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To: Cllr Teresa Carberry (Chair)

Councillors: Bill Crease, David Healey, Ian Hodge, Fran Lister, Dave Mackie, Gina Maddison, Ryan McKeown, Debbie Owen, Andrew Parkhurst, Carolyn Preece and Linda Thew

Co-opted Members:
Lisa Allen, Lynn Bartlett and Wendy White

3 January 2025

Dear Sir/Madam

NOTICE OF HYBRID MEETING
EDUCATION, YOUTH & CULTURE OVERVIEW & SCRUTINY COMMITTEE
THURSDAY, 9TH JANUARY, 2025 at 2.00 PM

Yours faithfully

Steven Goodrum
Democratic Services Manager

Please note: Attendance at this meeting is either in person in the Delyn Committee Room, Flintshire County Council, County Hall, Mold, Flintshire or on a virtual basis.

The meeting will be live streamed onto the Council's website. The live streaming will stop when any confidential items are considered. A recording of the meeting will also be available, shortly after the meeting at https://flintshire.public-i.tv/core/portal/home

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 Teresa Carberry is the Chair of the Committee for the municipal year.

2 **PRESENTATION FROM PUPILS FROM CASTELL ALUN HIGH SCHOOL - CLIMATE CHANGE TOOLKIT**

Purpose: Pupils from Castell Alun will be in attendance to present their work using the climate change toolkit.

3 **APPOINTMENT OF VICE-CHAIR**

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

4 **APOLOGIES**

Purpose: To receive any apologies.

5 **DECLARATIONS OF INTEREST (INCLUDING WHIPPING DECLARATIONS)**

Purpose: To receive any Declarations and advise Members accordingly.

6 **MINUTES** (Pages 5 - 8)

Purpose: To confirm as a correct record the minutes of the meeting held on 28 November, 2024.

7 **FORWARD WORK PROGRAMME AND ACTION TRACKING** (Pages 9 - 22)

Report of Overview & Scrutiny Facilitator

Purpose: To consider the Forward Work Programme of the Education, Youth & Culture Overview & Scrutiny Committee and to inform the Committee of progress against actions from previous meetings.

8 **YOUTH SERVICES UPDATE** (Pages 23 - 62)

Report of Chief Officer (Education and Youth) - Cabinet Member for Education, Welsh Language, Culture and Leisure

Purpose: To provide an update on the work of the Youth Services, including information on the Leeswood Transition Club and Bronze Quality Mark.

9 **CORPORATE RISK REGISTER** (Pages 63 - 116)

Report of Chief Officer (Education and Youth) - Cabinet Member for Education, Welsh Language, Culture and Leisure

Purpose: To review the Council's Corporate Risk Register.

10 **COUNCIL PLAN (2023-28) MID-YEAR PERFORMANCE REPORT 2024/25** (Pages 117 - 156)

Report of Chief Officer (Education and Youth) - Cabinet Member for Education, Welsh Language, Culture and Leisure

Purpose: To review and monitor the Council's performance including actions and measures, as set out in the Council Plan (2023-28) at mid-year for 2024/25.

Please note that there may be a 10 minute adjournment of this meeting if it lasts longer than two hours

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EDUCATION, YOUTH AND CULTURE OVERVIEW & SCRUTINY COMMITTEE 28 NOVEMBER 2024

Minutes of the Education, Youth and Culture Overview & Scrutiny Committee of Flintshire County Council held as a hybrid meeting on Thursday, 28 November 2024

PRESENT:	**Councillor Teresa Carberry (Chair)** Councillors David Healey, Ian Hodge, Fran Lister, Gina Maddison, Debbie Owen, Andrew Parkhurst, Carolyn Preece, Jason Shallcross, Sean Bibby (substitute for Ryan McKeown) and Rob Davies (substitute for Bill Crease) Co-optees: Lisa Allen, Lynn Barlett and Wendy White
OBSERVERS:	Councillors: Helen Brown, Paul Johnson, Richard Jones and Dave Mackie
APOLOGIES:	None
CONTRIBUTORS:	Councillor Mared Eastwood (Cabinet Member for Education, Welsh Language, Culture and Leisure) and Chief Officer (Education and Youth) Managing Director (NEWydd Catering and Cleaning) and Learning Advisor (Health, Wellbeing & Safeguarding) – for minutes number 45 Mr. Liam Evans-Ford (Managing Director and CEO of Theatr Clwyd) and Ms. Cath Sewell (Director of Theatr Clwyd Music Trust) – for minute number 46
IN ATTENDANCE:	Overview & Scrutiny Facilitator and Democratic Services Officer

42. DECLARATIONS OF INTEREST (INCLUDING WHIPPING DECLARATIONS) (Link to Recording)

Councillors Fran Lister and Carolyn Preece declared a personal and prejudicial interest in Agenda Item 6 - Thear Clwyd and School Music Service.

Councillor Teresa Carberry declared a personal interest in Agenda Item 6 - Thear Clwyd and School Music Service.

Councillor Andrew Parkhurst declared a personal interest in Agenda item 5 – Newydd Catering - school meal provision and Agenda Item 6 - Thear Clwyd and School Music Service.

43. MINUTES (Link to Recording)

The minutes (agenda item number 3) of the meetings held on 17 October and 6 November, 2024 were submitted.

RESOLVED:

That the minutes of the meetings held on 17 October and 6 November, 2024 be approved as a correct record.

44. FORWARD WORK PROGRAMME AND ACTION TRACKING (Link to Recording)

The Overview & Scrutiny Facilitator presented a report (agenda item number 4) to consider the current Forward Work Programme and Action Tracking progress.

Councillor Andrew Parkhurst, in referring to discussions held when considering the Budget 2024/25 – Stage 2 commented that the action to ascertain which Committee would receive details of additional cost pressures for leisure and libraries once the transfer had been concluded had not been included within the action tracking document. The Facilitator advised that Flintshire Leisure and Libraries remained within the remit of the Committee but would request information on where overspend would be reported following the meeting.

Councillor Carolyn Preece referred to the Flintshire Leisure and Libraries Business Plan listed as an item to be scheduled to a date and asked that this be presented to the Committee as soon as possible, ahead of Members considering budget proposals.

In response to a request from Councillor Dave Healey that pupils from Castell Alun involved in the Climate Toolkit be invited to a future meeting of the Committee, the Chief Officer suggested that they be invited to attend the next scheduled meeting in January 2025.

The recommendations of the report were supported.

RESOLVED:

(a) That the Forward Work Programme be noted;

(b) That the Facilitator, in consultation with the Chair of the Committee, be authorised to vary the Forward Work Programme between meetings, as the need arises; and

(c) That the progress made in completing the outstanding actions be noted.

45. NEWYDD CATERING – SCHOOL MEAL PROVISION (Link to Recording)

The Managing Director (NEWydd Cleaning and Catering) and Learning Advisor (Health, Wellbeing & Safeguarding) jointly presented a report (agenda item number 5) to update the Committee on the service provided to Flintshire schools, including information on pupil engagement and suggestions made by children and young people during the Lerner Voice workshops, outlining how these had influenced service delivery.

Councillor Andrew Parkhurst referred to the direct award contracts detailed within the report and asked whether further information, confidentially around the procurement process could be provided following the meeting. The Managing Director agreed to provide this following the meeting.

The recommendations, which were amended to reflect the debate, were supported.

RESOLVED:

(a) That the Committee note the update in regard to level of pupil engagement in relation to school meal provision;

(b) That the Committee is satisfied with the progress made by NEWydd to provide a school meals service that would maximise the positive impact of the Welsh Government UPFSM initiative on pupil wellbeing and development; and

(c) That a report on the NEWydd Catering – School Meal Provision be added to the Forward Work Programme of the Committee as an annual report.

46. THEATR CLWYD AND SCHOOL MUSIC SERVICE (Link to Recording)

The Managing Director and CEO of Theatr Clwyd and Director of Theatr Clwyd Music Trust jointly presented a report (agenda item number 6) which provided an update and overview of Theatr Clwyd's work with young people following all activities moving to an independent charitable trust status in 2021.

The recommendations, which were amended to reflect the debate, were supported.

RESOLVED:

(a) That the Committee notes the developments of the Theatr Clwyd Trust and Theatr Clwyd Music Trust since their creation in 2021;

(b) That the Committee is assured that the Theatr Clwyd Trust and Music Trust were positively and actively delivering towards work with young people in Flintshire in both formalised educational settings and in other areas of delivery and continuing to develop on the National Music Service Plan;

(c) That the Chair write to the Welsh Government, on behalf of the Committee to seek a commitment to multi-year funding settlements in the future for the national music service; and

(d) That the Committee request that the Theatr Clwyd Music Trust work towards making the music service accessible to all.

47. MEMBERS OF THE PRESS AND PUBLIC IN ATTENDANCE

None.

(The meeting started at 2pm and ended at 4.03pm)

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Chair

Meetings of the Education, Youth and Culture Overview & Scrutiny Committee are webcast and can be viewed by visiting the webcast library at http://flintshire.public-i.tv/core/portal/home

EDUCATION YOUTH & CULTURE OVERVIEW & SCRUTINY COMMITTEE

Date of Meeting	Thursday 9th January, 2025
Report Subject	Forward Work Programme and Action Tracking
Report Author	Overview & Scrutiny Facilitator
Type of Report	Operational

EXECUTIVE SUMMARY

Overview & Scrutiny presents a unique opportunity for Members to determine the Forward Work programme of the Committee of which they are Members. By reviewing and prioritising the Forward Work Programme Members are able to ensure it is Member-led and includes the right issues. A copy of the Forward Work Programme is attached at Appendix 1 for Members' consideration which has been updated following the last meeting.

The Committee is asked to consider, and amend where necessary, the Forward Work Programme for the Education Youth & Culture Overview & Scrutiny Committee.

The report also shows actions arising from previous meetings of the Education Youth & Culture Overview & Scrutiny Committee and the progress made in completing them. Any outstanding actions will be continued to be reported to the Committee as shown in Appendix 2.

RECOMMENDATION	
1	That the Committee considers the draft Forward Work Programme and approve/amend as necessary.
2	That the Facilitator, in consultation with the Chair of the Committee be authorised to vary the Forward Work Programme between meetings, as the need arises.
3	That the Committee notes the progress made in completing the outstanding actions.

REPORT DETAILS

1.00	EXPLAINING THE FORWARD WORK PROGRAMME AND ACTION TRACKING
1.01	Items feed into a Committee's Forward Work Programme from a number of sources. Members can suggest topics for review by Overview & Scrutiny Committees, members of the public can suggest topics, items can be referred by the Cabinet for consultation purposes, or by County Council or Chief Officers. Other possible items are identified from the Cabinet Work Programme and the Improvement Plan.
1.02	In identifying topics for future consideration, it is useful for a 'test of significance' to be applied. This can be achieved by asking a range of questions as follows: 1. Will the review contribute to the Council's priorities and/or objectives? 2. Is it an area of major change or risk? 3. Are there issues of concern in performance? 4. Is there new Government guidance of legislation? 5. Is it prompted by the work carried out by Regulators/Internal Audit? 6. Is the issue of Public or Member concern?
1.03	In previous meetings, requests for information, reports or actions have been made. These have been summarised as action points. Following a meeting of the Corporate Resources Overview & Scrutiny Committee in July 2018, it was recognised that there was a need to formalise such reporting back to Overview & Scrutiny Committees, as 'Matters Arising' was not an item which can feature on an agenda.
1.04	It was suggested that the 'Action tracking' approach be trialled for the Corporate Resources Overview & Scrutiny Committee. Following a successful trial, it was agreed to extend the approach to all Overview & Scrutiny Committees.
1.05	The Action Tracking details including an update on progress is attached at Appendix 2.

2.00	RESOURCE IMPLICATIONS
2.01	None as a result of this report.

3.00	CONSULTATIONS REQUIRED / CARRIED OUT
3.01	In some cases, action owners have been contacted to provide an update on their actions.

4.00	RISK MANAGEMENT
4.01	None as a result of this report.

5.00	APPENDICES
5.01	Appendix 1 – Draft Forward Work Programme. Appendix 2 – Action Tracking for the Education Youth & Culture OSC.

6.00	LIST OF ACCESSIBLE BACKGROUND DOCUMENTS
6.01	Minutes of previous meetings of the Committee as identified in Appendix 2. **Contact Officer:** Ceri Shotton Overview & Scrutiny Facilitator **Telephone:** 01352 702305 **E-mail:** ceri.shotton@flintshire.gov.uk

7.00	GLOSSARY OF TERMS
7.01	**Improvement Plan:** the document which sets out the annual priorities of the Council. It is a requirement of the Local Government (Wales) Measure 2009 to set Improvement Objectives and publish an Improvement Plan.

