

# Public Document Pack



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To: Cllr David Healey (Chairman)

Councillors: Janet Axworthy, Sian Braun, Paul Cunningham, Gladys Healey, Joe Johnson, Tudor Jones, Dave Mackie, Ian Smith, Martin White, David Williams + 1 Flintshire Independent group nomination to be notified

**Co-opted Members:**

Lynn Bartlett, David Hytch, Rebecca Stark and Wendy White

16 September 2020

Dear Sir/Madam

**NOTICE OF REMOTE MEETING**  
**EDUCATION, YOUTH & CULTURE OVERVIEW & SCRUTINY COMMITTEE**  
**THURSDAY, 24 SEPTEMBER, 2020 at 2.00 PM**

Yours faithfully

Robert Robins  
Democratic Services Manager

Please note: Due to the current restrictions on travel and the requirement for physical distancing, this meeting will not be held at its usual location. This will be a remote meeting and 'attendance' will be restricted to Committee Members. The meeting will be recorded.

If you have any queries regarding this, please contact a member of the Democratic Services Team on 01352 702345.

## **A G E N D A**

### **1 APPOINTMENT OF CHAIR**

**Purpose:** At the Annual Meeting, Council determined that the Labour Group will chair this Committee. The Committee is advised that Councillor David Healey is the Chair of the Committee for the municipal year.

### **2 APPOINTMENT OF VICE-CHAIR**

**Purpose:** To appoint a Vice-Chair for the Committee.

### **3 APOLOGIES**

**Purpose:** To receive any apologies.

### **4 DECLARATIONS OF INTEREST (INCLUDING WHIPPING DECLARATIONS)**

**Purpose:** To receive any Declarations and advise Members accordingly.

### **5 MINUTES (Pages 3 - 10)**

**Purpose:** To confirm as a correct record the minutes of the meeting held on 30 January 2020.

### **6 EMERGENCY SITUATION BRIEFING (VERBAL)**

**Purpose:** To update on the latest position and the risks and implications for Flintshire and service and business continuity.

### **7 TERMS OF REFERENCE OF THE COMMITTEE (Pages 11 - 20)**

Report of Head of Democratic Services

**Purpose:** To receive the terms of reference of the new Committee as agreed by Council.

### **8 RECOVERY STRATEGY (Pages 21 - 58)**

Report of Chief Executive, Chief Officer (Education and Youth) - Leader of the Council and Collective Cabinet

**Purpose:** To provide oversight on the recovery planning for the Committee's respective portfolio(s) and to rebuild the forward work programme for the remainder of the 2020/21 Council year with a specific focus on recovery planning.

## **EDUCATION & YOUTH OVERVIEW & SCRUTINY COMMITTEE** **30 JANUARY 2020**

Minutes of the meeting of the Education & Youth Overview & Scrutiny Committee of Flintshire County Council held in the Delyn Room, County Hall, Mold on Thursday 30<sup>th</sup> January 2020.

### **PRESENT: Councillor David Healey (Chair)**

Councillors: Janet Axworthy, Geoff Collett, Bob Connah, Paul Cunningham, Andy Dunbobbin, Gladys Healey, Patrick Heesom, Kevin Hughes, Tudor Jones, Dave Mackie, Ian Smith, Martin White and David Williams

**CO-OPTED MEMBERS:** Lynn Bartlett, David Hytch and Rebecca Stark

**APOLOGIES:** Councillor Sian Braun, Wendy White, Leader of the Council and Vicky Barlow

**CONTRIBUTORS:** Chief Officer (Education & Youth), Senior Manager (Inclusion & Progression) for minute number 41 and 42 and John Grant (Senior Learning Advisor Inclusion Services) minute number 42.

**IN ATTENDANCE:** Democratic Services Manager and Democratic Services Support Officer

### **39. DECLARATIONS OF INTERESTS**

There were no declarations of interest.

### **40. MINUTES**

The minutes of the meeting held on 20 December 2019, were submitted.

Mr David Hytch had two comments to make on the minutes. Firstly on page 4 he was referred to as Councillor Hytch and secondly on page 8 that he asked that his comment regarding the graph be changed to "Mr Hytch referred to the graph which he felt was open to misinterpretation and did not reflect well for Flintshire and that as soon as public accountability was taken away there was a decline in standards".

Councillor Gladys Healey proposed that, subject to the amendments listed above, the minutes be approved as a correct record and signed by the Chairman. The proposal was seconded by Councillor Martin White.

### **RESOLVED:**

That, subject to the amendments listed above, the minutes be approved as a correct record and signed by the Chairman.

#### **41. FORWARD WORK PROGRAMME AND ACTION TRACKING**

The Democratic Services Manager presented the Forward Work Programme which had been updated following the last meeting and was attached at Appendix 1. All actions arising from the previous meeting on the 20<sup>th</sup> December had been completed

Councillor Kevin Hughes reported on a recent meeting he had attended in Cardiff following consideration of his notice of motion seeking support for First Aid Training in Schools with other organisations such as The Red Cross in attendance. Flintshire was the only local authority represented. The Group was created to ensure First Aid and Lifesaving Training was available in schools and it was hoped that CPR and Defibrillator training would also become compulsory. Councillor David Williams commented that in his school First Aid training already formed part of PSE sessions and said he was happy to provide members with information on what his school covered in this training.

Councillor David Mackie asked why the Child Poverty item had been moved back a cycle. In response the Chief Officer (Education & Youth) provided an update and explained that the draft Strategy was still being worked through and would be submitted to the next meeting in March, 2020.

The recommendations within the report were moved by Councillor Dave Mackie and seconded by Councillor Janet Axworthy.

#### **RESOLVED:**

- (a) That the Forward Work Programme as amended, be approved;
- (b) That the Facilitator, in consultation with the Chairman of the Committee, be authorised to vary the Forward Work Programme between meetings, as the need arises; and
- (c) That the Committee notes the progress made in completing the outstanding items.

#### **42. ADDITIONAL LEARNING NEEDS AND EDUCATION TRIBUNAL (WALES) ACT 2018**

The Senior Manager introduced an update on the Additional Learning Needs (ALN) and Education Tribunal (Wales) Act 2018. The new statutory framework for supporting children and young people with additional learning needs would replace the current legislation covering Special Educational Needs (SEN) and Young People with Learning Difficulties or Disabilities (LDD) in Post 16 education and training. The timescale for implementation had now been moved to September 2021 to enable Welsh Government (WG) to work through all the comments received during the consultation process.

The Senior Manager reported on a meeting of the ALN Forum held the previous day which discussed the draft Additional Learning Needs Coordinator

(ALNCo) job description for schools. She confirmed that Jan Williams had been temporarily appointed as the Early Years Additional Learning Needs Lead Officer (ALNLo) and that the Health Board were looking at funding and recruitment for the Designated Clinical Lead Officer (DECLo) role. She referred to the Flintshire ALN Transformation Plan and the work being carried out to understand 'what universal provision was'. Schools were working in clusters within Flintshire and regionally with Further Education and Health Board colleagues included in these discussions. She also referred to the WG timescale, the cost implications for the Council and the need for clear legal advice to understand how to interpret the Act to ensure that the pupils who needed this most would benefit. As regards Post 16 she said the situation was unclear at present with the need for clarity on the universal provision and the mechanism for devolving the money for Post 16 specialist provision.

The Chair was pleased that WG had listened to the concerns raised by local authorities.

Councillor Mackie raised concern that WG were not introducing the IT support required immediately and raised concern regarding the potential 2 to 3 year timescale for this to be sourced and implemented. In response the Senior Manager clarified that no formal decision had been made by WG yet. The feasibility study completed by the North Wales region had been considered by WG and a paper was being written to be presented to the Cabinet Secretary for Education for consideration; the complexity of the required system would cause the potential delay.

Mrs Rebecca Stark asked questions on the job description, raising concerns on the workload, the delay in provision of IT support, the definition of universal provision and asked if this would remain regional or become national. She also asked if the staff training programme was sufficiently robust to ensure it addressed the needs of pupils. The Senior Manager responded that WG saw this as a cost neutral act and there had been no indication of whether additional funding to cover the additional responsibilities brought about by the Act would be provided. There was funding available through the ALN Transformation Grant to support preparation for implementation in September 2021 and this was being used to support cluster working and in-house training; the potential cost pressure on schools around implementation had been flagged corporately as a risk. WG have announced a further ALN £7.2m grant funding across all local authorities in Wales and we were awaiting further detail around the amount and terms and conditions for the grant.

Mrs Stark added there were serious concerns especially around case law and asked what the authority's position was on this. In response the Senior Manager said that the lack of detailed information from WG on universal provision could leave schools and the Council at risk at Tribunals and additional specialist legal support may be required once the reforms were implemented.

Mr David Hytch felt the incidents of mental health could fall under the act and impact pupil attendance and sought clarification on the roles and capacity of the ALN officers. The Senior Manager agreed, and reported on regional half termly meetings at which attendance by health colleagues was sporadic. She advised that Health professionals would be responsible for identifying any provision required in response to health needs and that the Tribunal could not direct the Health Board to include

provision. She also advised that the parents would have to engage with the NHS complaints process where there was a disagreement over requirements and that the Council may have to make provision whilst the dispute is resolved. With regards to Post 16, WG were suggesting up to 2 years targeted provision with local authorities responsible for commissioning and funding this. In response to the second point the ALN Officers would have an advisory role and support parents, teachers and key workers to ensure schools were prepared.

Councillor Tudor Jones referred to point 2.07 in the report and asked who would be responsible for holding the data and providing support to young people in custody, elective home educated and traveller children. The Senior Manager confirmed it would fall to the authority to identify if a young person required ALN support and develop a plan for that person. The authority would not be responsible for making provision for young people whilst they were in custody. As regards the elective home educated, there was no funding in current budgets to support this but that this could change when the Code was released. Data on these young people was collected annually by local authorities and provided to WG. Councillor Jones asked if these children would need to be assessed too. The Senior Manager confirmed they would be aware of some of the children as they may have accessed school prior to becoming home educated but it was likely that they would have a role to undertake assessment where this had not taken place. A particular difficulty with the traveller community was where families move whilst the assessment process was partially completed. She added that one of the benefits of the new process was that schools would determine if ALN support was required rather than waiting to be assessed as they do now.

