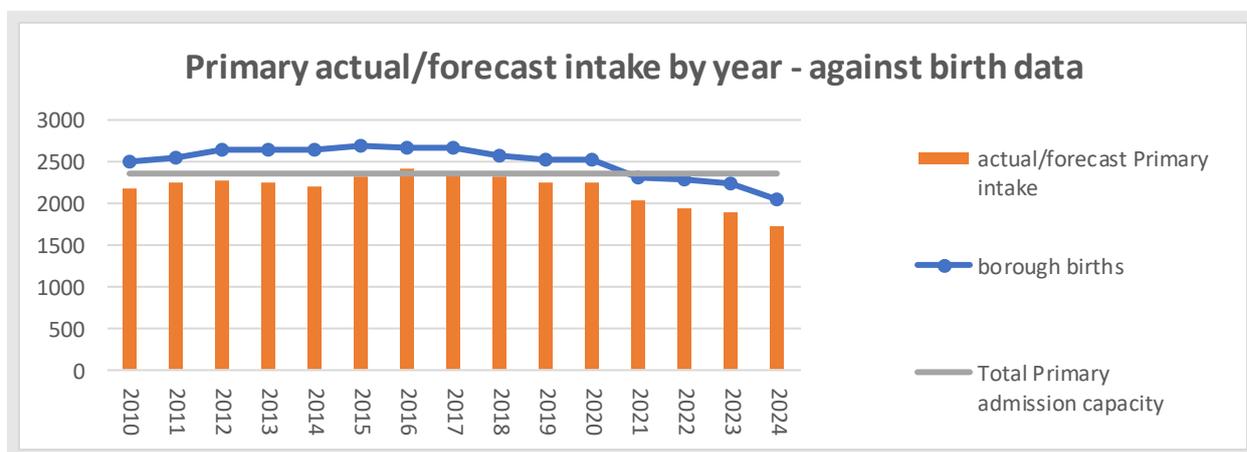
3.0 Background

- 3.1 Historically, pupil number forecasts have proven to be highly accurate, which has informed the effective management of the supply of school places over many years.
- 3.2 The forecasting methodology uses live birth data from the Health Service which enables identification of children at a postcode level. Various factors are applied to consider drop off rates between birth and statutory school age; the proportion of children that will typically attend private/independent schools; and the level of growth from residential development.
- 3.3 This forecasting has been aided by the relatively stable population in the borough over a significant period of time. Birth rates have been in steady decline over a number of years, albeit balanced by modest growth from families moving into the area, occupying new properties.
- 3.4 Historically, the supply of new housing across the borough has been consistent at approximately 300/400 dwellings per year, and this has acted as a constraint to any significant population growth, which in turn has limited the demand for school places.
- 3.5 If this scale of housing development continues, pupil number forecasts show that demand for school places will continue to fall as the impact of the falling birth rate outstrips any population increases from housing growth. This pattern saw a peak intake into primary schools in 2016/17, and with intakes into secondary schools expected to peak in 2023/24, falling thereafter.
- 3.6 Only if the scale of housing development increases significantly, or if there is a significant change in the birth rate, will this trajectory of falling rolls be arrested. However, any impact from either of these factors would take time to influence the demand for school places.