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CURRENT FWP

Date of meeting	Subject	Purpose of Report	Scrutiny Focus	Responsible / Contact Officer
Monday 17th February 2025 **2.00pm**	**Belonging Strategy**	To present the Belonging Strategy to the Committee.	Information Sharing	Senior Manager – Inclusion & Progession
	Specialist provision and Additional Learning Needs (ALN) Funding	To provide an update on Specialist Provision and ALN Funding.	Assurance Monitoring	Senior Manager – Inclusion & Progession
	Theatr Clwyd	To provide the Committee with a briefing on recent developments and to discuss next steps.	Consultation	Corporate Manager, Corporate Property and Assets
Thursday 27th March 2025 **2.00pm**	**School Modernisation**	To update Members on the progress made with School Modernisation.	Information Sharing	Senior Manager School Planning & Provision
	School Parking	To provide an update on the work of the School Parking Task & Finish Group.	Information Sharing	Overview & Scrutiny Facilitator
Thursday 22nd May 2025 **2.00pm**	**Attendance & Exclusions**	To provide Members with an overview of school attendance and exclusions and the role of the Portfolio's support services in this area. The Elective Home Education (EHE) Lead will be in attendance to answer any questions on this area.	Assurance Monitoring	Chief Officer (Education & Youth)

	Outcome of the School Transport Policy Workshop **Corporate Risk Register**	To provide the Committee with feedback and proposed steps forward following the all Member workshop To review the Council's Corporate Risk Register	Consultation Assurance Monitoring	Chief Officer (Education & Youth) and Chief Officer (Streetscene & Transportation) Strategic Performance Advisor
Thursday 19th June 2025 **2.00pm**	**Council Plan Mid-plan Review**	To review new proposed Council Plan and outcome of public consultation.	Consultation	Strategic Performance Advisor
Joint EY&C & S&HC OSC **Thursday 26th June 2025** **2.00pm**	**Trauma Informed Schools** **Safeguarding in Education including Internet Safety and Social Media**	To provide information on Trauma Informed School and the support provided to children who suffer with trauma or mental health problems and whose troubled behaviour acts as a barrier to learning. To provide an update on the discharge of statutory safeguarding duties in schools and the Education portfolio. To include information on Relationship and Sexual Education and how this was contributing to reducing harm.	Information Sharing Assurance Monitoring	Chief Officer (Education & Youth) Senior Manager for School Improvement / Learning Advisor – Health, Wellbeing & Safeguarding
Friday 18th July 2025 **10.00am**	**School Parking** **Learning from the**	To provide an update on the work of the School Parking Task & Finish Group. To receive an update on progress and	Information Sharing Assurance	Overview & Scrutiny Facilitator Chief Officer (Education &

	School Performance Monitoring Group	learning from the School Performance Monitoring Group.	Monitoring	Youth)
	Healthy Schools Scheme and Healthy & Sustainable Pre-School Scheme (HSPSS	That the Committee be advised / consulted on the aims & objectives following the relaunch of the scheme.	Assurance Monitoring	Learning Advisor – Health, Wellbeing & Safeguarding
	Annual Performance Report 2023/24 (combined with the Council Plan End of Year Performance Report 2024/25)	To approve the Annual Performance Report 2024-25, noting the Council Plan end of year performance for 2024-25.	Assurance Monitoring	Overview & Scrutiny Facilitator
	Corporate Risk Register	To review the Council's Corporate Risk Register	Assurance Monitoring	Strategic Performance Advisor

Items to the scheduled

- Flintshire Libraries and Leisure (FLL) Business Plan

EDUCATION & YOUTH OVERVIEW & SCRUTINY FORWARD WORK PROGRAMME APPENDIX 1

INFORMATION REPORTS/BRIEFING PAPERS TO BE CIRCULATED TO THE COMMITTEE

Item	Purpose of information report	Month
Health & Safety in Schools	Information report on accidents during the academic year and the actions taken to support schools in achieving healthy and safe environment.	December
Parking Outside Schools	To provide information from the Highways Team on legislation around parking outside schools and the mechanism in place for joint working with the Police and Schools.	March / July

REGULAR ITEMS

Month	Item	Purpose of Report	Responsible / Contact Officer
February/ March	**School Modernisation**	To update Members on the progress made with School Modernisation.	Senior Manager School Planning & Provision
May	**Attendance & Exclusions**	To provide Members with an overview of school attendance and exclusions and the role of the Portfolio's support services in this area.	Chief Officer (Education & Youth)
September	**Self-evaluation on education services & learner outcomes**	To update Members on overall service performance including Learner Outcomes.	Chief Officer (Education & Youth)
June	**Additional Learning Needs**	To update members on the implementation of national ALN reforms in schools and the role of the Portfolio's support services in this area.	Senior Manager – Inclusion & Progression
September	**School Balances**	To provide the Committee with details of the closing balances held by Flintshire schools at the end of the financial year.	Finance Manager

Month	Item	Purpose of Report	Responsible / Contact Officer
Annually	**Learning from the School Performance Monitoring Group (SPMG)**	To receive the annual report on progress and learning from the SPMG.	Senior Manager – School Improvement;
Annually	**Social Media & Internet Safety - now part of Safeguarding Report to the Joint Scrutiny Committee**	To receive an annual report assurance/monitoring.	Healthy Schools Practictioner
Annually (September)	**Young Flintshire Annual Report**	To share project outcomes from key topics identified by young people voice across Flintshire.	Healthy Schools and Pre Schools Officer
Annually (November)	**NEWydd Catering – School Meal Provision**	To provide an update to the Committee on the service provided at Schools	Managing Director (NEWydd)

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ACTION TRACKING FOR THE EDUCATION, YOUTH & CULTURE OVERVIEW & SCRUTINY COMMITTEE

Meeting Date	Agenda item	Action Required	Action Officer(s)	Action taken	Timescale
23.05.2024	10. Saltney & Broughton School Network Review	Cllr Arnold Woolley asked if information around the future timescales could be provided. Jennie Williams advised that information on the clear timescale could be provided to Committee Members.	Jennie Williams	The timetable is currently in development with School Modernisation and the Chief Officer and will be shared with all stakeholders once it is available.	Ongoing
18.07.2024	5. Healthy Schools Scheme and Healthy & Sustainable Pre-School Scheme (HSPSS)	The Chair suggested that case studies/examples from the School Health Research Network Survey be shared following the meeting. Claire Sinnott agreed to share case studies once the findings had been analysed.	Claire Sinnott / Ceri Shotton	Case Study examples to be provided following the October half term to allow for the data to be reviewed.	Ongoing
17.10.2024	4. Forward Work Programme and Action Tracking	Cllr Fran Lister asked that a report on the Discretionary School Transport budget be added to the FWP for consideration at a future meeting.	Ceri Shotton / Claire Homard	Please note that the Workshop will be held on **Friday 4th April, 2025 at 2pm.** The workshop will be held in the Auditorium at Ty Dewi Sant and as a Hybrid, therefore there will be the opportunity to attend via zoom.	Completed
17.10.2024	8. Flintshire County Summer Playscheme 2024	Darren Morris suggested that a briefing sessions be held with Councillors around the Play Sufficiency Assessment.	Darren Morris / Ceri Shotton	An all Member briefing has been arranged for Thursday 20th February, 2025 at 10am. Members were	Completed

				informed of the date via e-mail on 13.12.2024.	
28.11.2024	4. Forward Work Programme and Action Tracking	Cllr Andrew Parkhurst, in referring to discussions held when considering the Budget 2024/25 – Stage 2 commented that the action to ascertain which Committee would receive details of additional cost pressures for leisure and libraries once the transfer had been concluded. The Facilitator advised that Flintshire Leisure and Libraries remained within the remit of the Committee but would request information on where overspend would be reported following the meeting.	Ceri Shotton		
28.11.2024	4. Forward Work Programme and Action Tracking	Cllr Carolyn Preece referred to the Flintshire Leisure and Libraries Business Plan listed as an item to be scheduled to a date and asked that this be presented to the Committee as soon as possible, ahead of Members considering budget proposals.	Ceri Shotton	At the County Council meeting held on 4th December, the Cabinet Member in response to a request for a copy of the Business Plan responded that:- Flintshire Libraries and Leisure (Gwella) was only established and registered as a company in October 2024 and services and staff transferred to it in November 2024; the company will need time to consider and	Ongoing

				develop a mid to long-term business plan. This will remain on the FWP as an item to be scheduled to be presented to the Committee when appropriate.	
28.11.2024	4. Forward Work Programme and Action Tracking	In response to a request from Cllr Dave Healey that pupils from Castell Alun involved in the Climate Toolkit be invited to a future meeting of the Committee, the Chief Officer suggested that they be invited to attend the next scheduled meeting in January 2025.	Claire Homard / Ceri Shotton	Pupils from Castell Alun will attend the meeting on 9th January to present their work using the climate change toolkit. The Agenda reflects this.	Completed
28.11.2024	5. NEWydd Catering – School Meal Provision	Cllr Andrew Parkhurst referred to the direct award contracts detailed within the report and asked whether further information, confidentially around the procurement process could be provided following the meeting. It was agreed that this information be provided following the meeting.	Steve Jones		
28.11.2024	5. NEWydd Catering – School Meal Provision	As shown in recommendation (c) that a report on NEWydd Catering – School Meal Provision be added to the FWP as an annual report.	Ceri Shotton	Added to FWP under 'Regular Items' to be reported in November, 2025.	Completed

28.11.2024	6. Theatr Clwyd and School Music Service	As shown in recommendation (c) that the Chair write to Welsh Government to seek a commitment to multi-year funding settlements in the future for the national music service.	Cllr Teresa Carberry / Ceri Shotton		

EDUCATION, YOUTH AND CULTURE OVERVIEW & SCRUTINY COMMITTEE

Date of Meeting	Thursday 9th January 2025
Report Subject	Flintshire Youth Service Update
Cabinet Member	Cabinet Member for Education, Welsh Language, Culture and Leisure
Report Author	Chief Officer, Education & Youth
Type of Report	Operational

EXECUTIVE SUMMARY

Flintshire Youth Service is progressing positively towards a more sustainable model which safeguards the range and quantity of provision in the medium to long term, despite the challenging economic circumstances of local government. To support this, the service has led on the creation of a Youth Service Providers Forum, which aims to ensure there is a balanced and equitable programme of activity across Flintshire. There is continued analysis of data to plan for a broader cover of provision across the County so the service can be responsive to need within the resources available.

The service continues to focus on developing a well-qualified team with the aim of growing future leaders from within the service and from service users, showing them the career pathways that are available to them. A Young Leaders programme has been completed with 12 young people graduating the course endorsed by the Children's University in a ceremony at Wrexham University. An in-house training team has been developed to reduce the cost and the dependence on external agencies and this has resulted in the creation of a bespoke Level 1 entry level award into Youth Work. A successful recruitment campaign has been conducted with 14 new 'trainee' youth workers enrolled on the Level 2 Award. All of these training opportunities are aimed at attracting new talent into the service, increasing resilience, improving quality and making the service sustainable in the longer term.

In order to maximise budgetary efficiency there is ongoing partnership work to ensure that buildings still under the management of the Youth Service have multiple partners using the facilities and sharing costs.

The Participation Team continue to work with colleagues from Healthy Schools resulting in the launch of 'Young Flintshire', our integrated Youth Council, as well as developing and maintaining youth councils throughout schools and youth provisions. The team have supported various internal and external consultations, including working closely with the Children's Commissioner's office on a range of national

projects, thus ensuring that young people are actively involved in policy development and implementation at a local and national level.

Although performance can never be based solely on attendance, this does provide an indication of the level of engagement of service users and there has been a healthy increase in the attendance data, reflecting the growth of direct delivery opportunities through the Flintshire Youth Service. This dashboard captures the variety of youth service activity e.g. youth clubs, open access and targeted provision, including activities offered by partner agencies e.g. Flintshire Libraries and Leisure (Gwella).

The service is coming towards the end of the current delivery plan, which was a recovery strategy from the pandemic. Work has begun on the new plan which is due in 2025 and the Youth Work Management Team look forward to wide engagement to ensure that the vision meets the needs of our local communities. To support the ambitions of both community members and the Council, there will be a greater need to embrace digital provision as an area for further growth whilst evolving our face-to-face delivery.

Flintshire Youth Service has recently been successful in gaining the Quality Mark Bronze Award for Youth Services. This is a quality assurance programme administered by Education Training Standards (ETS). Prior to Youth Services in Wales becoming a standalone inspection area as part of the Local Government Education Services (LGES), the progressive award system run by ETS was, and in some ways still is, a benchmark and quality assurance for quality of provision.

Other service programmes have also been successful in gaining recognition e.g. The Athena (girls' intervention) and Goliath (boys' intervention) programmes which target toxic masculinity, recently won the Safer Communities Wales Award for the Violence Against Women, Domestic Abuse and Sexual Violence (VAWDASV) category.

RECOMMENDATIONS	
1	**Support** the creation of a digital strategy for Youth Work provision in Flintshire, including online provision which compliments physical open access and targeted provision.
2	**Support** the creation of an internal delivery team for youth work qualifications which supports the recent creation of the North Wales Training Partnership. Ensuring that future qualifications are affordable, accessible and reflect local and regional needs.
3	**Commend** the service for gaining the Quality Mark Bronze Award and the Safer Communities Award for the Athena and Goliath Programmes.
4	**Commit** to the application for the Quality Mark Silver Award in 2025 as part of the ongoing service improvement.
5	**Support** the continuation of creating a sustainable, affordable, equitable and quality youth service which prioritises front line delivery.

REPORT DETAILS

1.00	**EXPLAINING THE FLINTSHIRE YOUTH SERVICE OVER THE PAST 12 MONTHS**
1.01	**Data -** Upshot, a monitoring, evaluation and learning tool was implemented in April 2023. Comparative data for 6 months shows an increase in both participation and session delivery hours. To compliment the quantitative data the system also enables the capture of good practice and impact evidence with the ability for staff to upload questionnaires, media, session notes and planning, feedback and essential service messages which all support the planning, delivery, and evaluation of all sessions.
1.02	**Partnerships** – In the Autumn of 2023 a Youth Providers Partnership was created in Flintshire. The initial terms of reference for the group were to create an efficient reporting mechanism for the Youth Support Grant (YSG), as well as understand in greater detail what is being delivered where and for who. As this partnership has evolved it has achieved its initial aims and now serves as a planning forum for provision within Flintshire. This ensures that not only can a more equitable service be planned, but also there is an element of quality assurance for funded partners.
1.03	**Breadth Of Delivery/Provision** – The Service currently directly delivers 9 youth clubs, 3 transition youth clubs, 2 LGBTQ+ clubs, a forest school, a schools' programme in 5 secondary schools with an additional peripatetic offer, a resilience programme, the Duke Of Edinburgh Award, Youth Homelessness Prevention, a Youth Council, and detached provision. Through our managed partnerships there are also Welsh language provisions, a speech and language club, a pan-disability youth club, an open access club, a training and employment pathway, a mental health intervention and a multi-sports youth work provision.
1.04	**Training** – the full time and part time team complete their mandatory training and to facilitate their work, attend a range of informal and formal training courses and awards. In the past 12 months training has included Consent, toxic masculinity, Welsh language and culture, drugs and alcohol, street-based violence, and County Lines. Furthermore, the team have adopted the Institute of Leadership and Management (ILM) approach to leadership and all staff with supervisor responsibility have completed or are enrolled on their ILM journey at 3 and above. The next stage will be for all other staff to complete their Level 2. Three members of staff are trainee tutors with Adult Learning Wales which will further support our delivery of future youth work qualifications. This approach is designed to ensure that future training can be delivered 'in house', not only helping reduce cost but also ensure quality.