Councillor Hughes suggested the committee write to WG for a fuller explanation on why this had been deemed cost neutral. The Chief Officer referred to the previous letter already sent on this matter. Councillor Hughes suggested that a similar letter be written to reinforce the level of concern and that another paragraph be added to the letter to ask for a definition of universal provision. The Senior Manager said there had been resistance by WG to do this and felt there was an expectation that Local Authorities and Schools absorb the costs. The Chair suggested the Chief Officer write another letter requesting clarification on what WG deemed costs neutral and asking for clarification on what was WG's definition of universal provision.

Mrs Stark asked if more information could be provided on what costs schools had already borne for this and also if some evidence based projections could be brought back to committee

This additional recommendation was proposed by Councillor Hughes and seconded by Mrs Stark.

**RESOLVED:**

- (a) That the report be noted;

- (b) That a letter requesting clarification on how the Act would be cost neutral and the term 'universal provision' be sent to the Cabinet Secretary for Education at Welsh Government; and
- (c) That a further report be provided to the committee following implementation.

#### **43. SCHOOL ATTENDANCE**

The Senior Manager firstly introduced Mr John Grant (Senior Learning Advisor - Engagement, Inclusion & Progression Service) who provided an outline to committee of his experience. He was welcomed by the Chair and Committee Members.

The Senior Manager presented the report which provided information on the attendance levels across Flintshire schools. It was noted that illness accounts for the majority of absences and that the levels of persistent absenteeism remained comparatively high.

The Senior Learning Advisor added that ensuring school attendance was difficult as there had been an increase in the number of pupils presenting with mental health problems who did not engage in school and that CAMHS colleagues were involved supporting these pupils. He explained the service was looking to be more flexible and responsive to the children's needs and that understanding the challenges would enable a long term plan to be progressed. He then referred to a Head Teachers Conference where colleagues had discussed and acknowledged the pressures involved. He referred Members to Appendix 1 of the report.

Mr Hytch referred to term time holidays and asked if it was legal to authorise them and how robust were the figures and questioned the quartile attendance figures which could move from green to red if many pupils caught the flu. With regard to secondary education he asked if non-attendance figures included a child's inability to cope with the education provided and could this pressure cause absence due to mental health. He felt that modifying the curriculum did not always work and that it was the next layer down from special needs that required support. He also asked if the Health Service was equipped to support this.

Councillor Hughes referred to unauthorised absences and agreed absences for family holidays and asked how many were repeat offenders? He understood WG guidance was for 10 days approved leave and that holidays were cheaper in term time even if parents factored in the penalty. The Chief Officer endorsed this comment saying it was very difficult, especially in secondary schools, for a child to catch up with their education but that these occurrences were more frequent in primary than secondary schools. The Senior Manager added that officers work with Head Teachers to give them the confidence to challenge parents. It was a different situation if a child was repeatedly away from school due to illness but that Heads were now challenging parents to provide medical evidence.

The Chief Officer agreed with Mr Hytch's comments on quartiles but said that this was a small percentage. She also reported that she had met Head Teachers to discuss budgets for a range of needs. The Senior Manager advised that positive

relationships were in place with CAMHS colleagues and advised on a range of services that were being considered by health to support pupils with mental health.

Mrs Stark referred to Table 5 (Reasons for authorised absence) and felt reason C was very high and asked if the codes were missed and why the illness level had reduced. In response the Senior Manager said the additional post in the service would look at the data to gain a better understanding on this and that the C codes included the impact on mental health especially in secondary schools. The Senior Learning Advisor provided background to the data led approach and said WG were reviewing all codes currently in the All Wales Attendance Framework. Mrs Stark was concerned for the individuals if this was driven by statistics.

Councillor Jones commented a lot of the children who were unable to cope with the curriculum were premature babies and asked if parents could be given the right for those children to start school later, at their due date rather than birth date, it should be parental choice. The Senior Manager replied saying in some cases discussions would be held with parents of children who were very young in year to facilitate this where appropriate. She advised that stage not age was an integral part of the new curriculum which should be a positive development for these pupils and the success will be how schools implement this.

Councillor Gladys Healey referred to page 28 saying it was not only the gypsy/traveller children but also the children from different nationalities speaking more than one language who needed support to understand the difficulties they encountered at school. The Senior Manager was very proud of the excellent service provided by the gypsy/traveller and English as an Additional Language service which went beyond school assisting with health appointments for example. In Flintshire there were 43 languages spoken and there was support in schools for these pupils.

Mrs Lynn Bartlett referred to page 35 of the report Table 6: (Persistent Absenteeism) and said these were the parents and pupils where more focus was required. The Chief Officer said putting pressure on schools did not help and WG recognised this now. Estyn Inspectors stipulated to stop absenteeism there was a need to understand the problem in schools.

In response to a question from Mr Hytch regarding persistent absenteeism, the Senior Manger confirmed that the figure quoted was the percentage of all absences that were deemed to be persistent.

Councillor Geoff Collett asked how the percentage absentee was defined. It was confirmed it was attendance below 80%. Councillor Ian Smith asked how one day would show to which it was confirmed it would be shown as two sessions (morning and afternoon) with one week equating to 10 absences.

Mrs Stark asked when this would be expected to come back to committee. The Chief Officer confirmed data was collated annually but an interim report could be brought to Committee in September and include detail on persistent absenteeism, review and audit, service improvement, support for schools and mental health and well-being.



The recommendation outlined within the report was moved by Councillor Kevin Hughes and seconded by Councillor Gladys Healey.

**RESOLVED:**

- (a) That the attendance data for Flintshire schools and the actions undertaken by officers to support schools to improve levels of engagement be noted; and
- (b) That an interim report be brought to the committee in September, to include detail on persistent absenteeism, review and audit, service improvement, support for schools and mental health and well-being.

**44. MEMBERS OF THE PUBLIC AND PRESS IN ATTENDANCE**

There was one members of the press in attendance.

(The meeting started at 2.00 pm and ended at 3.38 pm)

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**Chairman**

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## EDUCATION, YOUTH & CULTURE OVERVIEW & SCRUTINY COMMITTEE

<b>Date of Meeting</b>	Thursday 24 <sup>th</sup> September, 2020
<b>Report Subject</b>	Terms of Reference of the Committee
<b>Report Author</b>	Head of Democratic Services
<b>Type of Report</b>	Operational

### EXECUTIVE SUMMARY

The Council carried out a Committee review during 2019/20 which resulted in amendments to the Overview & Scrutiny Committee Structure. At the Annual Meeting of Council, these changes were confirmed and Chairs appointed. There are now five committees, each comprising 12 elected Members. These are:

- Community, Housing & Assets;
- Corporate Resources;
- Education, Youth & Culture;
- Environment & Economy;
- Social & Healthcare.

Until the end of the calendar year, all of our formal meetings will be held as 'remote attendance'. All Committee Chairs will be provided with updated guidance and continued support on conducting an effective remote attendance committee meeting.

### RECOMMENDATIONS

1	That the Committee receives its terms of reference as agreed by Council and as set out in Appendix 1.
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## **REPORT DETAILS**

<b>1.00</b>	<b>THE COMMITTEE'S TERMS OF REFERENCE.</b>
1.01	The new Overview & Scrutiny Committee Structure was approved by Council on 27 <sup>th</sup> February. At the Annual Meeting on 9 <sup>th</sup> September, Chairs were appointed to the five committees within the new structure. This report is being submitted to each of the Overview & Scrutiny Committees during the September cycle of meetings.
1.02	<p>The five Overview &amp; Scrutiny committees are now:</p> <ul style="list-style-type: none"><li>• Community, Housing &amp; Assets;</li><li>• Corporate Resources;</li><li>• Education, Youth &amp; Culture;</li><li>• Environment &amp; Economy;</li><li>• Social &amp; Healthcare.</li></ul> <p>The respective terms of reference of each of the committees and the main contributors to them are identified in Appendix 1.</p>
1.03	Until the end of the calendar year, all of our formal meetings will be held as 'remote attendance'. All Committee Chairs will be provided with updated guidance and continued support on conducting an effective remote attendance committee meeting.

<b>2.00</b>	<b>RESOURCE IMPLICATIONS</b>
2.01	A reduction in the number of committees may result in the reduction of senior salaries paid.

<b>3.00</b>	<b>IMPACT ASSESSMENT AND RISK MANAGEMENT</b>
3.01	Not applicable.

<b>4.00</b>	<b>CONSULTATIONS REQUIRED/CARRIED OUT</b>
4.01	None required.

<b>5.00</b>	<b>APPENDICES</b>
5.01	Appendix 1 – Overview & Scrutiny Committee Terms of Reference.

<b>6.00</b>	<b>LIST OF ACCESSIBLE BACKGROUND DOCUMENTS</b>
6.01	Minutes of the Annual Meeting of Council, 7 <sup>th</sup> May 2019

	Report to the Meeting of the Constitution & Democratic Services Committee, 22 <sup>nd</sup> January 2020 and resultant minute. Report to Council 27 <sup>th</sup> February 2020 and resultant minute.
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<b>7.00</b>	<b>CONTACT OFFICER DETAILS</b>
7.01	<b>Contact Officer:</b> Robert Robins, Head of Democratic Services. <b>Telephone:</b> 01352 702320 <b>E-mail:</b> <a href="mailto:Robert.robins@flintshire.gov.uk">Robert.robins@flintshire.gov.uk</a>

<b>8.00</b>	<b>GLOSSARY OF TERMS</b>
	No technical terms have been used.

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## Appendix 1: Overview & Scrutiny Committee Terms of Reference 2020/21

Red text indicates a function previously within the remit of the former Organisational Change Overview & Scrutiny Committee.

Green text indicates functions transferred to the new Environment & Economy Overview & Scrutiny Committee from the former Community & Enterprise Overview & Scrutiny Committee. Some functions were previously the joint responsibilities of two committees.