- 3.7 It is important to note that, even with the current birth rate and scale of housing development, the demand for school places is not consistent across the borough:
- In the North of the borough, an aging population results in a greater decline in the numbers of children and young people;
 - In East Bury there has been significant inward migration, resulting in demand being sustained;
 - And, in the South of the borough the Jewish community continues to grow, although that community is largely served by private and independent schools, as well as provision in neighbouring Manchester and Salford.
- 3.8 Additionally, residential growth which has occurred in recent years, or has secured planning permission for development, has largely been limited to a small number of brownfield sites, many of which are in Radcliffe or the immediate vicinity, and are therefore not impacting across the borough as a whole.
- 3.9 The Council's statutory duty in respect of sufficiency of places relates to its resident population. The borough continues to attract families into its schools from other local authority areas, particularly in the secondary sector. This is currently putting pressure on schools whilst the resident population remains high, and will go some way to mitigate any decline in demand from the residential population in future years. This feature is at risk as neighbouring local authorities establish new secondary school provision.
- 3.10 The development sites contained within the Places for Everyone strategy have the potential to create significant population growth and not only mitigate any reduction in current forecasts of pupil place demand, but significantly increase the demand for school places. However, there remains uncertainty about the delivery of these development sites, and it seems unlikely that new developments will begin to deliver new housing at scale over the next 5 years.
- 3.11 A separate paper has been produced to look at the cumulative effect of the development sites identified in the Places for Everyone strategy on the supply and demand for school places. This demonstrates the need for a number of new Primary schools, and additional secondary school capacity, if all the sites came to fruition. This is attached at appendix 1. The forecasts shown in this paper do not include demand generated from these potential development sites as previously explained in section 2.

4.0 Primary School Demand

- 4.1 The graph below illustrates the correlation between live birth data and primary intakes. The small but steady growth in birth rate since the mid 2000's has sustained the current model of provision for the last 15 years. However, from 2016, this pattern has shifted to a downward trend which is forecast to continue.
- 4.2 The Borough births are based on information obtained from Bury Health data.



4.3 Primary Allocations for Reception 2021

PLANNING AREA	ADMISSION NUMBER	NO. PLACES ALLOCATED	NO. VACANCIES	% SURPLUS ADMISSIONS
Ramsbottom, Tottington & North Manor	405	302	103	25%
Bury West	315	272	43	14%
Bury East	465	422	43	9%
Radcliffe	425	343	82	19%
Whitefield/Unsworth	381	313	68	18%
Prestwich	375	345	30	8%
TOTAL	2366	1997	369	16%

For children who started Primary school, last month, in September 2021, a total of 2053 applications were received from Bury residents. 94.3% of parents received their 1st preference school, with 99.5% receiving a school of preference. The remaining 0.5% of children received an alternative offer of a school.

4.4 Forecast Primary Numbers

4.4.1 For Primary schools this shows the impact of falling intakes from 2017 will begin to have a significant impact on overall primary pupil numbers over time.

4.4.2 As can be seen in the table below the primary cohort in Bury schools is expected to shrink by circa 1500 over the next four years

	2022		2023		2024		2025	
	Intake	Roll	Intake	Roll	Intake	Roll	Intake	Roll
Ram, Tott & North Manor	301	2539	325	2436	230	2278	230	2121
Bury West	272	2022	227	1923	219	1822	219	1744
Bury East	406	3068	415	3027	390	2956	390	2897
Radcliffe	340	2574	297	2463	308	2393	308	2327
Whitefield & Unsworth	305	2359	308	2308	291	2241	291	2179
Prestwich	304	2341	316	2297	281	2240	281	2191
TOTAL	1928	14903	1888	14454	1719	13930	1719	13459

4.5 Forecast Primary Numbers (by planning areas)

The following tables reflect how the falling rolls impact on the different pupil place planning areas. As stated above the most significant impact can be seen in the Ramsbottom, Tottington and North Manor, with second largest impact in primary numbers in Radcliffe.

4.5.1 Ramsbottom, Tottington and North Manor

FORECAST NO'S	2022		2023		2024		2025	
	Intake	Roll	Intake	Roll	Intake	Roll	Intake	Roll
Admission Intake Capacity and Total Roll Capacity based on PAN	405	2835	405	2835	405	2835	405	2835
FORECAST NO'S	301	2539	325	2436	230	2278	230	2121
SURPLUS NO'S	104	296	80	399	175	557	175	714
SURPLUS %	26%	10%	20%	14%	43%	20%	43%	25%

Number of vacancies currently per year group in Ramsbottom, Tottington & North Manor						
R	Y1	Y2	Y3	Y4	Y5	Y6
68	40	31	29	2	23	35