	Apr '23 – Oct' 23	Apr '24 – Oct '24
Participations	8688	12574
Delivery Contact Hours	1826	2252

1.05	**Funding** – The service receives funding from three main sources, the Revenue Support Grant (RSG) which comes into the Local Authority annually with an element for statutory youth service delivery, along with the Youth Support Grant (YSG), which is in year 3 of 3, and Families First, which is due to be recommissioned in the Spring 2025.
1.06	**A Sustainable Service** – to provide sustainability and maximise front line delivery, spending has been prioritised on staffing. In the past two years a succession plan has been implemented for future staff needs but this has left a pressure on the existing resource. In order to provide more equity, it has been necessary to relocate staff into neighbouring areas as delivery/qualification regulations necessitate lead workers to be qualified to a minimum Level 3. It has also meant, that in prioritising delivery, the building stock held by the service has had to be reimagined. The service works with partners to ensure, as much as possible, that buildings are placed with services which maintain the community interest as well as being more cost efficient for the Youth Service which could use a facility for 3 – 6 hours per week but be responsible for all of the on-costs.
1.07	**Staffing** – Having a succession plan for recruitment and retention is key to a sustainable service. The recruitment continuum ensures that there is a young leaders programme, an apprenticeship programme, entry levels for assistant and lead workers at Level 2 and 3 as well as degree level jobs with direct involvement in the degree programme with Wrexham University. This is viewed as a key strategic element of having a motivated and highly skilled workforce which at all levels has access to appropriate, accredited and accessible continued professional development. Currently the service employs 17 Core Staff (a mixture of full and part time) and 30 part time staff as lead and assistant workers who mainly support the evening youth work delivery.
1.08	**Good Practice** – The report for the Bronze Quality Mark identified the forest school, resilience, youth clubs, and snow camp as good practice. Further good practice has been established with programmes such as young Leaders (the only one currently run in North Wales), the Youth Pride Event, (the only one of its kind in Wales), the toxic masculinity programmes and Consent – which is delivered to all year 9 learners in the county. The key to any of these programmes is the ethos that they interconnect, and therefore a young person within the service is able to follow their own journey depending on their needs, allowing them to achieve their own potential.
1.09	**Welsh Language** – The service ambition is to be fully bilingual by 2030. Support is given to all staff to improve their own knowledge, use and confidence in using the language. To do this, those identified as scoring 0 on their skills assessment will be supported to attend further training as part of the corporate intervention. The Play and Youth team have also been part of Adfer 1 with Bangor University and will be part of their new programme which aims to improve Welsh language and confidence of using incidental Welsh. To help monitor how Welsh is used, the question is asked on session feedback forms completed by staff. To further support the service ambition, in May 2024 the vacant Welsh language Youth Worker post was recruited to. This will support the wider team as well as directly delivering Welsh and bilingually. Partnership work

	continues with the URDD, who deliver and co-deliver Welsh language youth provision.
1.10	**Creating A Digital Strategy** – A key component of the new plan will have to be the increased understanding and use of digital youth work to complement the existing programmes. There is currently digital youth work taking place with the use of technology such as gaming, virtual reality and Zoom, but its implementation is ad hoc and opportunistic as opposed to being strategically targeted. A digital approach will enable greater engagement through a variety of activities which would be harder to implement in a club setting. The strategy would therefore cover online delivery, in-club delivery, outreach and detached opportunities for digital integration as well as a system of training to ensure staff are delivering safe, effective and high quality youth work sessions.
1.11	**Leadership** – Institute of Leadership and Management (ILM) qualifications have been implemented across the team. All staff with supervisory responsibility have completed and/or are in the process completing their awards. The leadership culture will support our collective decision making, the development of existing and new initiatives, the translation of strategy to delivery, and the effective management of our staff teams, supporting greater retention and improving performance. By working with Achieve More Training and the URDD, these courses have been provided for no cost.

2.00	**RESOURCE IMPLICATIONS**
2.01	**Revenue:** The revenue for the Youth Service mainly comes from three key areas, one of which is core funded from the Rate Support Grant and the two grant funds, Youth Support Grant and Families First.

Funding Source	**% Of Funding**
Revenue Support Grant	58%
Youth Support Grant	36%
Families First	6%

The Rate Support Grant is allocated on an annual basis. The overall grant is awarded to the Local Authority from Welsh Government with an element for statutory youth work.

The Youth Support Grant and Families First Grant are commissioned on a three year cycle. The Youth Support Grant is directly commissioned whereas the Families First funding is commissioned through Action For Children from Flintshire County Council, and resilience receive this funding from them, as a delivery partner within the disability consortium.

Capital Funding: there has been no capital funding for the past year.

	Human Resources: Over the past 12 months there has been significant work undertaken to rewrite all of the service job descriptions and evaluate the jobs against Green Book (NJC) terms and conditions. This is with a view to move Pink Book staff (JNC) to Green Book, should there be no negative consequence. This review process has identified that there are a couple of vacancies which would potentially be affected, and as it would impact both terms and conditions and pay. Therefore, this has been on hold until a final decision is taken as to whether as to which terms and conditions the post will work to. This has resulted in other team members taking on additional pieces of work to sustain key, and long established services, as well as utilising part time staff on a temporary fixed term basis.

3.00	**IMPACT ASSESSMENT AND RISK MANAGEMENT**
3.01	**Integrated Impact Assessment** **1. Impact on the Community** • **Positive Impacts:** More young people will have access to high quality youth work at a time and a format that is convenient to them. Young people will be informed, have choice, and be consulted with to develop these plans. • **Negative Impact:** Cohabiting buildings will bring about culture change in some areas, and the programmes offered may need to be modified based on local circumstance. Where no buildings are available and a detached provision is offered, the inclement weather challenges will be present. For buildings which are currently run by the Youth Service there may be some minor disruption to other service users within buildings as transition arrangements are implemented. • **Mitigation:** The changes to the delivery model will allow the service to achieve its funding efficiencies whilst ensuring that quality and quantity of delivery is maintained and further increased. The plan relies on community activation, as evident in areas such as Broughton, whereby, through working with the County Councillors and community council, as well as local volunteers, a cost-effective club has been established. **2. Environmental Impact** • Neutral Impact: Although there is scope for buildings to become more energy efficient, this is unproven. There is no further major impact either positively or negatively through the proposed actions. **Risk Management** The following key risks have been identified as part of the Integral Impact Assessment: **1. Risk: Buildings Remain Under The Youth Service** • **Mitigation:** The plan becomes undeliverable, staff recruitment, training and retention is challenged by an unknown budget, reputational damage ensues as user groups receive no service, buildings unfit for use (no

caretaking facility), or regular temporary closures are small repairs are only identified as more major issues.

2. **Risk: Challenges in Recruitment and Retention**

- **Mitigation:** The in-house tutor team will support a more blended approach to learning. The suggested teaching hours for the level 2 and 3 Youth Work Award are 480. The coursework is completed in addition to this. In order to make this viable for a part time worker then being able to study and complete coursework on the job is essential. Not only does it benefit the learner but also the young people through enhanced and/or new provision.

3. **Risk: Decreased Community Engagement**

- **Mitigation**: The digital offer and the increased detached work will ensure that the reach of the service is equitable, and that the current and future offers remain relevant for young people.

Ways of Working (Sustainable Development) Principles Impact

Principles	Impact
Long-term	**Positive:** Long term planning, staff development and succession plans, leadership principles instilled, agile workforce and delivery mechanisms.
Prevention	**Positive:** Early recruitment strategies and funding efforts help prevent service disruption.
Integration	**Positive:** The service coproduces with relevant portfolio teams such as housing, parenting, schools and wider education, youth justice, social services and HR.
Collaboration	**Positive:** Creating strong partnerships with external partners including the third sector ensure wider service delivery and sharing of resources and experiences as well as a culture of one 'integrated' offer.
Involvement	**Positive:** Extensive community engagement and consultation, especially with children and families through the youth council, young Flintshire and linking in with local, regional and national participation opportunities.

Well-being Goals Impact

Prosperous Wales	**Positive:** Efficient use of funds and enhanced training opportunities contribute to economic and social well-being.
Resilient Wales	**Positive:** Positive youth work in its many forms has the ability to develop resilient people and communities.
Healthier Wales	**Positive:** Access to quality youth opportunities foster physical, social and emotional well-being in children and young people.
More equal Wales	**Positive:** Programmes such as resilience, youth homelessness, LGBTQ+, partner provision and the pillars of youth work

		ensure inclusive practice in all settings in addition to targeted work.
	Cohesive Wales	**Positive:** Community-driven programmes build social cohesion and engagement.
	Vibrant Wales	**Positive:** Youth provision contributes to vibrant community life, with opportunities for creative expression and participation within one's own community at any given time.
	Globally responsible Wales	**Neutral:** Education programmes within service focus on the environment, the climate and the individuals role in a greener future.

4.00	**CONSULTATIONS REQUIRED/CARRIED OUT**
4.01	Young Flintshire 3 issues campaign was created to allow all young people the opportunity to share the 3 top issues which they feel most strongly about.
4.02	Flintshire Voice – Online consultation designed to understand the main issues facing young people including the range of challenges which they face and understand the reasons why.
4.03	Welsh Language use and future use within the service. Conducted by Owen Evans with findings supporting current and future delivery and also being fed into the WESP.
4.04	British Transport Police – Hate Crime survey. The survey was supported by the LGBTQ+ youth provisions and found that 1 in 5 LGBTQ+ young people had experienced hate crime whilst travelling on public transport.
4.05	Big Play Survey (Year 8 element). – A survey sent to all schools and completed by year 5 and year 8 learners.
4.06	Police Crime and Commissioner Survey. – Supporting young people to have their say on how North Wales is policed.

5.00	**APPENDICES**
5.01	**Appendix 1**: Flintshire Youth Service Bronze Quality Mark Assessment Report
5.02	**Appendix 2**: Performance Data for April 2023 to March 2024

6.00	**LIST OF ACCESSIBLE BACKGROUND DOCUMENTS**
6.01	**https://safercommunities.wales/2024-safer-communities-awards/** **https://www.gov.wales/sites/default/files/publications/2021-04/quality-mark-for-youth-work-in-wales-introduction-and-guidance.pdf**

7.00	CONTACT OFFICER DETAILS
7.01	**Contact Officer:** Matt Hayes (Senior Manager) **Telephone:** 07798893509 **E-mail:** matt.hayes2@flintshire.gov.uk

8.00	GLOSSARY OF TERMS
	RSG – The revenue support grant ("RSG") is the Welsh Government's un-hypothecated grant distributed to local authorities via a needs-based formula. **YSG** – The youth support grant is a grant provided for youth work by the Welsh Government. There are three elements of funding within the grant including support for those not in education and/or training and youth homelessness prevention. An element of the grant is provided to support third sector youth work. **Young Flintshire** – The representative body made up of all secondary schools in Flintshire to form an overall County youth council. Flintshire Youth Council – The youth service forum which provides a voice of young people from our service users. **ETS –** ETS Wales professionally endorses programmes of training for Youth Workers to ensure they are of a suitably high quality, relevant to the needs of employers, youth workers themselves and the young people they work with. It undertakes this work on behalf of the Joint Negotiating Committee for Youth & Community Workers (JNC). **Safer Communities Awards -** Across Wales Community Safety Partnerships and other partners are working individually and together so that everyone in Wales feels safe and free from the fear of exploitation, crime and disorder. The awards recognise the exceptional work which has been taking place. **Open Access Provision –** Provision which is open and targeted to all young people within the advertised age range. **Detached Youth Work -** Detached youth work operates without the use of a building or activity and takes place where young people "are at" both geographically and developmentally. It delivers informal and social education and addresses whatever needs are presented to or perceived by the youth worker. As Detached Youth Workers have no physical building or specific activity over which they have power or control, the relationship between young person and youth worker is entirely voluntary and constantly up for negotiation. **ILM -** The Institute of Leadership is a professional membership body for leaders and managers. The organisation leads on a range of management qualifications which are delivered under licence by training organisations.

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Youth Work Quality Mark

Quality Mark Assessment Report template for the Bronze Level

Name of organisation	Flintshire
Lead Assessor Peer Assessors	Ann Smith Craig Mathews
Report date	September 2024
Assessment status	New

Cyngor y Gweithlu Addysg
Education Workforce Council

ETS CymruWales
Safonau Addysg Hyfforddiant
Education Training Standards
Gwaith Ieuenctid • Gwaith Chwarae
Youth Work • Playwork

Introduction

Flintshire Youth Service has applied for and achieved the Quality Mark for Youth Work in Wales at Bronze Level. The organisation has demonstrated a Good Practice Grade against each of the Quality Mark indicators. The Assessment team recommends awarding the Bronze Quality Mark.

The Assessment Process

The assessment process involved a desk-based review of the organisation's self-assessment and associated evidence, online and virtual meetings with young people and staff. Quality Mark Peer Assessors Craig Mathews and Lead Assessor Ann Smith conducted the assessment during the period of the week commencing 16th September 2024

The assessor team would like to formally convey a big thank you to Matt Hayes and team for engaging in the Youth Work Quality Mark and planning the assessment.

The table below provides a brief outline of the service's performance against each of the Quality Mark standards, which we hope you will find useful to share with the team. The EWC Youth Work Quality Mark team will be writing to you to formally award the Quality Mark

Quality Mark Feedback Report for the Bronze Level

This template is to be used by assessors to provide their feedback report to Organisations who have been assessed for the Quality Mark. In order to gain the Quality Mark at the Bronze Level the organisation must demonstrate that it has achieved a *'good practice'* grade against each of the indicators.

1.1 Performance management

Bronze Level: **Performance management indicators**	**Assessor verification that assessment criteria have been met.**	**Recommendations**
The organisation has a clearly stated mission or vision and has a strategy and or plan(s) for its work with young people. There is a plan which demonstrates how the organisation measures the impact and effectiveness of its work with young people.	Flintshire Youth Service (FYS) has a clearly stated vision and strategy for its work with young people. A wealth of documents alongside interviews and observations provided the opportunity to promote and highlight these strategies and plans to the assessors. Previous Estyn reports had referenced that young people are able to develop self-esteem and social skills through the work of the youth provision; and certainly interviews and observations reinforced such reference to the Quality Mark assessors. The Service strategy sits within the Education and Youth Portfolio, which has built and developed upon from the last Estyn inspection and identified key priorities of raising attainment, increasing attendance and lowering exclusions. FYS evidenced how they refocussed energies over the last two years to allow them to contribute to such priorities, mapping against the three key areas and strategically positioning the service within the overall organisation. FYS has a variety of tools and process to measure impact and effectiveness for example the use of UPSHOT considering school data, FSM, staff teams data along with data provided by internal and external partners, all consistent with their approach to balance open access and targeted work on offer.	**Good practice**

	The service utilises this data, and anecdotal evidence from staff and partners to good effect when identifying participants, ensuring that young people who wouldn't normally have the opportunity are also considered for specific projects. This balanced approach was evident throughout observations and discussions. Highlighted to assessors were a variety of projects that provided evidence where strategy had become a plan and outcomes were measured, and impact seen. This included documents such as Multiplying Impact Delivery Plan 2-22, Estyn Llaw Report 23 and WESP report. Opportunities provided to assessors to meet with young people during the assessment week personally evidences the effectiveness of FYS work with young people. Meeting with young person 'R' on the Resilience project informed assessors that when they started the project, they were selective mute and found it hard to go out. Through the project they have gained confidence to speak – and through this massive step forward they are now able to go out, has gained independence and is completing courses through the Youth Service that will ensure that "***I have a life now***"**.** The work of the Resilience team is recorded through Upshot (the main management information tool), case study, WG return, displays and accreditation figures. The progress is monitored and shared with colleagues at regular team meetings. The Resilience Project supports FYS's plans to reduce NEETS and improve health and wellbeing opportunities for young people.	