<b>O&amp;S Committee</b>	<b>Scope:</b> To fulfil all of the functions of an Overview & Scrutiny committee, including Performance, Improvement and Policy Development as they relate to the following:	<b>Main Contributors</b>
<p><b>Corporate Resources</b></p> <p>12 Elected Members</p> <p>Designated ‘crime &amp; disorder scrutiny’ committee</p>	<p><b>Corporate Management and Governance</b>            Council strategic and improvement planning (Council Plan)            Council performance and performance systems            Customer Services and contact</p> <p><b>Finance Strategy</b>            Revenue and capital strategic planning            Revenue and capital budget monitoring</p> <p><b>Clwyd Pension Fund</b></p> <p><b>ICT and Digital Strategies</b></p> <p><b>People Strategy</b>            Organisational Design &amp; Change Programme</p> <p><b>Corporate Services</b>            Corporate Communications            Financial services            ICT Services            Information and Business Services            Procurement            HR Business Partnering            Occupational Health and Wellbeing            Employment Services            Legal Services            Democratic Services            Revenues</p> <p><b>Strategic and Partnership Working</b>            Partnership and collaborative working frameworks            Public Service Board            Civil Contingencies            Emergency Planning</p>	<p>Leader of the Council;            Corporate Management &amp; Assets;            Finance.            Chief Executive;            CO (Governance)            Corporate Finance Manager            Senior Manager (HR &amp; OD)</p>

	<p><b>Crime and Disorder</b>  Community Safety Partnership  North Wales Fire &amp; Rescue Authority &amp; Service  North Wales Police &amp; Crime Commissioner  North Wales Police Service  North Wales Probation Service</p>	
<p><b>Education, Youth &amp; Culture</b></p> <p>12 Elected Members and five co-opted members representing parent governors and diocesan authorities.</p>	<p>School organisation and management  School Improvement and modernisation  School Access, planning and provision  Primary and Early years  Secondary and 14-19 education  Schools Performance Monitoring</p> <p><b>Continuing Education</b>  Adult and community learning</p> <p><b>Special Education</b>  Inclusion service</p> <p><b>Support to Families and Young People</b>  Families First  Youth Services  Youth Justice Service</p> <p>Libraries, Culture and Heritage including archives and museums  Leisure Services, including leisure and sports centres, swimming pools and recreational facilities/activities</p> <p><b>Strategic and Partnership Working</b>  Theatr Clwyd  Aura  Holywell Leisure Centre  Cambrian Aquatics</p> <p>Children and Young People’s Partnership (shared responsibility with the Social &amp; Health Care Overview &amp; Scrutiny Committee)  Coleg Cambria  Glyndwr University  GwE  Welsh Government Department for Education  Estyn</p>	<p>Leader /Education &amp; Youth  Chief Executive  CO (Education &amp; Youth)</p>



<p><b>Social &amp; Health Care</b></p> <p>12 Elected Members</p>	<p><b>Adult Services</b>  First contact and localities  Adult safeguarding  Adult Independence and support services</p> <p><b>Children's Services</b>  Fieldwork  Resources  Safeguarding  Early Years and Family support</p> <p><b>Disability, Progression and Recovery Services</b></p> <p><b>Strategic, Commissioning &amp; Partnership Working</b>  Children and Young People's Partnership (jointly with the Education &amp; Youth Overview &amp; Scrutiny Committee)  Social &amp; Health Care Strategy Development  Health Social Care and Well-being partnership and the Good Health Good Care Strategy  Dementia Commissioning Plan  Mental Health Commissioning Plan  Learning Disability Commissioning Plan</p> <p>Double Click  Home Farm Trust (HFT)  Hwb Cyfle</p> <p>Betsi Cadwaladr University Health Board (BCUHB)  Ambulance Trust  Community Health Council.</p>	<p>Cabinet Member for Social Services.  CO (Social Services)</p>
<p><b>Environment &amp; Economy</b></p> <p>12 Elected Members</p>	<p><b>Planning</b>  Planning and environmental strategy, Development management and control, Conservation,  Minerals and waste planning, Countryside and the environment  Greenfield Valley Heritage Park  Public rights of way  Drainage advisory/Flood Water Management Act  Energy Services</p> <p><b>Public Protection</b>  Community protection  Health protection  Environmental protection</p>	<p>Cabinet Members for Planning &amp; Public Protection and Streetscene &amp; Countryside  Chief Executive  CO (Planning, Environment and Economy)  CO (Streetscene &amp; Transportation)</p>

	<p>Bereavement services</p> <p><b>Streetscene Services</b></p> <p>Environmental and Waste Management</p> <p>Neighbourhood services</p> <p>Maintenance of the public realm</p> <p>Environmental enforcement</p> <p>Vehicle fleet</p> <p><b>Transportation</b></p> <p>Highway Strategy and Development Control</p> <p>Traffic Services</p> <p>Transport Services</p> <p>Road Safety Education, Training and Publicity</p> <p>Performance and Improvement Plan</p> <p>Monitoring and Policy and Performance development within the Streetscene and Transportation and Planning, Environment and Economy portfolios</p> <p><b>Strategic and Partnership Working</b></p> <p>Local Development Plan</p> <p>Flood Management Strategy</p> <p>North Wales Residual Waste Treatment Partnership</p> <p>Natural Resources Wales</p> <p>Planning Inspectorate Wales</p> <p><b>Regeneration</b></p> <p>Communities First,</p> <p>Economic Development and Tourism Enterprise</p> <p>Regeneration Partnership</p> <p>Rural Development Plan</p> <p>Visit Wales</p>	
<p><b>Community, Housing &amp; Assets</b></p> <p>12 Elected Members</p>	<p><b>Community Liaison</b></p> <p>The County Forum and the Joint Community Charter with Town and Community Councils</p> <p>Flintshire Local Voluntary Council</p> <p><b>Community services</b></p> <p>Community support services</p> <p>Welfare reform</p> <p><b>Public Housing</b></p> <p>Housing Strategy</p> <p>Neighbourhood Housing</p> <p>Housing Asset management</p> <p><b>Private Housing</b> renewal</p>	<p>Cabinet Members for Corporate Management &amp; Assets and Housing.</p> <p>Chief executive</p> <p>CO (Housing &amp; Assets)</p>

	<p><b>Benefits</b> Property and Design Consultancy Valuation and Estates Facilities Services Community Assets <b>Strategic and Partnership Working</b> Community Asset Transfer Programme Housing Strategy Housing Asset Management Strategy NEWYDD NEW Homes Limited Housing Revenue Account Business Plan Registered Social Landlords</p>	
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## EDUCATION, YOUTH & CULTURE OVERVIEW AND SCRUTINY COMMITTEE

<b>Date of Meeting</b>	Thursday 24 <sup>th</sup> September 2020
<b>Report Subject</b>	Recovery Strategy
<b>Cabinet Member</b>	Leader of the Council and Collective Cabinet
<b>Report Author</b>	Chief Executive and Chief Officer (Education and Youth)
<b>Type of Report</b>	Strategic

### EXECUTIVE SUMMARY

The Council is developing a corporate Recovery Strategy for the pandemic emergency situation.

This work has been led by the Chief Executive and Leader and overseen by a cross-party Member Recovery Board. The Board, which is an advisory sub-committee of Cabinet, has completed its work and has stood down. Cabinet is due to endorse the Recovery Strategy at a special meeting on 15 September. Cabinet will be inviting each of the Overview and Scrutiny Committees to support recovery in their respective portfolio areas, and specifically to have oversight of:-

1. The portfolio risk register(s) and the risk mitigation actions both live and planned;
2. The objectives for recovery for the portfolio(s);
3. The immediate strategic priorities for recovery for the portfolio(s) extracted from the draft Council Plan for 2020/21; and
4. The set of revised performance indicator targets for the portfolio(s) for 2020/21.

Special dates have been set for all five Overview and Scrutiny Committees to meet in late September. The Committees assuming this important oversight role is in itself part of the recovery strategy for resumption of full democratic governance.

## RECOMMENDATIONS

1	That the Committee gives oversight to the recovery planning for its respective portfolio(s).
2	That the Committee rebuilds a forward work programme for the remainder of the 2020/21 Council year with recovery planning at its core.

## REPORT DETAILS

1.00	EMERGENCY RECOVERY
1.01	<p>The Council is developing a corporate Recovery Strategy for the pandemic emergency situation. The Strategy covers:-</p> <ol style="list-style-type: none"><li>1. The chronology of the emergency response phase and transition to recovery</li><li>2. The handover arrangements or recovery</li><li>3. Organisational recovery of the corporate organisation</li><li>4. Community recovery of the communities we serve</li><li>5. Strategic priorities and performance for the remainder of 2020/21</li><li>6. The roles the Council will play in regional recovery</li><li>7. The democratic governance of recovery</li></ol>
1.02	<p>The development of the Recovery Strategy been led by the Chief Executive and Leader and overseen by a cross-party Member Recovery Board. The Board, which is an advisory sub-committee of Cabinet, has completed its work and has stood down. The Board has met seven times in quick succession and has received multiple reports and presentations. Cabinet is due to endorse the Recovery Strategy at a special meeting on 15 September.</p>
1.03	<p>Cabinet will be inviting each of the Overview and Scrutiny Committees to support recovery in their respective portfolio areas, and specifically to have oversight of:-</p> <ol style="list-style-type: none"><li>1. The portfolio risk register(s) and the risk mitigation actions both live and planned;</li><li>2. The objectives for recovery for the portfolio(s);</li><li>3. The immediate strategic priorities for recovery for the portfolio(s) extracted from the draft Council Plan for 2020/21; and</li><li>4. The set of revised performance indicator targets for the portfolio(s) for 2020/21.</li></ol>
1.04	<p>The full latest version of the risk register and set of risk mitigation actions for the service portfolio(s) within the terms of reference of this Committee is attached. The full set of strategic priorities for recovery recommended for extraction from the draft Council Plan for 2020/21 and inclusion in the Recovery Strategy is attached, as are the full set of revised performance indicator targets for 2020/21.</p>

1.05	<p>The recovery objectives for the Education &amp; Youth portfolio for this Committee are:-</p> <ul style="list-style-type: none"> <li>• To repurpose schools including funded settings back to the provision of statutory education</li> <li>• To meet statutory requirements for Youth Service, Youth Justice and Youth Homelessness Prevention Services</li> <li>• To meet statutory National Standards for Youth Justice</li> <li>• To ensure young people reintegrate back into education, health and substance misuse services</li> <li>• To deliver targeted interventions and support to children, families and schools</li> <li>• To comply with the statutory duties under the Special Education Needs Code of Practice for Wales</li> <li>• To re-open Flintshire Record Office to the public</li> <li>• To support staff to have a positive pathway to return to the work place</li> </ul>
1.06	<p>Special dates have been set for all five Overview and Scrutiny Committees to meet in late September. The Committees assuming this important oversight role is in itself part of the recovery strategy for resumption of full democratic governance.</p>

<b>2.00</b>	<b>RESOURCE IMPLICATIONS</b>
2.01	There are no specific resource implications from this report.