4.5.2 Bury West

FORECAST NO'S	2022		2023		2024		2025	
	Intake	Roll	Intake	Roll	Intake	Roll	Intake	Roll
Admission Intake Capacity and Total Roll Capacity based on PAN	315	2175	315	2175	315	2175	315	2175
FORECAST NO'S	272	2022	227	1923	219	1822	219	1744
SURPLUS NO'S	43	153	88	252	96	353	96	431
SURPLUS %	14%	7%	28%	12%	30%	16%	30%	20%

Number of vacancies per year group in Bury West						
R	Y1	Y2	Y3	Y4	Y5	Y6
33	30	28	12	6	1	21

4.5.3 Bury East

FORECAST NO'S	2022		2023		2024		2025	
	Intake	Roll	Intake	Roll	Intake	Roll	Intake	Roll
Admission Intake Capacity and Total Roll Capacity based on PAN	465	3170	465	3170	465	3170	465	3170
FORECAST NO'S	406	3068	415	3027	390	2956	390	2897
SURPLUS NO'S	59	102	50	143	75	214	75	273
SURPLUS %	13%	3%	11%	5%	16%	7%	16%	9%

Number of vacancies per year group in Bury East						
R	Y1	Y2	Y3	Y4	Y5	Y6
29	15	2	1	3	1	20

4.5.4 Radcliffe

FORECAST NO'S	2022		2023		2024		2025	
	Intake	Roll	Intake	Roll	Intake	Roll	Intake	Roll
Admission Intake Capacity and Total Roll Capacity based on PAN	425	2975	425	2975	425	2975	425	2975
FORECAST NO'S	340	2574	297	2463	308	2393	308	2327
SURPLUS NO'S	85	401	128	512	117	582	117	648
SURPLUS %	20%	13%	30%	17%	28%	20%	28%	22%

Number of vacancies per year group in Radcliffe						
R	Y1	Y2	Y3	Y4	Y5	Y6
51	65	53	48	18	45	28

4.5.5 Whitefield & Unsworth

FORECAST NO'S	2022		2023		2024		2025	
	Intake	Roll	Intake	Roll	Intake	Roll	Intake	Roll
Admission Intake Capacity and Total Roll Capacity based on PAN	381	2590	381	2590	381	2590	381	2590
FORECAST NO'S	305	2359	308	2308	291	2241	291	2179
SURPLUS NO'S	76	231	73	282	90	349	90	411
SURPLUS %	20%	9%	19%	11%	24%	13%	24%	16%

Number of vacancies per year group in Whitefield & Unsworth						
R	Y1	Y2	Y3	Y4	Y5	Y6
28	33	21	24	18	18	16