	Another project highlighted was the partnership project with the Urdd in 2023 which included a residential trip for young people to Hungry. The project is part of a 10-year plan to increase Welsh language and culture opportunities to young people in Flintshire. The plan has continued to be supported with the recent recruitment of Owen Evans a Welsh Language Development Officer who continues to set up a series of opportunities in community-based youth clubs. This work could be seen at Saltney Youth Club with attractive bilingual displays that the young people could use when ordering food from the tuck shop. 'L' a young person who had been on the Hungry trip advised that the Urdd trip was "***amazing – I got to travel not only on a plane, but also by coach and canoe. We got to represent not only where we were from, but also Wales".*** **'**L' went on to mention that the groups still chat via Whatsapp and try to meet up. It was a spring board of confidence not only for 'L' to be involved in this project but to go on to an International Snow Camp and be the only representative from Wales. Another young person 'Z' also part of the Resilience Project saw the staff as trusted adults, and in their words ***"if it wasn't for this project I wouldn't get out of the house"*** staff instilled a belief in them and through the project they felt in a safe space. The triangulation approach through the self-assessment, supporting evidence and discussion groups was further reinforced by 'Z's' comments about Snow Camp. "***Yes, it was a great activity in itself, but for me it was more than that, allowing me to build***	

	my confidence and self-awareness especially in the company of others" The service through intended aims but also through its flexible approach to addressing the needs of young people empower young people across its provision to develop life skills, qualifications, confidence self-esteem which are a real powerful element of youth work. Chief Officer Claire Homard, commented on how Matts leadership has been transformational, especially working within local government. Discussions with operational staff reinforce this by commenting how priorities are communicated via regular team meetings in addition to information shared more consistently with Matts approach bringing the staff closer together providing greater understanding of roles and priorities.	
1.1.2 The organisation regularly uses a systematic approach for monitoring, reviewing, and revising their organisational plan(s) and targets and/or performance indicators.	Interviews with staff evidenced a variety of systems to effectively record, monitor and review the work of FYS. For example the use of sessional Upshot recordings, nightly evaluations support the monitoring and review of community sessions. The 'notes' section on the School Homelessness reviews can track progress of an individual's attendance and personal development. There are referral processes and learner progression tools which all support the effective monitoring and reviewing of organisational plans and targets. These systems then	**Good Practice**

	feed into larger more structured reporting procedures that may be termly, quarterly or annual reports which are then reviewed and shared with team members, senior managers and Scrutiny Committees. Regular reporting also is provided for projects with specific funding for example WG return and WESP report. Forest Schools sessions provide an opportunity for young people to track their progress with a questionnaire at the beginning of their project a mid-project review and end of project evaluation. Information gained through this type of process but also through observations and relationship building support workers to provide a more bespoke service to some groups and individuals. Sharing good practice through reviews has built up, for example with Forest Schools, an increase in working with refugee and asylum seeker groups. As educators youth work can promote the benefits of transferrable skills, it was a real pleasure to hear about the Forest Schools journey and how collaboration and partnership working are reaping rewards. From their initial support programme for dispersed Ukrainians, using youth work methodology to support families, working with local blue-chip companies such as Airbus to foster a greater community dynamic. The success and benefits of this initiative wasn't lost within the wider organisation as more recently the service had a request to replicate/adopt a similar programme with people of Afghanistan and South American origin. This was seen as powerful youth work.	

	Important to the team were not only the strategic opportunities to monitor and review against targets in supervision and appraisals meetings but to also share and reflect at team meetings and have an 'open door' conversation with colleagues and managers that could give 'added extra' evidence or thoughts on challenges and successes.	
1.1.3The organisation can link its work with key local and national policies, or strategies and priorities for young people.	FYS is very able to link its work to a variety of national and local youth work strategies and plans. Through the scrutiny of documents provided in the self-assessment process, and also through staff interviews it was evident that FYS "enables young people to develop holistically, working with them to facilitate their personal, social and educational development, to enable them to develop their voice, influence and place in society and to reach their full potential" Youth Work NOS. FYS can link its work to corporate, national and local plans and priorities and reports regularly on its performances. ***"The Youth Service are an integral part of the Education and Youth portfolio team and equal in importance"*** *Claire Homard Chief Officer Education and Youth, Flintshire County Council.* Quotes from young people met during the assessment visits from the Resilience project showed the impact of the project on young people's improving mental health and steady progress towards gaining skills for employment or continued education (FYS strategic ambition)	**Good practice**

	"They give me someone to rely on and talk to" Young person (YP) Rf ***"They have given me the skills to go and try volunteering"*** YP C ***"I feel like I have gained communication skills and increased my career opportunities"*** YP L ***"Preparing me and being there to support me at my most vulnerable whilst I attended the Sports Leaders Course; 4 days of fear eased by the Vicky's support and presence"*** YP Z Through supporting young people in the community setting and through a variety of projects such as Snow Camp, Hungary Project, and Community based provision young people are given opportunities to experience not only new skills but take part in international trips and accredited learning experiences. ***"I gained invaluable confidence skills on the Leadership course"*** YP L Young people have been given a voice – Article 12 of the UNCRC through the passion of staff who are for many young people "my trusted adult". Young people are provided with opportunities to play and feel safe through a number of opportunities provided by FYS but specifically so through the work of Forest Schools and the Refugee and Asylum seeker sessions. (**GOOD PRACTICE)**	Highlight of Good Practice / Forest Schools

	FYS has a specific project to address the Welsh Government (WG) "Strategy for Preventing and Ending Homelessness." Working not only on 1-1 cases but development of a preventative programme of learning about homelessness with schools. They are working towards the Welsh Language Strategy Cymraeg 2050. Examples of the Principles and Purposes of Youth Work and young people participating in the Five Pillars of Youth Work in Wales was seen during observational visits and interviews with staff and young people. Pictures and case studies seen on FYS social media also gave examples of attractive participation in the work of FYS.	

1.2 Quality of youth work practice

Bronze Level: **Quality of youth work practice indicators**	**Assessor verification that assessment criteria have been met.**	**Recommendations**
The organisation's workforce understands the needs of the local areas and the needs of the young people with whom they work.	Staff and Managers at all levels were passionate in their roles and the desire to ensure that all young people received the service that they needed. It was important to FYS that time building relationships with young people was given in a meaningful way. ***"Our holiday project enables young people to create happy memories" Laura Wright FT Worker***	**Good practice**

	"We meet with young people at the point of access so that they know what the youth worker will do – the line is clear" Ali Thomas Senior YW. Training is provided to support staff in addressing young people's needs for example members of staff had recently attended a course on 'toxic masculinity'. They felt that this had given them a better insight into working with young men and the pressures society places on young men. Owen Evans the new Welsh Language Officer encouraged young people to have a "***playful outlook on language" they need to be part of the same conversation*** ~ these reaped rewards when recently a young person who would normally converse with him through the medium of English spoke to him in Welsh. Direct observation during the assessment week allowed assessors to see youth workers in action with for example:- Ali Thomas when facilitating LGBTQ+ was incredibly encouraging to ensure she understood any gaps in provision, difficulties young people might be facing, opportunities they can consider and also learning opportunities for young people. The sense of belonging for young people at the resilience Project was clear, witnessing the differing approaches staff used with individuals demonstrated their awareness and understanding of their needs, knowing when to speak, encourage or withdraw.	

	Young Person 'C' stated that "Lisa and other staff are ready to develop a personal plan with him at a time and pace he is happy with" To hear comments from many young people that staff are 'trusted adults' or ' supporting person' cements the understanding staff have of the young people. Staff spoke about the range of training opportunities provided to support them in their work. Apprentice Charlotte Jackson advised that her ***"skills flourished"*** by being supported by colleagues to understand why relationships were important to build and that she had seen "***profound connections***" when she had worked on the Youth Homelessness project. FYS used a range of processes to capture the needs and wants from young people within their community and targeted programme. This could be group chats and creations of 'wish lists' using traditional methods of flip chat paper and pens at the beginning of terms. For example the LGBTQ group wanted a specific session just for them and wanted it in a variety of locations - so they have worked with the young people and partners to identify locations where the group can meet in a safe and friendly environment. On our	

	visit we were invited to the first of the Holywell sessions. There being other sessions in Mold and in one of the High Schools. The community youth clubs ask young people what they want to do in sessions on a termly basis and when completing nightly recordings - so in Greenfield the young people has asked to learn to cook - so cooking was a regular session offered ~ the young people can make choices of what they would like to cook. The young people in Saltney YC make choices both at the lunch club session and evening sessions ~ the young people can also choose trips for the summer programme. The relationship building was as strong in the community setting as it was in the targeted settings (which was of real value to witness). See examples of statements from young person L and Forest schools ~ the young people making the programme their own.	
The organisation's workforce engages young people in planning and evaluating activities. The organisation's workforce engages young people in informal and non–formal learning opportunities that are educative, empowering, participative, inclusive, and expressive, which extend their knowledge, skills and understanding.	During the assessment process through the documents provided, venues visited and through interviews with young people, FYS was able to demonstrate how it effectively engages with young people in planning and evaluating activities. Tools such as the 'what matters' questionnaire are used consistently across the service and in targeted and community provisions to support young people to contribute to the planning and evaluating of activities. Activities observed were attractive and chosen by young people. Saltney Youth Club lunch time project offers pupils in year 9,10	**Good practice**

	and 11 a safe and relaxing places to go at lunch times in school term time – they can chat to staff, have a snack, play pool or ball games in a hall. Young people mentioned that they valued this time to relax. Some of the young people met at the school lunch time sessions also attend youth club in the evening and they spoke fondly of learning how to cook, being involved in the summer holiday schemes, taking parts in craft sessions. Young people at Greenfield Youth centre were involved in a number of activities during the assessment visit which included pool, crafts and cooking. It was at Greenfield Youth centre where we met with young person 'L' who has certainly gained an enormous amount from being involved with FYS. Young person 'L' has recently completed a Young Leaders Course with the Children's University ~ they mention that this was invaluable for developing their confidence in leadership. Through their work with FYS she felt ***"5 steps ahead of other people on her B.Tech course***". 'L' mentions that they have a much better outlook on life now and had a ***"if I get the chance to go for it – I will"*** attitude whilst a few years as a new young member of the club they hardly spoke up, didn't want to try anything new. Assessors we were provided with the opportunity to observe activities being run and to speak to more young people and to the part time members of staff. Young people made comment to Assessor Craig such as:- • ***they listen to us when we come here.***	

	• ***the staff know if someone is struggling and will help anyone*** • ***you wouldn't know it, but some of us don't have mobile phones but we don't miss out on anything*** • ***some of the kids here have been bullied in the past – not in club – and we were given information where to go, what to do and who to speak to*** When discussing what they take from youth club, young person 'L' aged 12 said "***it was fun, I meet some mates, do some challenges which even though aren't school help me read, learn and think different - staff don't stop are mad busy making sure there is always something on the go***" Assessor CM observed 3 different activities happening at once within the centre (cooking / craft / games), some led by staff but generally being clearly driven by the young people. Alongside these activities there were plenty of opportunities for young people to use 'pick and go' materials such as art, reading and quiz type resources and importantly time to speak with staff, and for staff to praise them for their contribution to the session. The use of social media promotes activities that may be of interest and also records through pictures and articles the work young people have been involved in. Attractive displays of work young people were involved in making were on display in the various venues visited to include Forest schools outdoor engagement and community venues. All of which supported the five pillars of	

	youth work and could be seen as extending the knowledge, skills and understanding of the young people. Strong links with the Play Team who also sit within the Management responsibility of Matt Hayes adds to the transition opportunity of young people into youth provision where they can continue to develop skills and have opportunities that are delivered in safe and caring environments.	
The organisation's workforce develops positive relationships with young people to effectively support and promote young people's learning and achievement.	It is evident that through the assessment FYS staff have built and maintained a strong trusted relationship with young people. On a number of occasions we heard young people refer to some of the youth workers as their 'trusted adult'. YP 'L' advised that Gemma / Avril – "***welcoming open, relaxed, lovely – they make sure you are all right".*** YP 'R' advised that the Resilience team "***were thoughtful and understanding – they care about everyone and help you into opportunities".*** 'C' from resilience said he can't cook but wants to and the confidence they are slowly building up with support of staff will allow them to build up their skills. 'Lr' advised that "***Vicky and Lisa understand me they are conscientious and nonjudgmental".***	**Good practice**

	The young women from Saltney YC advised that the staff were always available if you wanted to talk to someone. That "***Julie is lovely", "Amy's cooking is amazing ~ and she is showing me how to play pool".*** The young men from Saltney YC advised that they felt safe, "***staff are straight with us***". YP 'Z' from the Resilience Project talked about his school environment and how it didn't work for him, but if opportunities such as Resilience would have been around, he knows his schooling would have been much better. Following Covid19 the joint consultation work undertaken with PSB/ Wrexham Participation team identified young people wanted to go back to face to face – this provided a difficulty of balancing between face to face and digital youth work, especially listening to what young people were telling the service. The service was able to share this information with professionals/schools whilst also telling the teachers that young people missed their teachers, missed their school and the safe space ~ the service providing important brokerage. The '3 issues campaign' (mental health, communities, education) continues to allow the service to drive the young people's voice through youth councils and Flintshire Voice. Whilst all of the visits evidenced a warmth of relationship building and taking young people on an informal pathway to learning and achieving one of the strongest interviews was with the two youth	

	work apprentices Charlotte and Abbie who are also young people themselves. Charlotte and Abbie have been apprentices for just over a year and valued highly the support given to them by various members of the staff team during their first year. ***"Personal development in huge"*** Abbie. ***"My skills have flourished"*** Charlotte Both Abbie and Charlotte felt that they had excellent support, training and supervision from various members of the team. Charlotte believes that whilst she is committed to making best use of her apprenticeship, she also knows that wherever her pathway takes her, the skills, knowledge and experience she will pick up from colleagues across the service will provide fantastic opportunity for her.	