<b>3.00</b>	<b>CONSULTATIONS REQUIRED / CARRIED OUT</b>
3.01	None specific as this report is based on documented response and recovery work.

<b>4.00</b>	<b>RISK MANAGEMENT</b>
4.01	This report specifically covers emergency situation risk management.

<b>5.00</b>	<b>APPENDICES</b>
5.01	<p>Appendix 1 – The full latest version of the risk register for the service portfolio(s) within the terms of reference of this Committee.</p> <p>Appendix 2 – The full latest version of the risk mitigation actions for the service portfolio(s) within the terms of reference of this Committee.</p> <p>Appendix 3 – The full set of strategic priorities for recovery recommended for extraction from the draft Council Plan for 2020/21 and inclusion in the</p>

	Recovery Strategy.  Appendix 4 – The full set of revised performance indicator targets for 2020/21.
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<b>6.00</b>	<b>LIST OF ACCESSIBLE BACKGROUND DOCUMENTS</b>
6.01	None.  <b>Contact Officer:</b> Colin Everett <b>Telephone:</b> 01352 702101 <b>E-mail:</b> <a href="mailto:chief.executive@flintshire.gov.uk">chief.executive@flintshire.gov.uk</a>



Education and Youth Portfolio Risk Register

Version 4

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Key		
Underlying Risk Rating	The risk rating before any mitigating actions	
Current Risk Rating	This risk rating following the planned mitigation actions	
Target Risk Rating	The risk rating which is realistically achievable and by when	
Risk Trend	The trend of the risk since the last review date	
Risk Status	Open denotes a live risk	Closed denotes a closed risk
*Denotes the risk is specific to the 'Recovery'		
EY	Education and Youth	

Risk Register - Part 1 (Portfolio Management)

Finance

Risk Ref.	Risk Title	Risk Type	Lead Officer	Supporting Officers	Underlying Risk Rating	Current Risk Rating	Target Risk Rating	Risk Trend	Risk Status
EY01	Secondary schools are not financially viable due to insufficient base funding	Strategic	Claire Homard	David Bateman/Lucy Morris	R	R	A Open	A ↔	Open
EY02	Inability to delivery statutory Youth Services due to uncertainty about grant funding	Strategic	Ann Roberts	James Warr	A	Y	G Open	G ↓	Open
EY03	Inability to deliver Inclusion & Progression Services due to uncertainty about grant funding	Strategic	Jeanette Rock	John Grant/ Lisa Davies	A	G	G Q3 2020/21	G ↓	Closed
EY04	Increased financial costs to the Inclusion Service due to legal challenges	Strategic	Claire Homard	Jeanette Rock	R	R	A Q2 2021/22	A ↔	Open
EY05	Insufficient financial resources to support children and young people's emotional health	Strategic	Claire Homard	Jeanette Rock/Ann Roberts	A	Y	A Open	G ↓	Open
EY06	Insufficient funding to deliver new archive premises	Strategic	Claire Harrington	Claire Homard	R	A	A Q4 2021/22	A ↔	Open

Workforce

Risk Ref.	Risk Title	Risk Type	Lead Officer	Supporting Officers	Underlying Risk Rating	Current Risk Rating	Target Risk Rating	Risk Trend	Risk Status
EY07	Capacity on service delivery is impacted by workforce absence	Operational	Claire Homard	DMT	Y	Y	G Q4 2021/22	A ↔	Open
*EY08	Inability to provide emergency childcare provision during school closure period due to workforce availability	Operational	Vicky Barlow	Jeanette Rock	A	G	G Q2 2020/21	G ↓	Closed
*EY09	Insufficient emergency childcare provision in summer holidays if school hubs directed to close by Welsh Government	Operational	Claire Homard	Vicky Barlow	A	Y	G Q2 2020/21	G ↓	Closed
*EY10	Inability of schools to re-open safely to deliver statutory education due to reductions in workforce, availability of sufficient PPE and infrastructure (catering/transport)	Strategic	Claire Homard	Vicky Barlow	R	G	G Q3 2020/21	G ↓	Closed

## Property &amp; Assets

Risk Ref.	Risk Title	Risk Type	Lead Officer	Supporting Officers	Underlying Risk Rating	Current Risk Rating	Target Risk Rating	Risk Trend	Risk Status
EY11	Fluctuating pupil demography impacts on sufficiency of school places	Strategic	Damian Hughes	n/a	A	Y	Y Open	G ↓	Open
EY12	Deteriorating school buildings adversely impacts on curriculum delivery	Strategic	Damian Hughes	n/a	A	Y	Y Open	G ↓	Open
EY13	Inability to fully deliver on Welsh Government 21 <sup>st</sup> Century School Building Programme due to financial, workforce and contractor implications	Strategic	Claire Homard	Damian Hughes	A	A	Y Open	A ↔	Open
EY14	Welsh Government Childcare Capital programme is not fully completed resulting in a reduction of childcare places	Strategic	Gail Bennett	Byra Foulkes	R	A	A Q4 2021/22	A ↔	Open

## Governance/Legal

Risk Ref.	Risk Title	Risk Type	Lead Officer	Supporting Officers	Underlying Risk Rating	Current Risk Rating	Target Risk Rating	Risk Trend	Risk Status
EY15	Non-compliance with the Additional Learning Needs Education Tribunal (ALNET) Act 2018	Strategic	Jeanette Rock	Paula Roberts	Y	Y	G Q2 2021/22	A ↔	Open
EY16	Failure to make statutory provision for learners with Special Educational Needs (SEN) due to resource availability	Operational	Jeanette Rock	Paula Roberts	R	A	Y Q2 2021/22	G ↓	Open
EY17	Failure to meet the statutory targets in the Welsh in Education Strategic Plan due to insufficient parental take up of Welsh medium education	Strategic	Claire Homard	Vicky Barlow	A	A	Y Q4 2030/31	A ↔	Open
EY18	Young people unable to access counselling services due to the closure of schools	Operational	Jeanette Rock	Nigel Pattinson	A	Y	G Q4 2021/22	G ↓	Open
EY19	Insufficient local education provision to support learners with mental health needs	Operational	Jeanette Rock	Tim Ford / John Grant	R	A	Y Q2 2022/23	G ↓	Open
EY20	Increased number of Special Educational Needs Tribunals due to an inability to meet the statutory assessment process requirements and accurately identify individual needs (link to EY 16)	Operational	Jeanette Rock	Paula Roberts/Nigel Pattinson	A	A	A Q2 2021/22	A ↔	Open
*EY21	Reduced safeguarding referrals due to school closures	Strategic	Claire Homard	Vicky Barlow	R	Y	Y Q2 2020/21	G ↓	Closed

## External Regulation

Risk Ref.	Risk Title	Risk Type	Lead Officer	Supporting Officers	Underlying Risk Rating	Current Risk Rating	Target Risk Rating	Risk Trend	Risk Status
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Risk Ref.	Risk Title	Risk Type	Lead Officer	Supporting Officers	Underlying Risk Rating	Current Risk Rating	Target Risk Rating	Risk Trend	Risk Status
EY22	Inability to meet the recommendations arising from the Local Authority's Estyn Inspection 2019	Strategic	Claire Homard	Vicky Barlow	A	Y	G Q4 2022	G ↓	Open
EY23	Poor outcome of Ministry of Justice Inspection due to non-compliance with National Youth Justice Standards and ineffective governance from Youth Justice Board	Strategic	Ann Roberts	James Warr	A	A	Y Q4 2021/22	A ↔	Open
EY24	Inability to meet national archive accreditation standards due to poor quality of the accommodation	Strategic	Claire Harrington	Claire Homard	A	Y	G Q4 2024/25	G ↓	Open

## Risk Register - Part 2 (Portfolio Service & Performance)

### School Improvement

Risk Ref.	Risk Title	Risk Type	Lead Officer	Supporting Officers	Underlying Risk Rating	Current Risk Rating	Target Risk Rating	Risk Trend	Risk Status
EY25	Schools insufficiently prepared to implement new curriculum which impacts adversely on learners	Strategic	Vicky Barlow	Primary Learning Adviser post - vacant	A	Y	G Q2 2021/22	G ↓	Open
EY26	Ineffective school leadership results in poor pupil outcomes which increases risk of schools being placed in statutory Estyn categories	Strategic	Vicky Barlow	Primary Learning Adviser post - vacant	A	Y	G Open	G ↓	Open
EY27	School leadership and governance is ineffective due to lack of engagement in professional development and support programmes	Operational	Vicky Barlow	Kim Brookes	Y	Y	G Open	A ↔	Open
EY28	Ineffective school leadership results in standards of Welsh in schools falling below the national average	Operational	Vicky Barlow	Rhian Roberts	A	Y	Y Open	G ↓	Open
EY29	Reduced performance in Science, Technology , Engineering and Maths subjects at Post 16 could impact on access to local apprenticeships and progression into higher education	Operational	Vicky Barlow	-	Y	Y	G Open	G ↓	Open

### Inclusion & Progression

Risk Ref.	Risk Title	Risk Type	Lead Officer	Supporting Officers	Underlying Risk Rating	Current Risk Rating	Target Risk Rating	Risk Trend	Risk Status
EY30	Increased numbers of young people not in Education, Training & Employment due to lack of pupil engagement	Operational	Jeanette Rock	John Grant	Y	Y	G Q4 2022/23	A ↔	Open