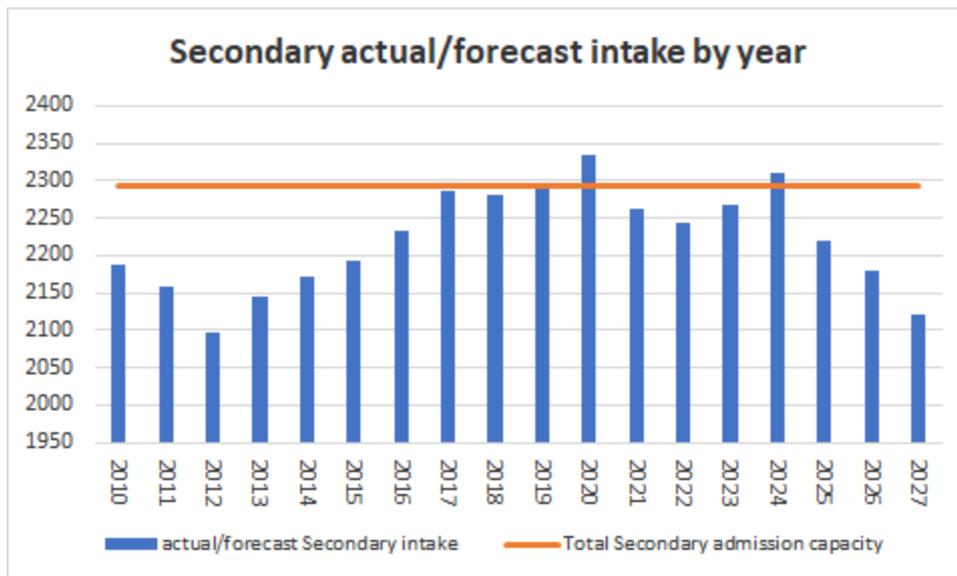
4.5.6 Prestwich

FORECAST NO'S	2022		2023		2024		2025	
	Intake	Roll	Intake	Roll	Intake	Roll	Intake	Roll
Admission Intake Capacity and Total Roll Capacity based on PAN	375	2535	375	2535	375	2535	375	2535
FORECAST NO'S	304	2341	316	2297	281	2240	281	2191
SURPLUS NO'S	71	194	59	238	94	295	94	344
SURPLUS %	19%	8%	16%	9%	25%	12%	25%	14%

Number of vacancies per year group in Prestwich						
R	Y1	Y2	Y3	Y4	Y5	Y6
31	46	31	28	2	11	5

5.0 Secondary School Demand

5.1 The graph below illustrates actual and forecast intakes from 2010 to 2027.



5.2 There are particular hotspots where the secondary demand for school places is currently greater than the number of places available. In response, a number of schools have increased their admission number utilising the flexibility in the admissions code and where there is sufficient capacity to do so. None of these increases are permanent and can be scaled back over time as demand permits, and potentially, as the new secondary school in Radcliffe comes on-stream from 2024 onwards.

5.3 For those transferring to secondary school in 2021, a total of 2,316 applications were received from Bury residents. Of these, 86% of parents received their 1st preference school with 97.3% receiving a school of preference. The remaining 2.7% of children received an alternative offer of a school.

5.4 It is important to note that in both Primary and Secondary, all Bury residents were offered a school place.

5.5 OVERALL SECONDARY SCHOOL INTAKE

SCHOOL (Planning Areas in italics)	ADMISSION NUMBER 2021/22	NO. ALLOCATED Y7 PLACE SEP 2021 (INC. SUCCESSFUL APPEALS)	% SURPL US ADMIS SION	ADMISSION NUMBER CAPACITY	TOTAL NO. APPEALS HEARD FOR 20- 21/NO. APPEALS ALLOWED	NO. ON ROLL MAY 2021
HAZEL WOOD (BURY NORTH)	120*	144	0%	600	34/10	659
BURY CHURCH (BURY VA)	162	162	0%	780	26/1	833
UNSWORTH (BURY SOUTH)	187*	210	0%	935	17/0	882
M.MESIVTA (BURY VA)	40	69	0%	215	0/0	186

PARRENTHORN (BURY SOUTH)	210	204	3%	840	38/4	974
PHILIPS (BURY SOUTH)	176*	185	0%	880	24/0	885
THE HEYS (BURY SOUTH)	172	104	40%	860	0/0	683
ST.GABRIELS (BURY VA)	210	212	0%	1050	32/1	1062
ST.MONICAS (BURY VA)	230	230	0%	1110	11/0	1131
THE DERBY (BURY NORTH)	180*	194	0%	900	128/13	923
THE ELTON (BURY NORTH)	200	205	0%	1000	75/7	1032
TOTTINGTON (BURY NORTH)	195	168	14%	975	9/1	926
WOODHEY (BURY NORTH)	210*	231	0%	1050	33/6	1126
TOTAL	2292	2318	0%	11195	427/43	11302

5.6 SECONDARY SCHOOL FORECASTS FOR ALL SCHOOLS IN CURRENT PLANNING AREAS

The forecasts below are based on existing numbers and existing capacity within current Bury Planning areas.