1.3 Young people's learning

Bronze Level: **Young people's learning indicators**	**Assessor verification that assessment criteria have been met.**	**Recommendations**
Following engagement in the organisation's youth work provision, young people develop and the knowledge, skills and understanding for themselves and their learning.	FYS offer an attractive range of informal and formal open access and targeted provisions that support Agored and Sporting accreditations but also through these wide-ranging programmes support young people to grow in self-confidence. As quoted above the young people from the Resilience project gained valuable 1-1 and group support to be able to leave their	**Good practice**

	homes and gain the confidence to use public transport and felt empowered enough to now volunteer. These were huge steps forward for young people who were isolated and not going out due to poor mental health. Key learning for emotional health, budgeting and gaining skills for employment or volunteering are underpinned within this project. Many of the young people spoken to during the assessment week had benefitted or were benefitting from interaction with Forest schools – they had enjoyed learning about and being in the outdoors. Two young men interviewed at the Forest school project were on a second visit – referred from school to support learning in a different environment both boys having ADHD / Autism. The boys stated that the sessions were great, they felt safe and supported and they were "learning loads of stuff " and still remembered some of the learning of the last course they were on such as keeping safe around the fire pit and whittling with a knife – being proud of making something and taking it home. Evidence mentioned in previous indicators underpins that this indicator is met.	
Following engagement in the organisation's youth work provision, young people develop personal, social, and emotional skills.	A key strength of FYS is the understanding that before any accreditation or course is provided staff need to support young people in their personal, social and emotional skills.	**Good practice**

	Case studies within the self-assessment provide evidence of young people understanding their own self-awareness**.** Building upon confidence and also communication skills. ***Since speaking to a youth worker they have supported me in to trying new things like boxing. Since then it has completely changed my life, I've started hanging around with a more positive peer group and its helped increase my self-esteem, confidence and wellbeing. YP 'M'*** For example two young women met via the Resilience project had formed a friendship where they would now travel by bus to the cinema and meet outside of the planned targeted session. This for both of these young women was a huge step ~ one previously not been out of her home for months and would have never gone on the bus independently and the other wanting to build social skills. This indicator was further highlighted through observations and interviews the work of Forest School, LGTBQ + schools awareness day, the Resilience Project, Homelessness project and community provision. ***"I never grew up privileged and had been impacted on by ACES the youth service were there to listen when no one else would. Because of the youth service I was able to believe I could do things, I got given the chance to be a part of the young leaders which led to me achieving a BA Hons Degree and I now work for a well-known and respected charity." YP 'P'***	

The organisation enables young people to help shape the organisations vision and aims, and are involved in the design, planning and evaluation of provision to meet their needs.	Within the self-assessment and during the visits FYS was able to demonstrate examples of where young people have shaped the organisation vision and aims. These could be through large scale consultations or small more bespoke projects. Young people were able to inform the Assessors of being able to choose activities and how they supported the evaluation of certain activities like writing statements of what they gained from Snow Camp and being involved in consultations. The LGBTQ+ project is developing and growing as a result of the work being driven by young people and supported by FYS and partners from a school-based project to monthly community-based sessions in various locations across the county. FYS is keen to develop and support the LGBTQ+ community and young people are influencing the programme at each session. The young people have also been part of hosting large and successful PRIDE events The Hungary project in its planning and delivery was able to listen to young people on what they felt the residential should include, their role and responsibility as being visitors to another country. What they would eat, places they could visit and how they would capture this event not only for themselves but also for parents and funders. The use of workbooks to record initial ambitions for example to cook a meal on an open fire or to use a knife safely, to make friends is chosen by the young person and staff can then support	**Good practice**

	the young person to achieve their goals by adapting elements of the Forest schools programme to meet individual need. Whilst this is important FYS recognise that some young people may not know 'what their needs are' or how to express or even understand that they have 'a need' such as 'to improve communication skill' /'recover from emotional trauma'. Forest school takes referrals from schools and the Refugee projects and as such can identify needs with partners and support young people to gain opportunities to learn and grow but also to be and feel safe, learn to relax and be playful.	

1.4 Legal requirements

Bronze Level: **Legal requirements indicators**	**Assessor verification that assessment criteria have been met.**	**Recommendations**
The organisation has relevant policies, procedures and guidance and can meet its legal requirements and safe practice. The organisation has effective policies and procedures for the safeguarding and health and safety of young people staff and volunteers.	FYS sits within the Education and Youth Portfolio which in turn is part of the large corporate body of Flintshire County Council. As such it is supported in the training, delivery and understanding of a large and comprehensive set of policies and procedures to meet its legal requirements such as Health and Safety policy and procedures, Safer Recruitment policy and procedure and Human Resource policy and procedures. (The self-assessment evidenced a large list of corporate policies). Throughout the assessment links to policy, procedure and guidance were evident. Discussions with staff and young people	**Good practice**

	show that processes were robust. Staff understood the importance of risk assessments but could also evidence dynamic risk assessments. Young people felt safe when in provisions. Staff felt safe when in provision. Staff training is recorded through a corporate platform which can show titles and dates of training undertaken and can provide a reminder for staff to do refresh training. FYS are also developing a training spreadsheet tool. This will provide for a more accurate and informative picture of the training undertaken by the different team within FYS, the rational and value / impact of training for staff. ***"I have done my Level 2 and 3, I have done Safeguarding, First Aid, MIDAS , Bush Craft – it has all helped me in my role and even in my full-time job"*** Gary Sendall PT Worker "***I know I can always speak to Julie or Laura if I have a worry***" Amy Waugh PT Worker	
The organisation's workforce understands and is trained and equipped to implement policies, procedures and guidance for safeguarding, health and safety, and other legal requirements.	The workforce is clear about their responsibilities and the processes in place regarding safeguarding and Health & Safety. Staff expressed that they had access to quality training which impacted on their youth work. Recent training had included a Toxic masculinity and Level 3 Institute of Leadership and Management course. Practical courses such as Lowland Leader and Forest School qualifications provided staff with the confidence to lead groups in the outdoors. Staff also felt that completing	**Good practice**

	coaching, training the trainer types of courses gave FYS value for money as some courses could now be taught in house without the need to fund external providers. Some members of staff had recently completed the ILM 3 course and felt that this gave them increased confidence in their understanding of policy and practice. As they move on to Level 4 the senior management team trust that these staff can be aspiring supervisors of the future.	
The organisation regularly monitors and reviews its policies, procedures and guidance and uses the results of these processes for improvement and change	As a part of the larger Flintshire County Council, FYS is included in the review of policies and procedures and guidance. Departments such as Human Resources and Health and Safety all support FYS in their work. Senior Staff are part of various sub committees that look at the development of policies and are provided with training to support improvement and change. For example recruitment / discipline and grievance / dynamic risk assessments. FYS has gone through organisational change over the last two years which has included restructure of youth service teams and job descriptions to support improvement and change. Evidence of quality appraisals and supervision were seen for some members of staff ~ for example Charlotte and Abbie the two apprentices felt highly supported and able to speak to managers about any aspect of their work. Appraisals and supervision for them were regularly completed and recorded.	

	Laura an Area YW with responsibility for the Saltney team provided 1-1 supervision every 3 months with a 6 monthly review and Laura in turn was supervised and supported in her work with an annual appraisal that was recorded and reviewed. However on interviewing other staff members we learned that formally recorded supervision was not consistent for all staff. Whilst staff all mention being supported and had good team work ethics, assessors felt that not recording or providing for some 1-1 supervision contravene the existing policy and could also miss important opportunities to reflect on practice. **Closing remarks** FYS demonstrated to assessors a vibrancy and passion for youth work practice. The interviews with young people gave an insight into the challenges faced by young people and how FYS were providing valuable and sometimes life changing support. Claire Homard the Chief Officer asked her colleagues and team "What is it that flicks the switch for young people in Flintshire"? Evident to this question is that there is a clear passion from staff to consider young peoples' individual needs and wants, at a time and pace suitable to their learning.	**Recommendation** FYS review its supervision policy and put in place procedures to formally record regular supervision for all staff.

Performance data for Flintshire Youth Service April 2023—March 2024

ANNUAL OVERVIEW

During the financial year, April 2023 to March 2024, the projects within Youth Service engaged with **1,006** young people within Flintshire. In December, it was reported that 848 young people had been engaging and in the last quarter another **158** young people have been registered and participated in support from our projects.

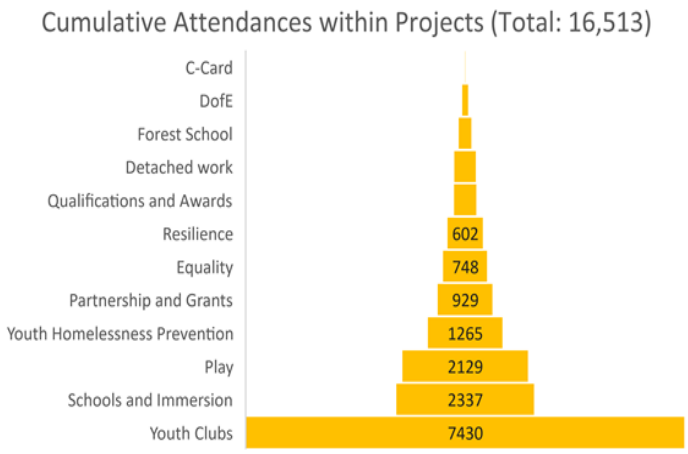
The funnel charts to the right show cumulative figures for each project throughout the year and highlights which areas need support to encourage better participation from our Flintshire young people and/or more of a focus to advertise what we can offer.

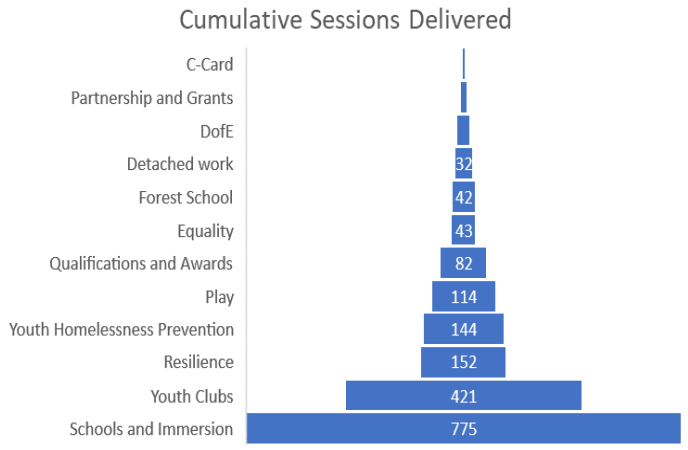
Upshot shows that our YP have participated in 16,513 attendances within the 1,843 sessions delivered across the projects, mounting up to a total of 32,952 contact hours between our Youth Workers and Young People.

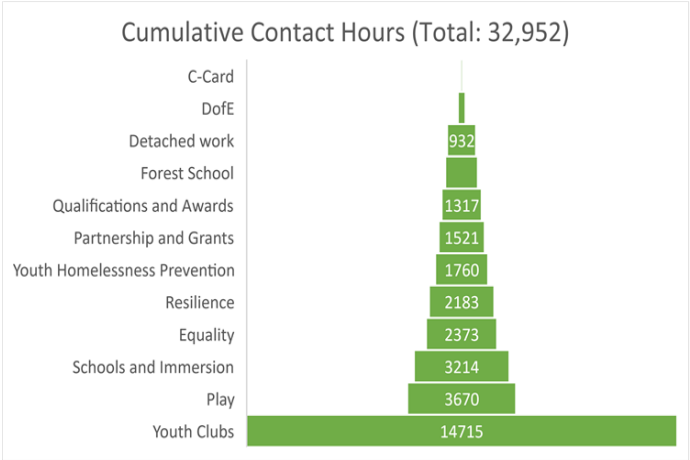
Whilst completing the reporting, it additionally highlighted a few areas that need further training or correction to ensure better reporting in future.

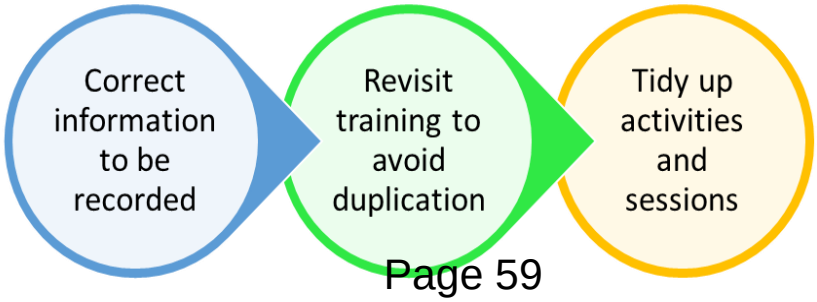
The key areas include:

- Ensuring all the information collated for young people is input correctly and consistently.
- Additional training to reduce any duplication and to record staff attendances at sessions as well.
- Review of where activities are being created and sessions are recorded.









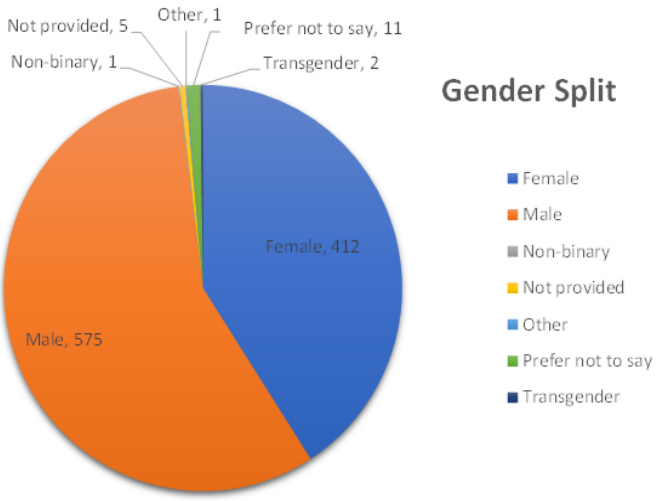
YOUNG PEOPLE DATA

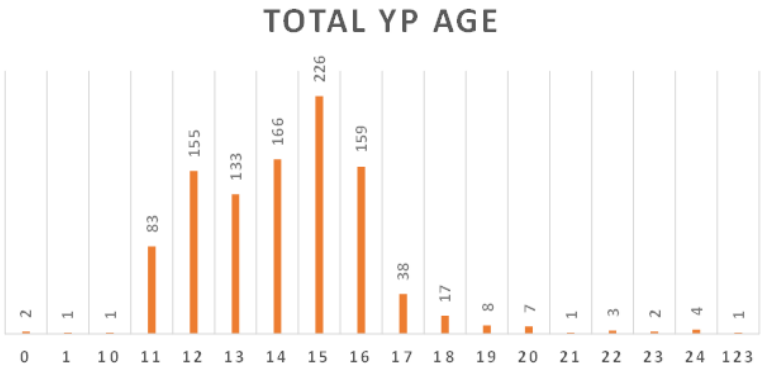
Predominantly, our service is continuing to cater to mostly young males and those who are around the age of 15. As you can see from the pie chart to the right, most of our young people have shared their gender with us but there is still a small amount who have preferred not to disclose this.

The service's targeted audience is mainly those between the ages of 12 to 16. According to the ethnicity data that we have collected so far, we are not attracting many from other ethnic backgrounds and there is still a big gap in the recording of this sensitive data.

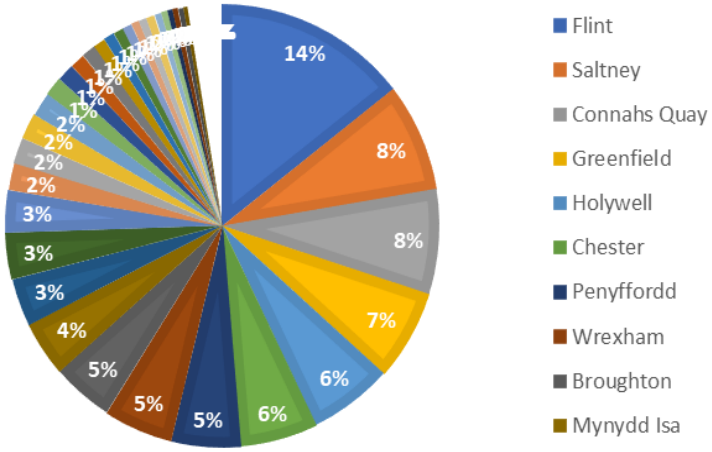
Location reporting is still showing Flint as the hometown of majority of our young people, however looking at the pie chart below, the young people are higher in the areas that we are working within and have more provision being offered.