Integrated Youth Provision

Risk Ref.	Risk Title	Risk Type	Lead Officer	Supporting Officers	Underlying Risk Rating	Current Risk Rating	Target Risk Rating	Risk Trend	Risk Status
EY31	Increase in young people subject to intervention by the Youth Justice Services due to the impact of school closures and revised service delivery models	Operational	Ann Roberts	James Warr	A	A	G Q4 2021/22	A ↔	Open
EY32	Young people in the Youth Justice Service not accessing minimum statutory education offer due to lack of pupil engagement	Strategic	Ann Roberts	James Warr	A	A	G Q4 2021/22	A ↔	Open

Risk Matrix

Impact Severity	Catastrophic	Y	A	R	R	B	B
	Critical	Y	A	A	R	R	R
	Significant	G	G	Y	A	A	R
	Marginal	G	G	G	Y	Y	A
		Unlikely	Very Low	Low	High	Very High	Extremely High
Likelihood of risk happening							

Education & Youth Portfolio Risk Register

Version 4

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Part 1 (Portfolio Management)

Financial

Mitigation Urgency Key	
IM – Immediate	Now
ST – Short Term	Within 1 month
MT – Medium Term	1 month plus
Upward arrow	Risk increasing
Downward arrow	Risk decreasing
Sideways arrow	No change in risk
*Denotes the risk is specific to 'Recovery'	

Risk Ref.	Risk Title	Risk Trend	Mitigation Urgency	Mitigating Actions
EY01	Secondary schools are not financially viable due to insufficient base funding	↔	MT	Risk associated with insufficient base budgets for secondary schools is included in the MTFS. There is on-going work with secondary head teachers to review the secondary schools funding formula with eventual consultation with the Schools' Budget Forum.
EY02	Inability to deliver statutory Youth Services due to uncertainty about grant funding	↓	MT	Fortnightly teleconference calls with the Youth Justice Board, Welsh Government and Welsh Youth Justice Managers in order to highlight any concerns regarding funding as early as possible.
EY03 Closed	Inability to deliver Inclusion & Progression Services due to uncertainty about grant funding	↓	MT	Closed risk Intelligence regarding grant funding is an agenda item at weekly Portfolio Senior Management team meetings. Schools are advised regularly of other local services and funding sources to supplement the school offer. Service Managers continue to review delivery models to ensure task prioritization and non- duplication. No cuts in service budget for 2020-21 so risk closed
EY04	Increased financial costs to the Inclusion Service due to legal challenges	↔	MT	Officers are working with schools and parents/carers to negotiate the continuation of additional provision in the interim period to offset the need for statutory assessment. The cases are also discussed by Inclusion Service senior managers to determine whether any other alternatives are available to the child with regards provision or support to ensure all internal options have been considered and shared with the parent/carer. Where parents/carers have made an appeal, this information is being escalated to DMT and the legal team to ensure awareness of the number of appeals and officer support requirements.

Risk Ref.	Risk Title	Risk Trend	Mitigation Urgency	Mitigating Actions
EY05	Insufficient financial resources to support children and young people’s emotional health	↓	ST	There are insufficient financial resources to support children and young people’s emotional health therefore the alternative approaches to securing resources are sought such as promoting free access to ‘Solihull’ approaches to parenting to support parents/carers in managing their children; Additional training provided to schools on strategies/programmes to support emotional health and wellbeing via Wales Government grant; Schools promoting online materials to support emotional health and wellbeing during school closure; use of the Integrated Youth Provision social media platform.
EY06	Insufficient funding to deliver new archive premises	↔	MT	<p>The Archive Project Board of senior officers and political leaders meets regularly to monitor progress of the bid. There is Cabinet and Executive support for the bid to National lottery Heritage Fund with formal commitment to provide capital funding to top up the scheme.</p> <p>There is effective project management in place ensuring project is progressing within budget and timescales. There is a project action plan in place to complete Stage 1 bid by deadline of February 2021.</p> <p>There is effective working with the Museums and Libraries Division of Welsh Government who are supportive of the bid and providing expert advice and gives the bid credence. There is support from The National Archive for the bid and partnership working in place. An expert consultant has been procured with significant expertise in developing heritage funding bids to increase likelihood of success.</p>

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Workforce

Risk Ref.	Risk Title	Risk Trend	Mitigation Urgency	Mitigating Actions
EY07	Capacity on service delivery is impacted by workforce absence	↓	IM	Managers are well versed in applying the corporate Attendance Management policy and processes. In addition there is the availability of clear protocols for absences arising from the current emergency which are being applied when necessary within the portfolio. Quarterly attendance management figures are reported to Portfolio Senior Management Team with individual case work being followed up. Currently sickness absence levels are the lowest for some time with no significant impact on service delivery. The risk of absence impacting adversely on service delivery is reducing.

Risk Ref.	Risk Title	Risk Trend	Mitigation Urgency	Mitigating Actions
*EY08 Closed	Inability to provide emergency childcare provision during school closure period due to workforce availability	↓	MT	Closed risk Schools reopened on 1 <sup>st</sup> September for the statutory education of all pupils and there is no requirement for schools to provide emergency childcare.
*EY09 Closed	Insufficient emergency childcare provision in summer holidays if school hubs directed to close by Welsh Government	↓	MT	Closed risk Wales Government determined there was no requirement for school childcare hubs to provide summer holiday childcare provision is closed. However, Wales Government made funding available for councils to provide summer childcare for children identified as vulnerable and to provide enrichment opportunities where possible for children and young people. A programme of provision was developed and delivered successfully by Theatre Clwyd, Aura Leisure, NEWydd Catering & Cleaning, Social Services, and Education & Youth working in partnership. A significant number of Town and Community Councils provided financial support for a two week summer playscheme delivered on their behalf of the Play Team within E&Y
*EY10 Closed	Inability of schools to reopen safely to deliver statutory education due to reductions in workforce, availability of sufficient PPE and infrastructure (catering/transport)	↓	MT	Closed risk Schools re-opened on 29 June 2020 for check in and catch up

Property & Assets

Risk Ref.	Risk Title	Risk Trend	Mitigation Urgency	Mitigating Actions
EY11	Fluctuating pupil demography impacts on sufficiency of school places	↓	MT	Pupil number projections are reviewed bi-annually. This data assists in developing priorities for the Council's schools investment programme for schools and helps understand potential issues and possible mitigation measures associated with local development plan, to this end there are regular meetings with the Planning Team.

EY12	Deteriorating school buildings adversely impacts on curriculum delivery	↓	MT	All schools are subject to 5 year condition survey. Through the Council’s annual repairs and maintenance programme and the 21 <sup>st</sup> Century Capital investment funding, the risk from deteriorating school buildings impacting on curriculum delivery is reducing. All schools continue to deliver an effective curriculum. The Council continues to bid for other external capital funding to be invested in the school estate.
EY13	Inability to fully deliver on Welsh Government 21 <sup>st</sup> Century School Building Programme due to financial, workforce and contractor implications	↔	MT	There is regular dialogue between the Council and the North Wales Construction Partnership contractors and supply chain, and also with Wales Government to mitigate against problems arising from funding, the workforce or from the contractor. The risk continues to be managed.
EY14	Welsh Government Childcare Capital programme is not fully completed resulting in a reduction of childcare places	↔	MT	There is regular monitoring of risks at Portfolio Senior Management Team and quarterly reports to Welsh Government. A contractor has been commissioned to work up actual costs and site risks for the individual projects. These are escalated to the Capital Assets Board as necessary.

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Governance/Legal

Risk Ref.	Risk Title	Risk Trend	Mitigation Urgency	Mitigating Actions
EY15	Non-compliance with the Additional Learning Needs Education Tribunal (ALNET) Act 2018	↔	MT	Progress against the Council’s Transformation Plan in relation to the implementation of the new Act from September 2021 is monitored at service and senior management level. Potential financial risks are reported through portfolio finance meetings and the Mid Term Financial Strategy monitoring systems. Progress is also measured through regular stakeholder meetings and meetings of the regional leads which include the regional Additional Learning Needs Transformation Lead who meets regularly with WG. Current measures confirm the Council continues to be compliant. Wales Government have recently indicated that the Guidance Code will not be published until February 2021 as opposed to December 2020. Work will continue against the current Transformation Plan but changes may need to be implemented quickly in response to the published Code.



Risk Ref.	Risk Title	Risk Trend	Mitigation Urgency	Mitigating Actions
EY16	Failure to make statutory provision for learners with Special Educational Needs (SEN) due to resource availability	↓	ST	<p>Education and Health professionals are developing ways in which they can complete their statutory responsibilities in relation to the statutory assessment process for children with SEN to ensure the Council is able to make specialist placement decisions. These include the use of video platforms and the establishment of clinical rooms where the child and the assessor are separated by a Perspex screen. Services are also engaging with their respective professional bodies who are in many cases providing advice and guidance on how to complete their roles whilst maintaining social distancing.</p> <p>Officers are working with schools and parents/carers to negotiate the continuation of existing additional provision in the interim period to offset the need for statutory assessment and change of educational placement.</p>
EY17	Failure to meet the statutory targets in the Welsh in Education Strategic Plan due to insufficient parental take up of Welsh medium education	↔	MT	<p>The annual update of the Welsh In Education Strategic Plan includes information from parental demand surveys. The Authority is on track to expand Welsh medium capacity at three school sites through its capital programme. Progress against statutory targets are monitored quarterly by the Forum with annual reports to Scrutiny Committee.</p>
EY18	Young people unable to access counselling services due to the closure of schools	↓	ST	<p>The Counselling service is currently accessing training to be able to offer on-line and telephone counselling as an additional /alternative model of service delivery.</p>
EY19	Insufficient local education provision to support learners with mental health needs	↓	MT	<p>Specialist teams within the Inclusion &amp; Progression Service are working regionally with other LAs and health colleagues to develop resources to support the transition from hubs back to school on the 29 June. There is a working group currently looking at how schools can offer increased targeted support to individuals with mental health difficulties. A review has been undertaken of the Council’s current specialist provision with the findings having been collated into a report; this will form the basis of a business case application for further resource and investment. Capacity will be increased from September 2021 with the new build for Plas Derwen Portfolio Pupil Referral Unit. The risk is being managed.</p>