5.6.1 BURY NORTH – (HAZEL WOOD, DERBY, ELTON, TOTTINGTON, WOODHEY)

PUBLISHED ADMISSION NUMBER – 905 TOTAL ADMISSION CAPACITY – 4525				
INTAKE YEAR	FORECAST INTAKE	% SURPLUS INTAKE	FORECAST NO. ON ROLL	% TOTAL SURPLUS
2022/23	958	0%	4751	0%
2023/24	996	0%	4816	0%
2024/25	950	0%	4791	0%
2025/26	926	0%	4762	0%
2026/27	903	0.2%	4734	0%
2027/28	875	3.3%	4651	0%

5.6.2 BURY SOUTH – (UNSWORTH, PARRENTHORN, PHILIPS, THE HEYS)

PUBLISHED ADMISSION NUMBER – 745 TOTAL ADMISSION CAPACITY – 3515				
INTAKE YEAR	FORECAST INTAKE	% SURPLUS INTAKE	FORECAST NO. ON ROLL	% TOTAL SURPLUS
2022/23	671	9.9%	3424	2.6%
2023/24	680	8.7%	3419	2.7%
2024/25	644	13.5%	3349	4.7%
2025/26	637	14.5%	3315	5.7%
2026/27	632	15.2%	3265	7.1%

2027/28	639	14.2%	3233	8%
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5.6.3 VOLUNTARY AIDED – (BURY CHURCH, MESIVTA, ST.GABRIEL’S, ST.MONICA’S)

PUBLISHED ADMISSION NUMBER – 642 TOTAL ADMISSION CAPACITY – 3155				
INTAKE YEAR	FORECAST INTAKE	% SURPLUS INTAKE	FORECAST NO. ON ROLL	% TOTAL SURPLUS
2022/23	639	0.5%	3203	0%
2023/24	634	1.2%	3183	0%
2024/25	625	2.6%	3164	0%
2025/26	616	4%	3143	0.4%
2026/27	586	8.7%	3100	1.7%
2027/28	575	10.4%	3036	3.8%

5.6.4 ALL SCHOOLS

PUBLISHED ADMISSION NUMBER – 2292 TOTAL ADMISSION CAPACITY – 11195				
INTAKE YEAR	FORECAST INTAKE	% SURPLUS INTAKE	FORECAST NO. ON ROLL	% TOTAL SURPLUS
2022/23	2268	1%	11378	0%
2023/24	2311	0%	11418	0%
2024/25	2219	3.2%	11304	0%
2025/26	2179	4.9%	11220	0%
2026/27	2122	7.4%	11099	0.9%
2027/28	2089	8.9%	10920	2.5%

6.0 Summary

6.1 Mainstream Provision

6.1.1 National guidance suggests that local authorities should maintain some surplus capacity in order to satisfy parental demand and meet any growth in demand, but that this should be no more than 10% of total capacity. The LA has a statutory duty to ensure that there are sufficient school places for primary and secondary education in their areas, and the DfE expects LAs to manage the school estate efficiently and to reduce or find alternative uses for surplus capacity to avoid detriment to schools’ educational offer or financial position.

6.1.2 At individual school level, there is more scope for parental preference to influence demand for places, so that even were overall demand for places in an area remains high, individual schools may be adversely affected by low intakes. This is an important consideration in balancing the supply and demand of schools places.

6.1.3 The Council is also under a duty to ensure high quality places, and in seeking to add additional capacity, or remove surplus capacity, the Council must consider how this promotes greater access to high quality school places.

6.2 Primary Provision

6.2.1 Based upon current pupil forecasts for primary schools over a five year planning window, the levels of surplus capacity will increase to unsustainable levels in most areas of the Borough.