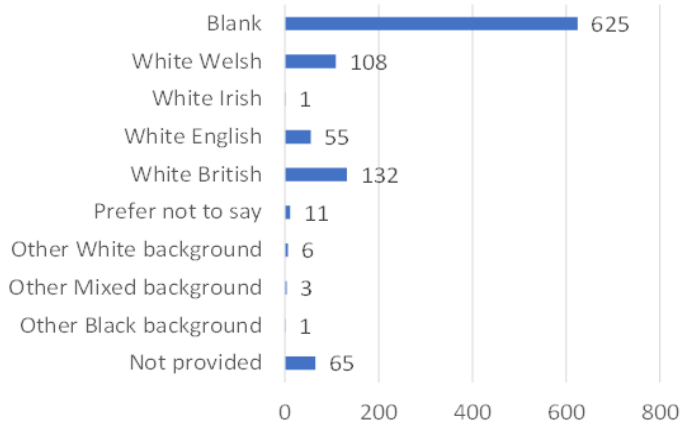
Further separation of the locations of our YPs are shown in a column graph on the following page.





PERCENTAGE OF YPS & THEIR LOCATION



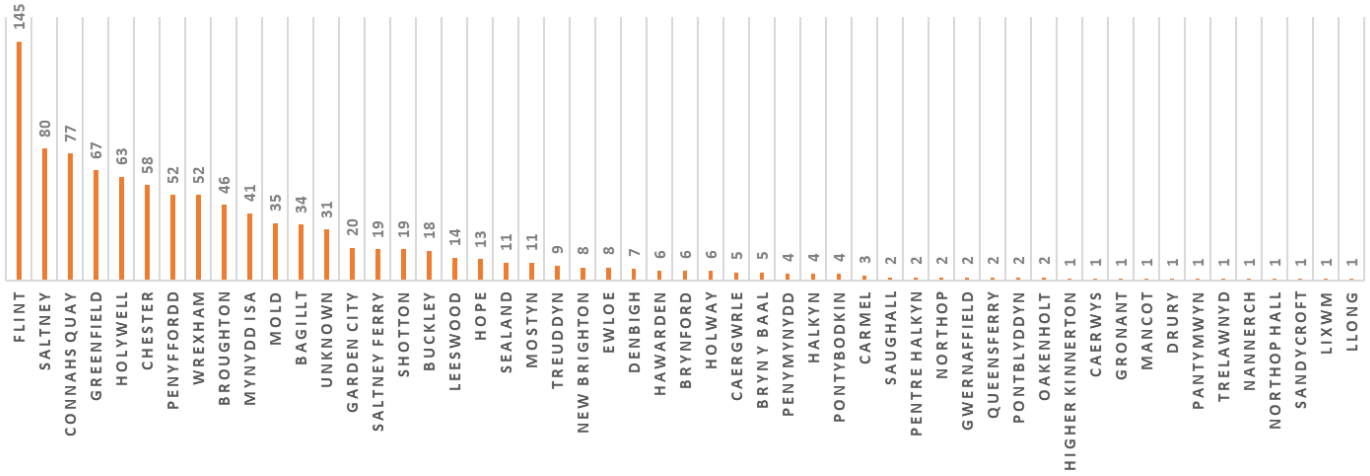


ISSUES WITH YP DATA RECORDED

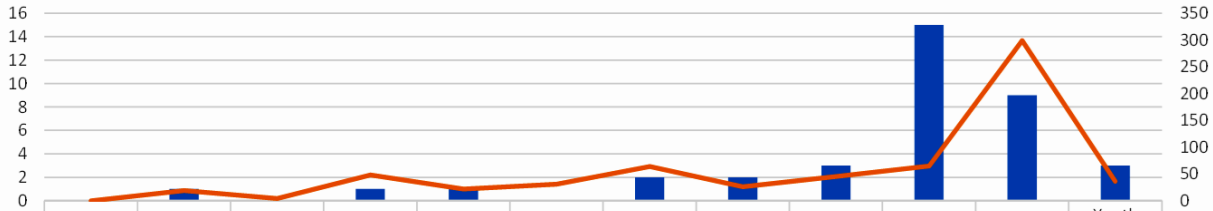
1028 young people were showing on my initial report.

- Further analysis showed that 16 (possibly 17) were duplicated YPs.
- An additional 6 were YW staff who had been recorded incorrectly as participants during sessions.
- Information not being collated re: ethnicity and gender.
    - 625 without ethnicity
    - 5 have not provided their gender.
- 5 YPs are showing as having incorrect DOBs.
- Home addresses not being recorded consistently. Incorrect spelling of towns or details being recorded in the wrong boxes causes a delay in reporting off the system.
- 3% of our young people do not have an address attached to them so have been reported as "unknown". This equivalates to 31 young people out of our 1006.
- Disabilities are being recorded in various ways due to multiple boxes so further work to be undertaken to tidy this up.

YP REGISTERED LOCATIONS



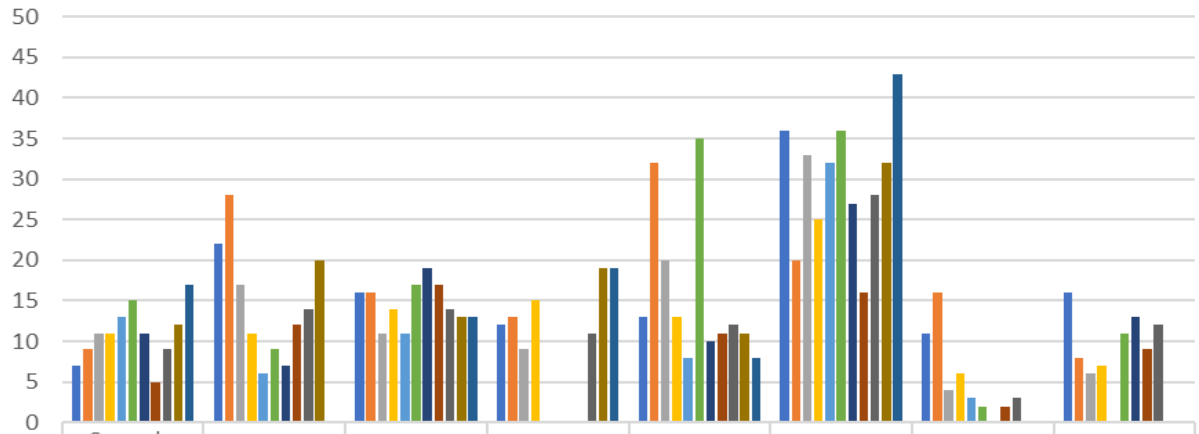
Weekly Averages: Sessions vs Contact Hours



	C-Card	Detached work	DofE	Equality	Forest School	Partnership and Grants	Play	Qualifications and Awards	Resilience	Schools and Immersion	Youth Clubs	Youth Homelessness Prevention
Sessions delivered	0	1	0	1	1	0	2	2	3	15	9	3
Contact hours	0	19	4	48	22	31	64	26	45	65	299	36

Sessions delivered Contact hours

Monthly Average of Participation at Youth Clubs



	Connahs Quay	Flint	Greenfield	Mynydd Isa	Penyffordd	Saltney	Sealand	Treuddyn
Apr	7	22	16	12	13	36	11	16
May	9	28	16	13	32	20	16	8
Jun	11	17	11	9	20	33	4	6
Jul	11	11	14	15	13	25	6	7
Sep	13	6	11	0	8	32	3	0
Oct	15	9	17	0	35	36	2	11
Nov	11	7	19	0	10	27	0	13
Dec	5	12	17	0	11	16	2	9
Jan	9	14	14	11	12	28	3	12
Feb	12	20	13	19	11	32	0	0
Mar	17	0	13	8	8	43	0	0

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EDUCATION, YOUTH & CULTURE OVERVIEW AND SCRUTINY

Date of Meeting	Thursday 9th January 2025
Report Subject	Risk Management - Corporate Risk Register Report
Cabinet Member	Cabinet Member for Education, Welsh Language, Culture and Leisure
Report Author	Chief Officer, Education and Youth
Type of Report	Strategic

EXECUTIVE SUMMARY

Risk Management is the process of identifying and assessing risks, evaluating their potential consequence, and mitigating them to ensure priorities are achieved. The aim is to minimise the severity of their consequence and likelihood of occurring where possible. Overall Risk Management should:

- Create value to the organisation
- Be part of ensuring internal controls are effective
- Enable effective decision making
- Aid the delivery of actions / services

Flintshire County Council is responsible for delivering both statutory and non-statutory services to residents and business within Flintshire. To enable the Council to deliver these services effectively, the Council needs to consider a wide range of risks and opportunities in the decisions that are made at all levels across the Council, and these are recorded in the form of a risk register.

A Corporate Risk Register has been developed and is owned by the Chief Officer Team with a suggestion that the report will also be owned by Cabinet.

RECOMMENDATIONS	
1	To review the Council's Corporate Risk Register report, in particular risk REY01 – Financial Viability of Schools.
2	To be assured of the arrangements in place to manage risk REY01 – Financial Viability of Schools.

REPORT DETAILS

1.00	EXPLAINING THE CORPORATE RISK REGISTER REPORT
1.01	**What is a Corporate Risk Register?** A corporate risk register is used to record significant risks that could impact the strategic objectives and operations of an organisation. The corporate risk register identifies potential developments or occurrences which, were they to occur, would jeopardize the Council's ability to achieve its priorities, provide services as planned and fulfil its statutory duties. It is those risks which are deemed necessary to be managed at a corporate level, rather than at portfolio/service level. Flintshire County Council, Corporate Risk Report is owned by the Chief Officer Team. The Chief Officer Team have identified twelve key strategic risks to form part of the Corporate Risk Register. As this is a 'live' document frequent review will be undertaken and where there are changes this will be reported upon within the quarterly reports.
1.02	Since the last review and approval of the Risk Management Framework (the Framework) at Governance and Audit Committee in January 2024 much work has been undertaken over the last twelve months to embed the Framework: • The development of the Risk Management module within the Council's Performance and Risk Management System (InPhase). • A high level report to Chief Officer Team monthly that provides details of all risks across the Council, highlighting those risks that have deteriorated, any risks that have closed or any new risks, discussions regarding external / internal factors that may require escalation. • Monthly reports to the Chief Officer regarding risks within their Portfolio Risk Register. • Performance and Risk Management Team undertake an in-depth review of Portfolios Risk Registers once within a financial year. • Development of a 'Corporate Risk Register' with the Chief Officer Team, which provides details of significant risks that could impact the Council. • Development of a Risk Management E-learning module has been finalised and now available to all Officers, with a requirement that all Risk Owners / Supporting Officers and Senior Managers complete.
1.03	To continue to further embed risk management across the Council, the next steps will include (but not exhaustive): • An annual review of the Risk Management Framework is underway and will be presented to Governance and Audit Committee on 25th January 2025 for approval. • The Risk Management E-learning module to be made available to Members. • Cabinet Members to jointly own the Corporate Risk Register with the Chief Officer Team, having responsibility and ownership for specific risks, with a dedicated workshop to be arranged.

	• Quarterly reporting of the Corporate Risk Register to Cabinet and all Overview and Scrutiny Committees, with individual Overview and Scrutiny Committees challenging the details of risks specific to their scrutiny functions. • Performance and Risk Management Team will undertake an in-depth review of Portfolios Risk Registers again once within a financial year.
1.04	Future reporting regarding the Corporate Risk Register Report and in accordance with the Risk Management Framework will be presented: • Quarterly to Cabinet and Overview and Scrutiny Committees the months of January, April, July, and October (Should an Overview and Scrutiny Committee not be scheduled for those months, the Corporate Risk Register will be presented at the next scheduled date). • Bi-annually to Governance and Audit Committee the months of January and July.
1.05	**Explaining the Corporate Risk Register Report Format** The initial page of the Corporate Risk Register Report (Appendix A) provides a: • High-level overview of the number of risks (**12**) • The RAYG (Red, Amber, Yellow or Green) status of a risk at the point they were last reviewed (December 2024) • Risk Title and Description • Risk Type • Risk Scoring • Direction of Change The high-level overview also provides details on how many risks are: • **Above Target; 11** ○ RCF01, RCF09, RCF18, REY01, RGV01, RHC09, RHR29, RHR30, RPE11, RSS54 and RST07 • **Within Target; 1** ○ RCF08 • **Deteriorating; 1** ○ RGV01 (this risk has deteriorated this month and is therefore, still above target) • **Improving; 1** ○ RCF09 (although this risk is improving it is still above target score) • **New / Escalated Risks; 3** ○ RHR29 Recruitment and Retention ○ RHR30 Employment Related Costs ○ RSS54 Care Provision Stability It was identified by the Chief Officer Team that the three new risks needed to be managed at a corporate level, rather than at portfolio/service level. The mitigating actions for RHR30 and RHR54 are in development.
1.06	The Corporate Risk Register Report (Appendix A) then proceeds to provide further details regarding each of the individual risks, and this includes: • Information regarding the key impacts should the risk occur • The risk category in accordance with PESTEL analysis • Risk type

	• Details of the owner • Comment at point of last review (December 2024) • Risk scoring and direction of change (up to last twelve months) • Detail of the internal controls and governance arrangements, • Key mitigating actions (where the due date column is blank, the mitigating action has been identified as an ongoing action).
1.07	The below table provides a key of the symbols and terminology meanings within the Corporate Risk Register Report. .

Risk Register Key		
↔ Risk remains the same	↑ Risk has reduced	↓ Risk has deteriorated
Inherent Risk Score Risk posed before actions taken	**Current Risk Score** Score following a review of actions in place	**Target Risk Score** Level of risk the Council aims to achieve

2.00	**RESOURCE IMPLICATIONS**
2.01	There are no specific resource implications for this report.

3.00	**CONSULTATIONS REQUIRED / CARRIED OUT**
3.01	Review of the Corporate Risk Register in accordance with the Risk Management Framework is undertaken with the Chief Officer Team, Overview and Scrutiny Committees, Governance and Audit Committee and Cabinet.

4.00	**RISK MANAGEMENT**
4.01	Review of Risk Registers and individual risks are undertaken in accordance with the Risk Management Framework, whereby consideration given to the impact of a risk and what mitigation actions / internal controls are in place to ensure the risks are being managed effectively across the Council. The Corporate Risk Report has been established to highlight the key risks impacting the Council at point of review in December 2024.