Risk Ref.	Risk Title	Risk Trend	Mitigation Urgency	Mitigating Actions
EY20	Increased number of Special Educational Needs Tribunals due to an inability to meet the statutory assessment process requirements and accurately identify individual needs (link to EY 16)	↔	MT	<p>Education and Health professionals are developing ways in which they can complete their statutory responsibilities to ensure the Council’s SEN Moderation Panel has access to the level of information required to support informed decision making for children with SEN. These include the use of video platforms and the establishment of clinical rooms where the child and the assessor are separated by a Perspex screen. Services are also engaging with their respective professional bodies who are in many cases providing advice and guidance on how to complete their roles whilst maintaining social distancing.</p> <p>Officers are working with schools and parents/carers to negotiate the continuation of existing additional provision in the interim period to offset the need for statutory assessment and change of educational placement.</p>
Page 34 *EY21 Closed	Reduced safeguarding referrals due to school closures	↓	MT	<p>Closed risk</p> <p>Schools have opened in September therefore the risk has reduced significantly although not all pupils will be full time in school until the middle of September. All Wales Child Protection Procedures still apply and schools have been reminded. Safeguarding guidance is included in the operational model for childcare hubs. Robust systems have been implemented for schools to maintain contact with families and protocols established for them to follow up in the event on non-contact. Co-ordinated press and social media campaign by Flintshire to actively promote safeguarding as everyone’s responsibility during lockdown. Children’s Services maintaining contact and child protection processes. Schools continue to engage in child protection processes during lockdown e.g. case conferences, multi-agency planning meetings. Children and young people identified as being a safeguarding risk are prioritised for childcare places in the hubs.</p> <p>Referrals to Childrens’ Services are now the same as pre lockdown levels. Capacity is also available in the system should there be any spike in referrals when all pupils return to schools by the 14th September.</p>

External Regulation

Risk Ref.	Risk Title	Risk Trend	Mitigation Urgency	Mitigating Actions
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Risk Ref.	Risk Title	Risk Trend	Mitigation Urgency	Mitigating Actions
EY22	Inability to meet the recommendations arising from the Local Authority's Estyn Inspection 2019	↓	MT	The Post Inspection Action Plan has been incorporated into the Council Plan 20220/21 and the Portfolio's business Plan. Plans are monitored at senior management team meetings weekly and the Senior Team meet termly with Estyn's Local Registered Inspectors to monitor the delivery of actions to meet the targeted recommendations. The Plan is reported annually to Cabinet and Scrutiny. Current progression against the actions are on target.
EY23	Poor outcome of Ministry of Justice Inspection due to non-compliance with National Youth Justice Standards and ineffective governance from Youth Justice Board	↔	MT	The Youth Justice Board currently are working to guidance from the Ministry of Justice with regard to National Standards and statutory functions during the emergency situation. The Youth Justice Service maintains fortnightly contact with the Youth Justice Board and regular contact with statutory partners (HM Courts and Tribunal Service / Police / Crown Prosecution Service / Social Services / Health) and responds to changing government advice. Youth Justice Board are yet to clarify the position around recovery planning. The Youth Justice Service also continues to re-commence and progress work identified in our National Standards Audit and Youth Justice Plan through our Executive Delivery Group.
EY24	Inability to meet national archive accreditation standards due to poor quality of the accommodation	↓	MT	The National Archive has agreed to a deferment of Flintshire's next accreditation against the standards to allow time for the outcome of the bid and potential solution to the accommodation issue to be found.

Part 2 (Portfolio Service & Performance)

School Improvement

Risk Ref.	Risk Title	Risk Trend	Mitigation Urgency	Mitigating Actions
EY25	Schools insufficiently prepared to implement new curriculum which impacts adversely on learners	↓	MT	-Regional and local Business Plans have been written identifying the required actions needed by schools to ensure they are prepared. Whilst preparations by schools was limited during the repurposing period, the regional school improvement service has continued to provide universal and bespoke support to schools as appropriate. Professional development and collaboration has continued virtually where possible. Cluster meetings for Flintshire schools have continued remotely. The fortnightly

Risk Ref.	Risk Title	Risk Trend	Mitigation Urgency	Mitigating Actions
				meetings between local authority and regional school improvement service continue, with a focus on developing distance and blended learning. The GwE Management Board attended by the Chief Officer receive and monitor update reports. Likewise, there are regular updates to the Joint Consultative Committee attended by the Lead member for Education and the Chief Education Officer.
EY26	Ineffective school leadership results in poor pupil outcomes which increases risk of schools being placed in statutory Estyn categories	↓	MT	Local Business Plan has been written identifying targeted support needed. Progress against this is a standing item at the Standards Quality Board meeting with identified risks being flagged through DMT, Programme Board, Overview & Scrutiny meetings. The portfolio Business Plan identifies targeted support for those schools in need with identified risks being flagged through Senior Management Team. Currently all inspection activity by Estyn is suspended until further notice. There will be no further inspections during 2020- 2021. National and local focus is on planning and preparation for implementation of the new curriculum.
EY27	School leadership and governance is ineffective due to lack of engagement in professional development and support programmes	↔	MT	There is a comprehensive professional leadership development programme in place nationally and regionally for school leaders. Programmes that have been suspended due to the pandemic are being moved to online virtual arrangements with work underway nationally and locally. The NPQH programme for aspiring Headteachers is currently open for the next round of applications. Bespoke support is still available for Flintshire Heads through LA officers and GwE advisers. There is a regional protocol in place for supporting schools with senior leadership appointments, including headteacher and deputy headteacher appointments. This is continuing to support appointments virtually. School Governors have dedicated officer support and the Council funds access to Governors Cymru advisory service for all schools. Governors have access to professional development through the Flintshire Governors Association and through the regional school improvement service.

Risk Ref.	Risk Title	Risk Trend	Mitigation Urgency	Mitigating Actions
EY28	Ineffective school leadership results in standards of Welsh in schools falling below the national average	↓	MT	Action Plans have been written identifying the required activity needed to meet the Authority’s Welsh in Education Strategic Plan targets. There are regular meetings between senior manager for school improvement and service manager for Welsh to monitor engagement and progress of schools. There are high levels of engagement between portfolio managers and the regional school improvement service to ensure resources are targeted appropriately. The regional plan includes support for improving outcomes in Welsh at key stages 3 and 4.. The summer term meeting of the Welsh in Education Strategic Forum (WESP) was cancelled due to the pandemic. The autumn term meeting will take place virtually.
EY29	Reduced performance in Science, Technology , Engineering and Maths subjects at Post 16 could impact on access to local apprenticeships and progression into higher education	↓	MT	There is a regional lead for post 16 now in place. The Business plan for post 16 is incorporated into regional and local planning. Schools have access to subject advisers and regional subject forums. There are fortnightly meetings between the local authority and regional school improvement service to monitor engagement and progress of schools, and regular stakeholder meetings to ensure communication at all appropriate level. Schools are reporting after 2020 A Level results that nearly all learners were able to progress to their preferred choice of course, however, destination data is not yet available to verify this.

Inclusion & Progression

Risk Ref.	Risk Title	Risk Trend	Mitigation Urgency	Mitigating Actions
EY30	Increased numbers of young people not in Education, Training & Employment due to lack of pupil engagement	↔	MT	The Inclusion & Progression service continues to work in collaboration with a range of internal and external services to identify pupils at risk of disengagement via the range of data sources and tools available. There continues to be regular dialogue with pastoral leads in secondary schools and local further education institutes and training providers to ensure suitable transition arrangements are in place to support continued engagement for pupils leaving Year 11. Fortnightly education panels are conducted where targeted young people are monitored in terms of their engagement and transition arrangements to ensure alternative support and intervention is identified where required.

Integrated Youth Provision

Risk Ref.	Risk Title	Risk Trend	Mitigation Urgency	Mitigating Actions
EY31	Increase in young people subject to intervention by the Youth Justice Services due to the impact of school closures and revised service delivery models	↔	ST	The Youth Justice Service continues to monitor referrals into the service and as part of assessments will identify any gaps in education provision. On 14 <sup>th</sup> June the YJS will have a new Education Officer whose primary task will be to identify those young people not accessing their full entitlement to education and identifying barriers and support to increasing this provision. The YJS will re-commence monthly Education Meetings internally to monitor this cohort.
EY32	Young people in the Youth Justice Service not accessing minimum statutory education offer due to lack of pupil engagement	↔	ST	The Youth Justice Service continues to monitor referrals into the service and as part of assessments will identify any gaps in education provision. On 14 <sup>th</sup> June the YJS will have a new Education Officer whose primary task will be to identify those young people not accessing their full entitlement to education and identifying barriers and support to increasing this provision. The YJS will re-commence monthly Education Meetings internally to monitor this cohort. During lockdown the YJS and Inclusion Service have revisited and agreed an updated Education Transition Pathway to better improve collaboration, information sharing and outcomes for young people.

# Priorities to be included in FCC Recovery Strategy

## Portfolio – Streetscene & Transportation

### Priority - Sustainable Development and Environmental Management

#### Actions:

- Improve Waste Recycling
- Following the consultation process on the current waste service, a number of changes to operating practices to maintain our recycling level and achieve future targets. Areas of improvement include:
  - Develop Standard Recycling Centre
  - Improvements Greenfield Composting Facility and Transfer Station yard
- Parc Adfer
  - a successful first full year of operation meeting waste and cost and income targets
  - the launch of the Interim Community Recovery Fund with local grants for the assigned area available from September

### Priority - Safe and sustainable Travel Services

#### Actions:

- The number of Local Travel Arrangements introduced via a process of continual review.
- Development of Demand Responsive Transport (DRT) linking into the Core Bus Network.