- 6.2.2 In the north of the borough, Ramsbottom, Tottington and North Manor, primary intakes have peaked and are now falling, and the level of surplus capacity for the area will increase from current 10%, to a forecast of 25% by 2025.
- 6.2.3 In Bury West area, the popularity of schools has grown over recent years and the majority of the schools are operating near to capacity. However, Intake numbers will peak in 2022 then decrease steadily until 2025. Surplus capacity in this area is currently 7%, rising to 20% by 2025.
- 6.2.4 Bury East has been a particular 'hot spot' due to the high demand for places, largely as a result of inward migration. Forecasts indicate that demand will remain high.
- 6.2.5 In the Radcliffe area, there is currently 13% surplus capacity, and this is forecast to increase to 22% by 2025.
- 6.2.6 In Whitefield and Unsworth, forecasts suggest a steady decline in demand. Overall surplus capacity in the area is currently 9% rising to 16% by 2025.
- 6.2.7 In Prestwich schools, forecasts indicate a steady decline in demand, with the current 8% surplus capacity rising to 14% by 2025.

6.3 Secondary Provision

- 6.3.1 Demand for Secondary pupil places has continued to rise, not yet having been impacted by the drop in demand seen in primary schools. Forecasts indicate a peak in 2023. Use of flexibility with admission numbers has created temporary capacity that can be removed as demand begins to drop away.
- 6.3.2 It is anticipated that as boroughwide demand drops, these flexibilities will be removed to co-incide with the opening of the new school in Radcliffe so as not to introduce unnecessary capacity as the new school establishes itself.

7.0 Commentary

- 7.1 Whilst demand for Secondary school places is likely to sustain current capacity for some time, for Primary schools, there is likely to be surplus capacity. This, particularly when concentrated in geographical clusters, can present financial challenges if schools are carrying a high proportion of surplus places.
- 7.2 Without the certainty of residential/population growth across the borough, the demand for places in Primary Schools will fall to a level which will require a proactive approach to reduce capacity in order to support the ongoing viability of a number of schools, and ensure a sustained and thriving family of schools.
- 7.3 It is important to note that the Council, whilst modelling to understand the impact of new development sites identified in Places for Everyone, cannot rely on these sites in its planning assumptions until it is clear that those sites will be developed, and the timescales for development are fully understood.
- 7.4 Typically the Council should be aiming to maintain up to 5% surplus capacity to provide flexibility, but with no more than 10% surplus overall.
- 7.5 The LA has a statutory duty to ensure that there are sufficient school places to meet its resident population, and the DfE expects LAs to manage the school estate efficiently and to reduce, remove or find alternative uses for surplus

capacity to avoid detriment to schools' educational offer or financial position. Effective strategic place planning ensures a sufficiency of places which meet the needs of all children and young people, with sufficient school places across all key stages in schools judged good or better by Ofsted, across the range and type of maintained school places including specialist provision to support vulnerable pupils.

- 7.6 The educational landscape is changing and the local authority role is becoming increasingly a facilitation role, working within a diverse and autonomous school system with a focus on the quality assurance of school to school support and intervention. This means that in exercising its duty in respect of pupil place planning and school organisation, the Council must work with partners who have a common interest but who are not under the same statutory duty. This includes Diocesan Authorities and Multi-Academy Trusts.
- 7.7 Academies now make up a sizeable proportion of the available school places across the borough, making a significant contribution to the Council ambitions to provide sufficient high quality places.
- 7.8 Whilst the Council does not have the statutory powers to make changes in Academies, it will work with Academy leaders to consider appropriate measures to ensure sustainability across all sectors. This will also extend to working with Diocesan Education Authorities when considering the impact on faith schools
- 7.9 The local authority can take action, or propose action to reduce the overall capacity of school places, and/or improve the sustainability and viability of schools in a number of ways:
- Reduce published admission numbers at one or more schools – this may be accompanied by the temporary or permanent removal of buildings to reduce the physical size of a school
 - Introduce collaborative arrangements between schools to reduce staffing and support costs – this could be achieved through executive leadership models and/or federations
 - Structural changes to school provision – this could include school amalgamation proposals or school closure
- 7.10 In considering any of these measures, the Council must have regard to the impact on the sustainability and viability of individual schools, and all schools, must ensure that it does not detrimentally affect access to high quality places, that parental preference for places at individual schools is not adversely affected, and that the proportion of places in faith schools is maintained wherever possible.
- 7.11 For all schools there is a need to consider the appropriateness of admission numbers in the context of demand for places, physical capacity of buildings and class organisation. A number of schools function with admission numbers that are at odds with organisation of classes of no more than 30 pupils, particularly at Key Stage 1 where infant class size legislation applies. In seeking to address these inconsistencies, it is possible to improve the viability of some schools by more efficient class organisation, whilst also removing capacity through the regularisation of admission numbers.