5.00	**APPENDICES**
5.01	Appendix A: Flintshire County Council Corporate Risk Register (December 2024) Appendix B – Risk Management Framework (January 2024)

6.00	LIST OF ACCESSIBLE BACKGROUND DOCUMENTS
6.01	Risk Management Framework

7.00	CONTACT OFFICER DETAILS
7.01	**Contact Officer:** Emma Heath (Strategic Performance Advisor) **Telephone:** 01352 702 744 **E-mail:** emma.heath@flintshire.gov.uk

8.00	GLOSSARY OF TERMS
8.01	**Risk Management -** The process of identifying risks, evaluating tier potential consequences and managing them. The aim is to reduce the frequency of risk events occurring (wherever this is possible) and minimise the severity of their consequences if they occur. Threats are managed by a process of controlling, transferring or retaining the risk. Opportunities are managed by identifying strategies to maximise the opportunity or reward for the organisation. **Risk Register** - A risk register forms part of the risk management tool and is used to analyse current and potential risks. A risk register is completed for each Portfolio. **PESTEL** - A method to identify a risk is using a PESTEL analysis. PESTEL analysis identifies and evaluates how Political, Economic, Social, Technological, Environmental and Legal factors could impact business operations.

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Corporate Risk Register Report

Number of Risks	Red	Amber	Yellow	Green
12	10	2	0	0

Risks Above Target	Risks Within Target	Risks Deteriorating	Risks Improving	New/Escalated Risks
11	1	1	1	3

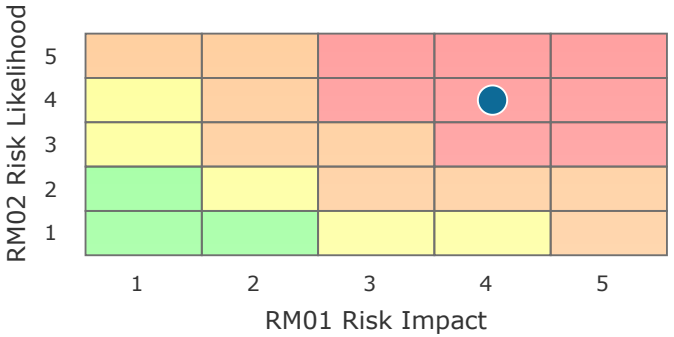
Risk	Description	Risk Type	Inherent Risk Score	Target Risk Score	Current Risk Score	Direction of Change
RCF01 - Reserves	Insufficient Reserves will impact on the financial resiliance of the Council	Strategic	9	4	16	↔
RCF08 - Fraud and Prevention	The Council may be subject to fraud from both internal and external factors	Strategic	12	6	6	↔
RCF09 - Housing Revenue Account Capital Investment	Sufficient funding capacity to meet Welsh Housing Quality Standards 2.0 targets	Strategic	20	10	15	↑
RCF18 - Medium-Term Financial Strategy (MTFS)	Impact on the stability of the Medium-Term Financial Plan of increases in service demand, high inflation and reduced future Welsh Government, Local Government Settlements	Strategic	20	9	20	↔
REY01 - Financial Viability of Schools	Schools are not financially viable due to insufficient base funding	Strategic	15	15	20	↔
RGV01 - Loss of IT/Cyber Security	Significant loss of corporate data and systems due to security / environmental / technical incident	Strategic	20	12	20	↓
RHC09 - Resource to meet Homeless Obligations	The Council is unable to meet it's homelessness statutory obligations due to shortages in staff, budgetary pressures and lack of available accommodation	Strategic	15	12	20	↔
RHR29 - Recruitment and Retention	Inability to attract and retain valued employees	Strategic	9	2	9	↔
RHR30 - Employment Related Costs	Increased costs associated with temporary / additional resources to the workforce (agency costs, sickness absence, additional hours and overtime)	Strategic	16	6	12	↔
RPE11 - Net Zero Carbon Goal	Affordability of the Council being able to achieve its net zero carbon goal. Inability to commit or attract sufficient resource to coordinate the programme and deliver on projects, leading to opportunities not being maximised, actions not delivered and benefits not realised	Strategic	9	2	12	↔
RSS54 - Care Provision Sustainability	Market stability / placement sufficiency leading to insufficient and unaffordable care provision	Strategic	12	4	12	↔
RST07 - Increase in Residual Waste	Inability to achieve national recycling targets due to increased residual waste tonnages collected	Strategic	12	2	12	↔

RCF01 - Reserves

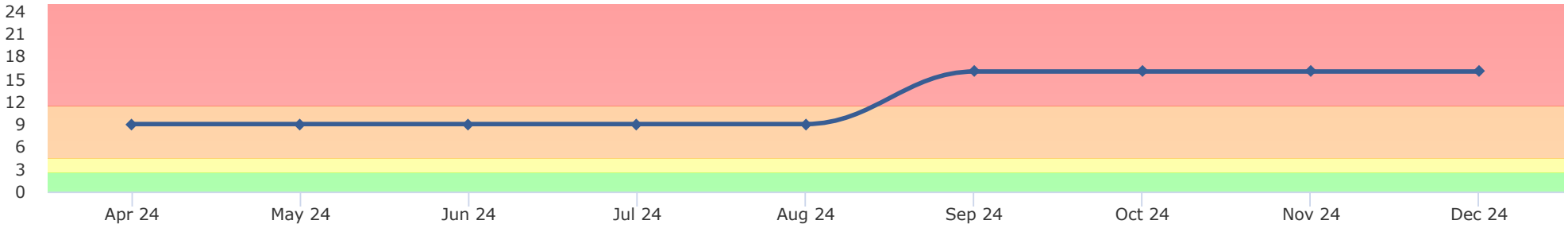
Inherent Risk Score	Current Risk Score	Target Risk Score
9	16	4

Description	Insufficient Reserves will impact on the financial resiliance of the Council
Key Impacts	1. Inability to invest or provide services for our residents 2. Inability to use reserves to balance the budget thus requirement to issue a section 114 notice under the Local Government Finance Act 1988 3. Organisation would be vulnerable to emerging financial pressures
Risk Category	▪ Economic ▪ Legal
Risk Type	Strategic
Owner	Gary Ferguson
Comments	The in-year reported overspend at Month Seven has further reduced the Contingency Reserve available even after £1 million of earmarked reserved being released in year, placing a high risk on the financial resilience of the Council.

Current Score on the Risk Matrix



Direction of Change



How are we managing risk?

Governance	Frequent reporting to Chief Officer Team, Cabinet Members, Programme Board, Corporate Resources Overview and Scrutiny Committee (CROSC) and Council
Internal Controls/Process	Usable reserves are reported to CROSC and Cabinet as part of the monthly revenue budget monitoring. Earmarked reserves are reported quarterly and in Months 5 and 6 £1 million was released of earmarked reserves to the contingency reserves and further reviews and challenge will be ongoing.

Risk Mitigation Actions

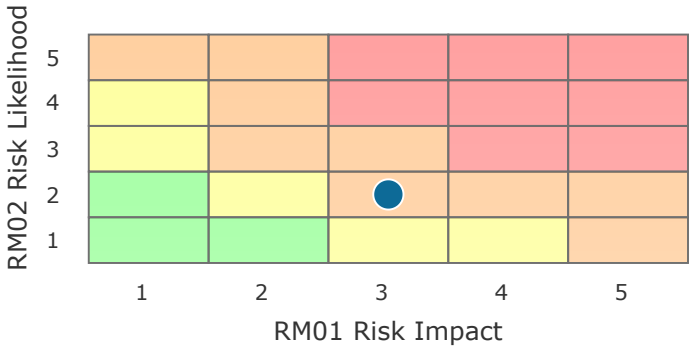
	Action	Stage	RAG	Latest Update	Due Date
RCF006T	In-year action plan to be completed by Portfolios	Completed		In-year action plan have been provided by over spending Portfolios to mitigate the in-year over spend position and this was presented to CROSC in November.	30/11/2024
RCF007T	Ongoing review of ear marked reserves	In Progress		Principal Accountants are liaising with Portfolios frequently to challenge the Portfolios current level of ear-marked reserves, particularly those balances that have not been used for a period of time.	

RCF08 - Fraud and Prevention

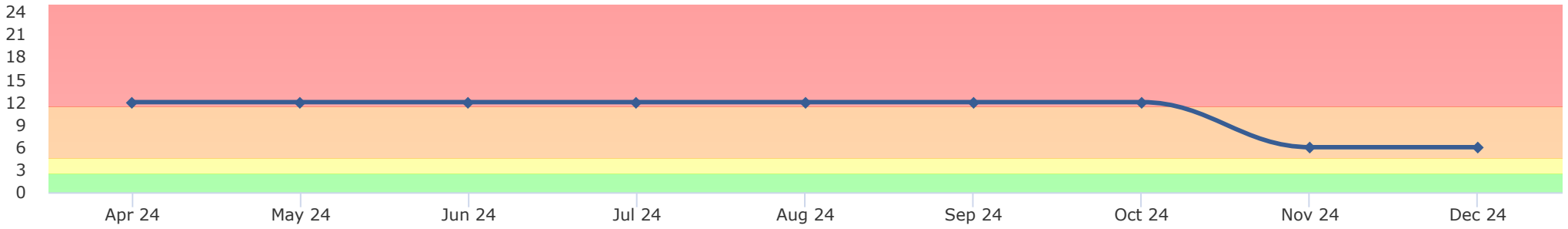
Inherent Risk Score	Current Risk Score	Target Risk Score
12	6	6

Description	The Council may be subject to fraud from both internal and external factors
Key Impacts	1. Financial loss 2. Impact on reputation 3. Systematic failure
Risk Category	Economic
Risk Type	Strategic
Owner	Gary Ferguson
Comments	Following a detailed review of the internal controls and processes in place, it was determined that at this point, they are sufficient enough to reduce the risk of likelihood of potential fraud taking place

Current Score on the Risk Matrix



Direction of Change



How are we managing risk?

Governance	Systems in place to identify duplicate payments or block payments (where necessary) through intelligence protocols. Regular reconciliations and annual audits of the systems are undertaken. Reports regarding the review of system intelligence provided to Senior Manager. Liaise with external Treasury Management Advisors regarding borrowing and investments.
Internal Controls/Process	Policies / Strategies and Segregation of duties in place. Treasury Management performance is reported quarterly and the Treasury Management Strategy is reviewed annually and approved by Council (February). Regular reconciliation and monitoring of income and expenditure, checks on new suppliers and verification of bank details. Financial Procedure Rules and Internal Audit reviews. Liaise with the Council's banking regarding relevant training and information sharing. Dual authorisation in place for expenditure that exceeds a certain threshold.

Risk Mitigation Actions

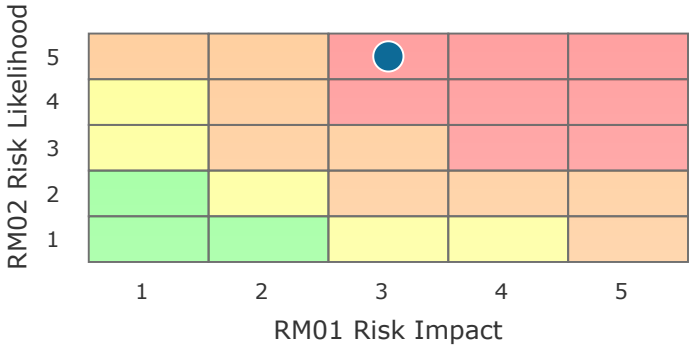
	Action	Stage	RAG	Latest Update	Due Date
RCF010T	Annual review of Treasury Management Strategy	In Progress	●	The annual review of the Treasury Management Strategy will be undertaken in February 2025.	31 Mar 2025
RCF011T	Quarterly reporting regarding Treasury Management breaches	In Progress	★	Quarterly reporting regarding Treasure Management breaches continues to take place and information is provided to Senior Management.	31 Mar 2025

RCF09 - Housing Revenue Account Capital Investment

Inherent Risk Score	Current Risk Score	Target Risk Score
20	15	10

Description	There is insufficient funding capacity to meet Welsh Housing Quality Standards (WHQS) 2.0 targets
Key Impacts	1. Non-compliance with the WHQS 2.0 targets
Risk Category	▪ Economic ▪ Legal ▪ Social
Risk Type	Strategic
Owner	Gary Ferguson
Comments	The impact for the risk has been reduced to 3, as Welsh Government are working with local authorities to reduce the impact where possible.

Current Score on the Risk Matrix



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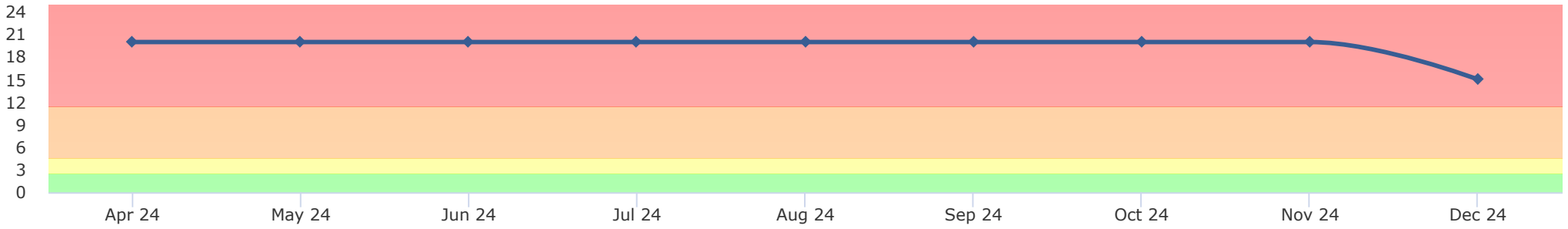


How are we managing risk?

Governance	Reporting to Capital Assets Programme Board, Chief Officer Team (COT), Cabinet, Housing and Communities Overview and Scrutiny Committee and Council
Internal Controls/Process	Finance and service area working to assess financial impact and mitigation options, findings reported through to Service Management Team meeting, Programme Board and COT.