## Portfolio – Social Services

### Priority – Direct Provision and supporting exiting market

#### Actions:

- Adults:
  - Continuation of the new Ty Trefynnon Residential Home for 2021/22 to enhance local provision for independence and rehabilitation
  - Progress of expansion of Marleyfield Residential Care Home
  - Plans for an expansion of Croes Atti Residential Care Home
  - Expansion of direct provision Domiciliary Care to 35/40% of the provider market
- Children:
  - Expand provision at Arosfa to provide two additional registered beds for long term support
  - Introduce the short-term assessment model for children residential care
  - Improved housing and accommodation offer for care leavers
  - Increase fostering capacity by ten new foster carers
- Adults & Children
  - Sustaining providers through joint support work and appropriate fee levels

### Priority - Safeguarding Children, Adults and Families

#### Actions:

- A multiagency review to strengthen our approach to safeguarding children at risk of going missing, being exploited, being trafficked or at risk of exploitation through County Lines
- Implement the national Liberty Protection Safeguards
- Deal with the anticipated increase in activity and reporting following the Covid-19 response phase

### Priority – Mental Health

#### Actions:

- Promotion of the recently established Mind line
- Analyse data from Mind to develop action plans
- Preventative mental health services for people at risk of deterioration

## Portfolio – Housing & Assets

### Priority – Homelessness Strategy and Local Action Strategy

#### Actions:

- Leading a multi-agency response to homelessness prevention
- Progressing a collaborative response to the street homelessness agenda
- Implementing the Housing First model
- Establishing a Young Persons Positive Pathway and hub

### Priority – Housing needs of vulnerable groups

#### Actions:

- Provision of a mix of accommodation to reflect young people's aspirations and requirements
  - Flexible spaces and equipment to meet people's physical needs – the 'Forever Home' model
- Review the current housing model and develop a strategy for a mixed economy of social and affordable housing at scale and pace

### Priority – Food Poverty

#### Actions:

- Expansion of the new social enterprise Well-fed to provide healthy, nutritious and affordable local food solutions
- Improve and increase access to Healthy food
- Introduction and growth of local community Good Food Hubs
- A targeted food solutions plan to meet gaps in local provision

### Priority – Future of County Hall Campus / Civic Estate

#### Actions:

- Develop a visionary plan for the County Hall campus site

## Portfolio – Planning, Environment and Economy

### Priority – Fuel Poverty

#### Actions:

- Improving the energy efficiency ratings of current housing in Flintshire measured through Energy Performance Certificate Scores

### Priority – Growth Deal & Infrastructure

#### Actions:

- Develop the local priority projects which have been included in the Growth Deal
- Progression of the Councils Integrated Transport Strategy through the delivery of key interventions



### Priority – Future of Town Centres

#### Actions:

- Implement a revised and enhanced Town Centre Strategy in partnership with local stakeholders and Welsh Government for the long term sustainability of towns

### Priority – Carbon Reduction

#### Actions:

- Set our Carbon Reduction Strategy with priority projects and resources with a view to achieving carbon neutrality by 2030

### Priority – Natural Environment

#### Actions:

- Making the natural environment more accessible to local people as part of community life and well-being

### Priority – Community Safety

#### Actions:

- A collaborative partnership approach to dealing with social tensions from the pandemic including anti-social behaviour, environmental crime and domestic violence

### Priority – Businesses and Community

#### Actions:

- Advice services to businesses and the community for operating and living safety

## Portfolio – Governance

### Priority – Corporate Contact Centre

#### Actions:

- Increase the number of Council services delivered by the Contact Centre
- Introduction of technologies to support the Digital Strategy

### Priority – Complaints Handling

#### Actions:

- Introduction of an updated complaints policy
- Introduction of a policy to effectively manage customer behaviour
- Meeting response targets for complaints handling

### Priority – Digital Strategy

#### Actions:

- Increased accessibility to services through digital

## Portfolio – Human Resources & Organisational Development

### Priority – Health & Wellbeing Strategy

#### Actions:

- Monitor workforce attendance rates
- Monitor the number of referrals to Occupational Health on the grounds of mental health
- Achieve the aims and objectives from action plan agreed in support of the 'Time to Change' pledge

## Portfolio – Education & Youth

Priority – Homelessness Strategy – Links to H&A - Homelessness Strategy and Local Action Strategy

### Actions:

- To address Youth Homelessness by embedding a Young Persons Positive Pathway

## Priority – Child Poverty

### Actions:

- Introduction of a Young Persons Positive Pathway to address youth homelessness
- Reduction of impact of poverty on children:
  - Review of FSM payment levels
  - Co-ordinated uniform exchange schemes
  - Adoption of 'Ask Ceri' resource (Children's Commissioner)

## Flintshire County Council Reporting Measures 2020/21

The purpose of this document is to inform the organisation of the agreed measures that will be reported on during the recovery period 2020/21, other measures of importance and measures that will not be carried forward. This is broken down into Portfolio level below.

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**Corporate Finance**

**Recovery Measures**

Measure Title	Initial 2020/21 Target	Revised 2020/21 Target	Rationale for change
Percentage of planned efficiencies achieved	95%	95%	No change
Percentage of Income target achieved	100%	Under Review	Under Review
Percentage variance between the revenue budget outturn and the budget set	+/- 0.5%	+/- 0.5%	No change

## Human Resources and Organisational Development

### Recovery Measures

Measure Title	Initial 2020/21 Target	Revised 2020/21 Target	Rationale for change
The number of working days lost per full time equivalent (FTE) local authority employees lost due to sickness absence	8	8	No change
Number of accredited Mental Health First Aiders across the organisation	No set target	Baseline year	No change. We need to establish a baseline for the first year's actual data
Increase in attendance at 'Coaching Skills for Managers'	No set target	Baseline year	No change. We need to establish a baseline for the first year's actual data
Increase in attendance of managers and employee Stress Management training	50	50	No change
The number of apprentices that complete the programme with a positive outcome	95	95	No change. Target for cohort has been stretched to March and no new apprentices taken on

### Portfolio Measures

Measure Title	Initial 2020/21 Target	Revised 2020/21 Target	Rationale for change
Number of full time equivalent (FTE) lost to sickness (non-COVID)	N/a	Baseline year	Developed to offer clarity to attendance reporting
Number of days full time equivalent lost to (FTE) sickness (COVID)	N/a	Baseline year	Developed to offer clarity to attendance reporting
Number of days full time equivalent (FTE) lost to isolation	N/a	Baseline year	Developed to offer clarity to attendance reporting
Number of days full time equivalent (FTE) lost to shielding	N/a	Baseline year	Developed to offer clarity to attendance reporting

### Measures Not Carried Forward

Measure Title	Rationale for not being carried forward
To ensure completion of appraisals for eligible employees	The full programme of appraisals has not been able to proceed as scheduled due to the emergency situation. Appraisals are being rescheduled, some have been completed. Emphasis is currently on employee well-being, supervision and returning to new forms of working. We are taking this opportunity to introduce the new appraisals model from January 2021

Measure Title	Rationale for not being carried forward
Percentage of permanent employees who have left within first year of employment	Not adding value to the business
Percentage of employee turnover (excluding early retirement and voluntary redundancy)	Not adding value to the business
Percentage of all direct employees achieving Foundation Living Wage	Not adding value to the business as it is always 100%
The number of apprentices (excluding teachers) on formal recognised apprenticeship schemes within the authority during the year per 1,000 employees	We have not recruited a cohort of apprentices for 2020/21. This will remain under review

## Education and Youth

### Recovery Measures

Measure Title	Initial 2020/21 Target	Revised 2020/21 Target	Rationale for change
All schools adopt 'Ask Ceri' resource	100%	100%	No change

### Portfolio Measures

Measure Title	Initial 2020/21 Target	Revised 2020/21 Target	Rationale for change
Percentage of year 11 leavers not in education, training, or employment.	1%	2%	We anticipate an increase in Yr. 11 NEET as a result of potential negative impacts of COVID
The percentage of young people aged 16 – 18 in the youth justice system offered education, training or employment	65%	65%	No change
The number of pupils who receive fixed term exclusions from school	1150	750	Young people are likely to have been impacted negatively as a result of COVID, which may adversely affect their ability to engage in formal education resulting in potential exclusion. The target has been reduced to reflect the extended school closures
The number of pupils who are permanently excluded from school	22	18	Young people are likely to have been impacted negatively as a result of COVID, which may adversely affect their ability to engage in formal education resulting in potential exclusion. The target has been reduced to reflect the extended school closures
Number of children who access the Childcare Offer	1050	1050	No change
Number of childcare providers	330	330	No change
All schools maintain progress against key milestones in implementation of the new curriculum	100%	100%	No change
All schools maintain progress against key milestones in the ALN reforms	100%	100%	No change
First time entrants into Youth Justice Service	35	35	No change

Measure Title	Initial 2020/21 Target	Revised 2020/21 Target	Rationale for change
Number of Immersion Youth Workers in secondary schools	2	2	No change
Access to sanitary products in schools (percentage)	100	100	Part of the business plan but is no longer a strategic indicator. Will be used as part of SEP
Access to sanitary products in youth clubs (percentage)	100	100	Part of the business plan but is no longer a strategic indicator. Will be used as part of SEP
Access to sanitary products in Foodbanks	100	100	Part of the business plan but is no longer a strategic indicator. Will be used as part of SEP

### Measures Not Carried Forward

Measure Title	Rationale for not being carried forward
Percentage of pupils assessed in Welsh at the end of the Foundation phase (Year 2 pupils)	Suggested to be removed as part of the PAM consultation
Percentage of year 11 pupils studying Welsh (first language)	Suggested to be removed as part of the PAM consultation
Capped 9 Score for pupils entitled to Free School meals	WG have determined that pupil performance data should not be reported below the national level
Percentage of pupil attendance in primary schools	WG have determined that targets for 2020/21 do not need to be set or reported
Percentage of pupil attendance in secondary schools	WG have determined that targets for 2020/21 do not need to be set or reported
Percentage of pupils aged 16 achieving 5A* - A grades at GCSE	WG have determined that pupil performance data should not be reported below the national level
Educational Attainment at Key Stage 4- average capped 9 score for pupils in Year 11	WG have determined that pupil performance data should not be reported below the national level
All schools delivered statutory professional learning day	Schools were closed from March 20th due to the pandemic and were unable therefore to take this during the summer term as previously legislated