- 7.12 If overall planning of school places and capital investment in buildings is to be effective, it is essential that wherever possible this is aligned to an effective class organisation, based on an appropriate admission number.
- 7.13 Measures to regularise admission numbers will therefore be the key priority in the first instance. Other measures will then be explored that both remove surplus capacity and improve the viability of schools.
- 7.14 Whilst we recognise the challenges faced by smaller schools, often caused by the limited resources available to them, we feel that size alone should not be a factor in determining whether provision is appropriate. Where smaller schools continue to perform well, where demand for places is high, and where viability is not an issue, there remains a place for small schools as part of the overall provision.
- 7.15 Officers will engage with school leaders and governors over the coming months to consider options available, and to develop a range of responses.
- 7.16 In terms of admission arrangements for secondary schools, catchment areas in Bury have not been reviewed for many years and as a number of schools have closed over the years, their previous catchment areas have been absorbed within other school's current catchment areas. As new housing developments have been constructed over the years and are continuing to be developed, this now means some catchment areas are very large and each school may not have the capacity for the growing number of children residing within its designated catchment area. In some cases children are located in a catchment area of a school which is further and less accessible than their nearest geographical school.
- 7.17 The current admissions policy for community secondary schools has given higher priority to children who reside within the catchment area than children with siblings in the school and children who may live closer, but not within the specified catchment area.
- 7.18 A number of secondary schools have converted to Academies, or are in discussions about conversion, and as such are/will be free to determine their own admissions arrangements. Furthermore, the establishment of the new secondary school in Radcliffe will also impact on the current catchment areas.
- 7.19 It is therefore proposed to review current admission arrangements for secondary schools, particularly with regards to the locally set historic boundaries of a catchment area. This will be subject to formal consultation before any changes to admission arrangements are implemented.

8.0 NEXT STEPS

- 8.1 The Council has no plans to propose the closure of schools in response to the challenges identified in this report
- 8.2 The Council will engage with all schools, and work with individual schools to understand the impact of falling rolls, and identify potential solutions.
- 8.3 To link the impact of falling rolls on the mid to long term financial in individual schools.

8.4 The Council will develop proposals for the review of admission arrangements for secondary schools, which will then be subject to consultation with all stakeholders.

9.0 CONCLUSION

9.1 The Council, in its role as the commissioner of school places, will strive to ensure that all schools perform to the high standards that communities have come to expect of them, and that every child is given the opportunity to achieve their full potential. Further, it will ensure that there are sufficient high quality school places for the resident population, recognising the changing demographics across the borough.

9.2 In looking at future demand pressures, it is recognised that forecasts indicate a decline in pupil numbers that will impact on the sustainability and viability of individual schools, and that this cannot go unchecked. That said, it is acknowledged that potential for future residential development would create additional demands, although the timescale for this are uncertain and likely to be over an extended period.

9.3 Until such a time as there is greater certainty about future growth, it is important to take steps now to address the immediate and shorter term issues of surplus capacity and the attendant issues impacting on the quality of education.

List of Background Papers:-

Contact Details:-

Paul Cooke
Strategic Lead (Education Services)

Executive Director sign off Date: _____

JET Meeting Date: _____