## Governance

### Recovery Measures

Measure Title	Initial 2020/21 Target	Revised 2020/21 Target	Rationale for change
Council Tax 'in-year' collection levels	98.90%	98.30%	Cessation of debt recovery for 3 - 4 months
NDR 'in-year' collection levels	99.10%	98.00%	Cessation of debt recovery for 3 - 4 months
Rent Income/Arrears – Arrears as a % of Rent Yield	4.00%	4.50%	Cessation of debt recovery for 3 - 4 months
Call abandonment rate for a combined Housing and Streetscene contact centre	15	15	No change
Call answering rate for a combined Housing and Streetscene contact centre	No target set	80%	No target previously set. The performance from last year was reviewed and an appropriate target has been established
My Account sign up	10943	13131	Based on current subscriptions and what is achievable this year
Increased digital self-service by customers across multiple services	No target set	60,000	60,000 based on previous volumes
Percentage of chargeable services available to pay online	16	16	No change

### Measures Not Carried Forward

Measure Title	Rationale for not being carried forward
Reduced telephone contact where services are available digitally	Data not held

## Planning, Environment and Economy

### Recovery Measures

Measure Title	Initial 2020/21 Target	Revised 2020/21 Target	Rationale for change
Percentage of Food Establishments that meet Food Hygiene standards	97%	97%	We await Welsh Government advice on whether this target will be changed
Total number of energy efficiency measures delivered to reduce fuel poverty	1000	600	The team has been stood down for 4 months so will not hit original target
Total number of individuals supported to access learning and work opportunities	260	260	No change
Percentage of all planning applications determined in time	>80%	>80%	No change
Percentage of "major" applications determined within time periods required	>60%	>60%	No change
Average time taken to determine "major" applications in days	Just a calculation not a target	Wales Average 18/19 232 Days	No change
Average time taken to determine planning applications	67-111 Days	67-111 Days	No change
Enforcement cases investigated within 84 days	70.1% - 79.9%	70.1% - 79.9%	No change
Average time taken to pursue positive enforcement action where a breach had been identified	< 100 days	< 100 days	No change

### Portfolio Measures

Measure Title	Initial 2020/21 Target	Revised 2020/21 Target	Rationale for change
Percentage of all planning appeals dismissed	55.1%-65.9%	55.1%-65.9%	No change
Decisions made contrary to officer recommendation	<5%	<5%	No change
Sustainable Development Indicators	Measured against Welsh Average	Measured against Welsh Average	No change

Measure Title	Initial 2020/21 Target	Revised 2020/21 Target	Rationale for change
Percentage of empty private properties brought back into use	No target set	TBC	SMT and Cabinet Members agreed that this should not be carried forward for the Council Plan but that the work of the team be given higher profile among Members
Number of applications received and determined during the quarter	N/A	Collected to calculate PAM/018	No change
Number of applications received, carried forward, transferred and determined during the quarter	N/A	Collected to calculate PAM/018	No change

### Measures Not Carried Forward

Measure Title	Rationale for not being carried forward
Number of social enterprises receiving support	SMT and Cabinet members agreed that this should become business as usual
Delivery of energy efficiency measures to domestic properties in Flintshire	Included in measure above
Number of vulnerable households supported through the Healthy Homes Healthy People programme	Programme ending this year so delete measure
Number of individuals supported through the mentoring service that enter employment, learning or volunteering	Delete indicator - included within target above
Number of businesses supported through the regional hub	Regional hub still doesn't exist so delete indicator
New jobs created through the support of the regional hub	Regional hub still doesn't exist so delete indicator
Calculated monetary value* of total investment in Flintshire by contractors and suppliers	Delete indicator - need a different measurement system
Calculated monetary value* of investment by social policy priority area	Delete indicator - need a different measurement system
Calculated monetary value* of investment by geographic area across Flintshire	Delete indicator - need a different measurement system

## Streetscene and Transportation

### Recovery Measures

Measure Title	Initial 2020/21 Target	Revised 2020/21 Target	Rationale for change
Percentage of waste reused, recycled or composted	70%	60%	Reduced input of recyclable materials from HRCs while closed during travel restrictions
Average recycling rate across all HRC sites	80%	70%	Reduced due to increased residual waste produced during stay at home guidance. Uncertainty in market leading to inability to dispose of recyclable materials
Developing the number of bus quality partnerships on the core network	2	1	Reduced public transport requirements during travel restrictions and inability to hold stakeholder meetings to progress
Provide Local Travel Arrangements (LTAs) in geographical areas of the County	6	6	Target not revised however, intention is to implement Demand Responsive Transport in place of LTAs
Undertake post completion inspections of utility works	90%	90%	No change
Achieve minimum level of agreed Streetscene standards	85%	85%	No change
Number of targeted environmental educational campaigns	5	3	Reduced to 3 campaigns due to the inability to meet customers. Targeted campaigns will only be undertaken via virtual means (website/social media/press)

### Portfolio Measures

Measure Title	Initial 2020/21 Target	Revised 2020/21 Target	Rationale for change
Percentage of A roads in overall poor condition	2%	2%	No change
Percentage of B roads in overall poor condition	3%	3%	No change
Percentage of C roads in overall poor condition	7%	7%	No change

### Measures Not Carried Forward

Measure Title	Rationale for not being carried forward

Progress non-payment of all Penalty Charge Notice (PCN) / Fixed Penalty Notice (FPN).	Being dropped as it is business as usual
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## Social Services

### Recovery Measures

Measure Title	Initial 2020/21 Target	Revised 2020/21 Target	Rationale for change
The number of Holywell Extra Care (Plas yr Yrwn) units created	50	50	No change
The number of Extra Care units provided across Flintshire	239	239	No change
Percentage of urgent requests for equipment that meet or exceed the national 1 Day response standards	98	98	No change
Percentage of requests for equipment that meet or exceed the national 7 Day Standard	80	80	No change
Number of new foster carer approvals in the year	10	10	No change
Number of referrals to the Family Group Meeting Service	280	280	No change

### Portfolio Measures

Measure Title	Initial 2020/21 Target	Revised 2020/21 Target	Rationale for change
The number of people who access the social prescribing / 3rd sector service through the Single Point of access.	290	290	No change
The number of admissions to step up / step down beds.	Targets not set by BCuHB	TBC	Target to be reviewed and set by Betsi Cadwaladr University Health Board (BCuHB)

Measure Title	Initial 2020/21 Target	Revised 2020/21 Target	Rationale for change
Percentage of equipment that is re-used	70	70	No change
The percentage of adult safeguarding enquiries that met the 7 day timescale	94	94	Measure replaces previous in line with National Performance Framework
The percentage pre-birth assessments completed within timescales.	90	90	No change
The percentage of children who were reported as having run away or gone missing from home who had a return interview	Baseline Year	Baseline Year	No change
The percentage of reviews of children on the Child Protection Register due in the year that were carried out within the statutory timescales	98	98	No change
The percentage of initial child protection conferences that were due in the year and were held within 15 working days of the strategy discussion	95	95	No change
Number of Special Guardianship Orders made	2	2	No change
People with a learning disability accessing Project Search to improve their employability skills	No target set	No target set	This is an activity measure, no target set
Number of children who accessed the Childcare offer	625	625	No change
Number of childcare providers	No target set	No target set	This is an activity measure, no target set

### Measures Not Carried Forward

Measure Title	Rationale for not being carried forward
The number of in house and independent sector domiciliary providers working towards the silver standard for Progress for Providers	Business as Usual
The percentage of adult safeguarding reports which proceeded to an enquiry	Replaced by alternative measure in line with National Performance Framework

Percentage of the relevant workforce having refreshed their dementia awareness training.	Business as Usual
Number of people transitioning into Hwb Cyfle	Priority completed
The percentage of grant claim achieved for the Flexible Funding Programme	Priority completed
Number of partner services accessed by residents via the new Holway Hub	Unable to collect data
Resident involvement in community activities as a measure of vibrancy	Unable to collect data

## Housing and Assets

### Recovery Measures

Measure Title	Initial 2020/21 Target	Revised 2020/21 Target	Rationale for change
Average number of calendar days taken to deliver a DFG (medium adaptations)	N/a	88	Adjusted to comply with Welsh Government standards for adaptations
Average number of calendar days taken to deliver a DFG (Large Adaptations)	N/a	330	Adjusted to comply with Welsh Government standards for adaptations
Number of applicants on the Common Housing Register	Baseline year	Baseline year	
Number of referrals to the Housing Support Gateway	Baseline year	Baseline year	
Number of homelessness presentations	Baseline year	Baseline year	
Number of households in homeless accommodation	Baseline year	Baseline year	
Percentage of households successfully prevented from becoming homeless	85	85	No change

## Portfolio Measures

Measure Title	Initial 2020/21 Target	Revised 2020/21 Target	Rationale for change
The number of affordable homes owned and managed by NEW Homes	156	152	New Homes will not be developing four properties, instead purchasing five S106 properties (something to the local community that will enhance and aid the local area)
The number of affordable homes completed or under construction through the Strategic Housing and Regeneration Programme (SHARP)	91	91	No change
The number of Council homes completed or under construction through the Strategic Housing and Regeneration Programme (SHARP)	182	182	No change
Average number of days to process new claims for housing benefit and council tax reduction	20	20	No change
Average number of days to process change in circumstances for housing benefit and council tax reduction	8	8	No change
Increase supply and variety of affordable homes	228	228	No change
The percentage of council houses that meet the Welsh Housing Quality standards within our annual programme	100	Under Review	Welsh Government extending December 2020 deadline, this has not yet been confirmed
Tenant satisfaction level	95	95	No change

## Measures Not Carried Forward

Description	Rationale for change
Number of Private Rented Sector (PRS) properties available via HAWS Lettings contract for Housing Solutions	This has not been carried forward due to it not being a clear or meaningful indicator
Number of additional Private Rented Sector (PRS) properties available via HAWS lettings contract	This has not been carried forward due to it not being a clear or meaningful indicator



Average number of calendar days taken to deliver a DFG (overall)	KPI amendments – KPI has been split into medium and large adaptations as per compliance with Welsh Government standards
Waiting times for adapted council housing (SARTH)	A review of our approach to specialist housing will be undertaken this year to refresh the approach of the Specialist Housing Register. An outcome of this review will likely be to identify more meaningful measures for monitoring specialist housing supply and demand within Flintshire

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