Risk Mitigation Actions

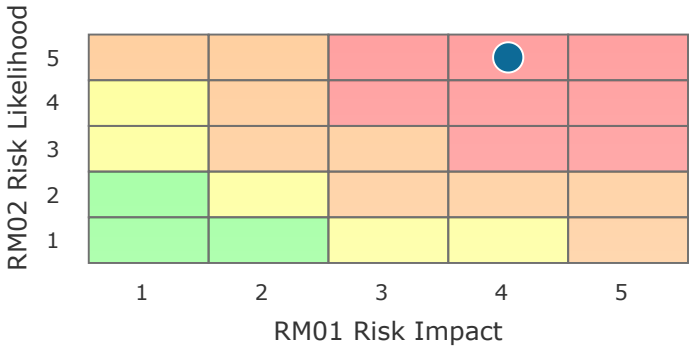
	Action	Stage	RAG	Latest Update	Due Date
RCF012T	Stock Condition Surveys to be completed	In Progress		Welsh Government have requested that Stock Condition Surveys are completed by March 25 and work is underway regarding this piece of work.	31 Mar 2025
RCF013T	Target Energy Pathways for all stock to be completed	In Progress		Welsh Government have requested that Target Energy Pathways for all stock is undertaken, to establish what works are required to achieve an EPC 'A' rating and these are required to be completed by 2027.	31 Mar 2025
RCF014T	The Council to form part of Welsh Government's working group regarding funding options.	In Progress		The Welsh Government have recently set up a working group to work through possible funding options and the Council have ensured that they have joined that working group.	31 Mar 2025

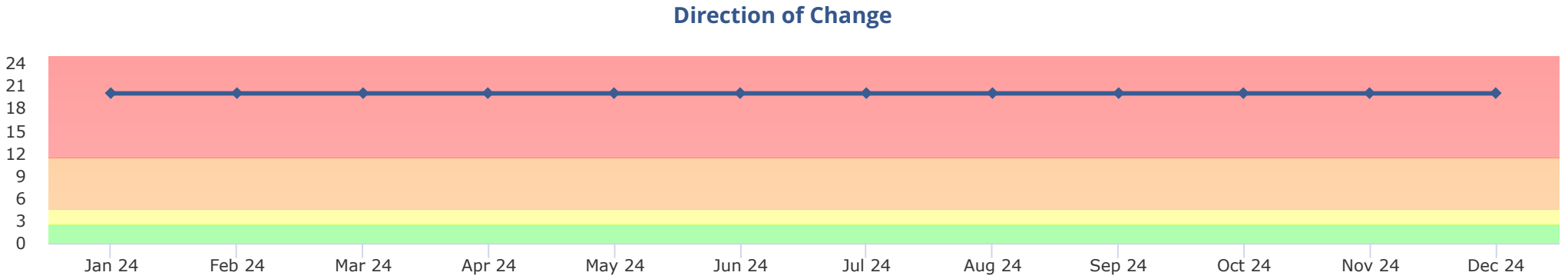
RCF18 - Medium-Term Financial Strategy (MTFS)

Inherent Risk Score	Current Risk Score	Target Risk Score
20	20	9

Description	Increased service demand, high inflation and reduced future Welsh Government, Local Government Settlements could impact the stability of the Medium-Term Financial Plan
Key Impacts	1. Stability of the Medium-Term Financial Plan 2. Reduced or ceased service delivery 3. Inability to set a legal and balanced budget with result in a Section 114 notice being issued under the Local Government Finance Act 1988
Risk Category	▪ Economic ▪ Legal ▪ Political ▪ Social
Risk Type	Strategic
Owner	Gary Ferguson
Comments	The Provisional Settlement from Welsh Government in December has indicated a 3.3% increase in our Funding allocation (compared to the Welsh average of 4.3%). The Council's additional budget requirement has now risen to £47.493m and it is estimated that the Council will need to identify further cost reductions / additional income from local taxation of around £20m/£21m. The Council will be seeking additional funding through a national floor funding mechanism. Options to balance the budget for 2025/26 are now being prepared for Member consideration in January / February 2025.

Current Score on the Risk Matrix

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How are we managing risk?

Governance	Reports are provided regarding the MTFS (including information regarding Welsh Government Funding) to Chief Office Team, Cabinet, Corporate Resources Overview and Scrutiny Committee (CROSC), Council, Programme Board and Members Workshops (where applicable).
Internal Controls/Process	Usable reserves are reported to CROSC and Cabinet as part of the monthly revenue budget monitoring. Earmarked reserves are reported quarterly and in Months 5 and 6 £1 million was released of earmarked reserves to the contingency reserves and further reviews and challenge will be ongoing. Regular Programme Co-ordinating Group meetings. Reporting monthly to COT and quarterly to Cabinet and CROSC in the first half of the year, monthly thereafter. Latest MTFS update is provided within the monthly budget monitoring reports.

Risk Mitigation Actions

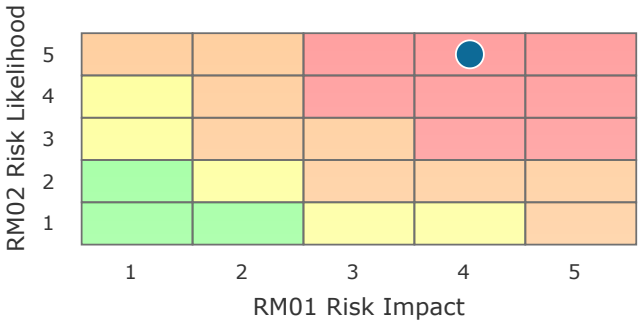
	Action	Stage	RAG	Latest Update	Due Date
RCF001T	Regular monitoring and reporting of the financial position of the organisation	In Progress	–	Revenue Budget Monitoring is reported to Cabinet and CROSC on a monthly basis.	
RCF002T	Ensuring robust and timely financial planning arrangements over the medium term	In Progress	–	Regular updates on the MTFS and Budget for 2025/26 are reported to Cabinet and to CROSC. Together with a monthly update on the MTFS within the budget monitoring report.	
RCF003T	Ongoing contribution to national debate on a fairer funding formula	In Progress	–	This is undertaken with WLGA on behalf of Local Authorities and provide projection and data analysis to support financial pressures. In addition, the Leader and Chief Executive also directly liaise with Welsh Government on specific funding issues.	
RCF004T	Ongoing engagement with Society of Welsh Treasurers (SWT) and WLGA and the escalation of key issues	In Progress	–	The Council is represented at the monthly meetings with SWT and has regular liaison with WLGA on key issues.	
RCF005T	Ensuring adequate levels of reserves are maintained across the Council	In Progress	–	Work on the challenge of earmarked reserves is ongoing. A moratorium on spend has been put in place to minimise the projected in year overspends with the aim of strengthening the position for Council Reserves. In-year action plan have been provided by over spending Portfolios to mitigate the in-year over spend position and this was presented to CROSC in November. Principal Accountants are liaising with Portfolios frequently to challenge the Portfolios current level of ear-marked reserves, particularly those balances that have not been used for a period of time.	
RCF006T	In-year action plan to be completed by Portfolios	Completed	✔	In-year action plan have been provided by over spending Portfolios to mitigate the in-year over spend position and this was presented to CROSC in November.	30/11/2024
RCF007T	Ongoing review of ear marked reserves	In Progress	★	Principal Accountants are liaising with Portfolios frequently to challenge the Portfolios current level of ear-marked reserves, particularly those balances that have not been used for a period of time.	

REY01 - Financial Viability of Schools

Inherent Risk Score	Current Risk Score	Target Risk Score
15	20	15

Description	Schools are not financially viable due to insufficient base funding
Key Impacts	1. A increasing number of schools are expected to enter a deficit budget position by the end of 2024/25 2. Impact of increased monitoring action on School Improvement Team, HR and Finance 3. Impact on Leadership Teams within schools 4. Potential impact on learners, for example a reduced curriculum offer
Risk Category	▪ Economic ▪ Political ▪ Social
Risk Type	Strategic
Owner	Claire Homard
Comments	Ongoing monitoring of forecasted closing balances will continue throughout the remainder of the 2024/25 financial year.

Current Score on the Risk Matrix



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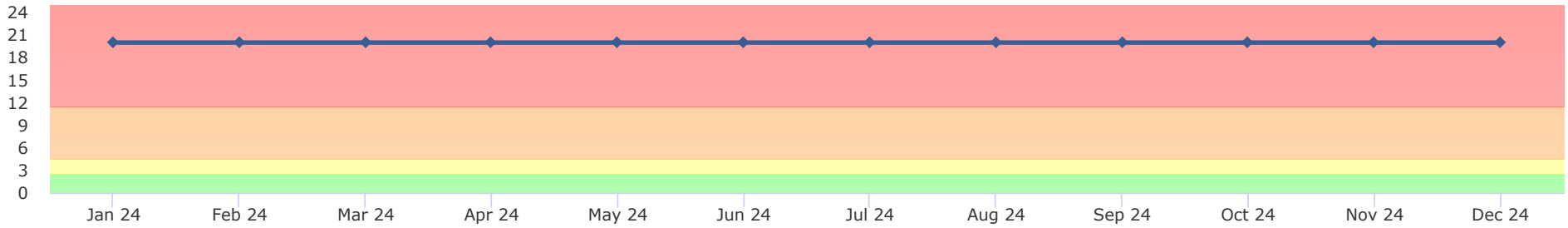


How are we managing risk?

Governance	School Governing Bodies are expected to submit a balanced budget plan each year and where this is not possible, they are required to apply for a Licenced Deficit in line with the Protocol for Schools in Financial Difficulty.
Internal Controls/Process	Monitored through Education and Youth Programme Board, schools budget forum; schools performance monitoring group

Risk Mitigation Actions

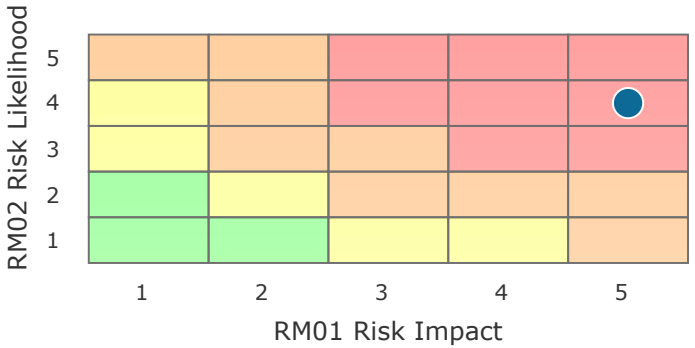
	Action	Stage	RAG	Latest Update	Due Date
REY001T	Challenge and support meetings with Headteacher/School Business Manager and regular budget monitoring sessions with schools to confirm adherence to licensed deficit protocol, with non compliance triggering formal procedures under Schools Licensed Deficit protocol	In Progress	–	Throughout October and November we held Support and Challenge meetings with Headteachers and, where necessary, we have asked for the Licenced Deficit (LD) applications to be updated to reflect these discussions. It is anticipated all current LD applications will be signed off in December, however we continue to monitor the forecasted position of all schools and we may need to schedule further meetings in the new year.	
REY002T	Financial Performance Monitoring Group meetings to review performance and agree action plan with specific actions and timescales to address issues identified	In Progress	–	We continue to monitor compliance with the Protocol for Schools in Financial Difficulty	
REY003T	Schools pupil funding Formula review to be scheduled/approved through Schools Budget Forum to ensure base budgets are best allocated	In Progress	–	Small changes to the School Funding Formula to be shared with School Budget Forum in January 25. Wider review of the Formula to be considered in 2025/26.	
REY004T	Local Authority approval mechanisms for recruitment in schools with budget deficits	In Progress	–	All Schools in a deficit position have been reminded of the requirement to consult with the Council prior to recruitment.	

RGV01 - Loss of IT/Cyber Security

Inherent Risk Score	Current Risk Score	Target Risk Score
20	20	12

Description	Significant loss of corporate data and systems due to security / environmental / technical incident
Key Impacts	1. Data breaches 2. Financial loss 3. Reputational damage 4. Business disruption
Risk Category	▪ Economic ▪ Legal ▪ Political ▪ Technological
Risk Type	Strategic
Owner	Gareth Owens
Comments	Risk is increasing due to recent local and international events, therefore the risk likelihood has increased to reflect this. However, work continues on the mitigating actions with a recent review undertaken to further enhance the mitigating actions with support from a Welsh Government initiative.

Current Score on the Risk Matrix



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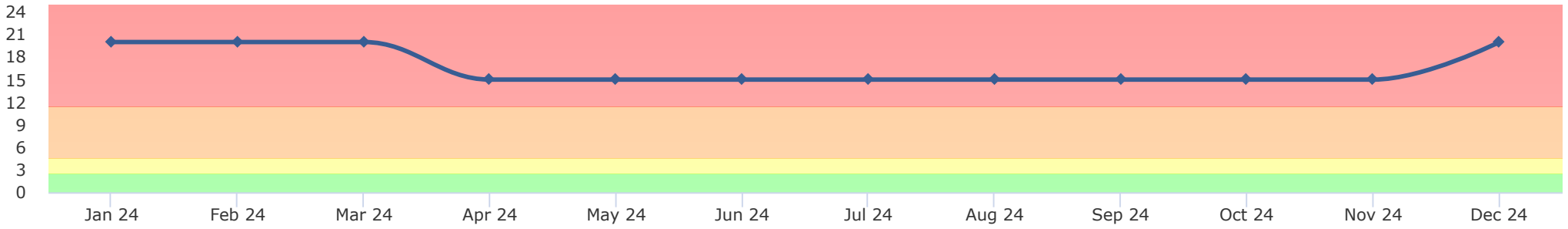


How are we managing risk?

Governance	Risk is reviewed monthly at Senior Management Meeting. Frequent reporting to Corporate Services Senior Management Meeting.
Internal Controls/Process	Internal groups that have oversight of Cyber Security procedures, threat analysis, policies and review of any incidents. Participation in National Security Groups, such as Warp, and constant review of National Cyber Security Centre guidance. Use of Citrix technologies provides a secure environment which delivers the majority of our business systems. Maintain a second active datacentre allows for the continual provision of critical systems. Utilise strong security controls, vulnerability management and delivery mechanism to reduce this risk.

Risk Mitigation Actions

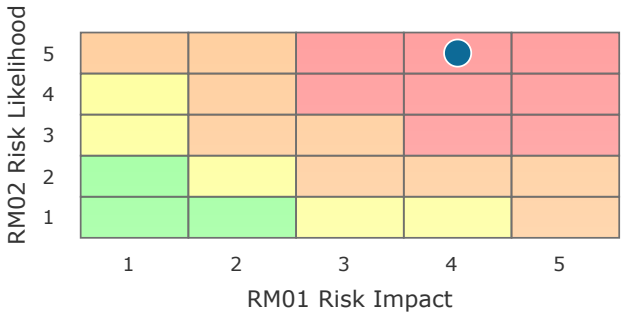
	Action	Stage	RAG	Latest Update	Due Date
RGV001T	Maintain a valid PSN and prepare for Cyber Essentials Accreditation.	Completed		PSN certification achieved for 2024/25. Cyber Essentials Plus not currently being explored but will be revisited in future	31/03/2025
RGV006T	Development of Cyber incident reponse and recovery plan.	In Progress		Draft plan has been produced and feedback has been received from IT Managers and Business Continuity Representatives. The plan has been reviewed with the Chief Officer Governance, minor changes are being made, plan will need to be shared with Chief Officer Team.	31 Mar 2025
RGV007T	Regular review and testing of IT Disaster Recovery Plan.	In Progress		The IT Disaster Recover plan continues to be reviewed on a regular basis.	31 Mar 2025
RGV008T	Identify list of critical business applications.	In Progress		We are now working to the list produced but need to have formal agreement	31 Mar 2025
RGV009T	Complete full review on IT Security Policies	In Progress		This is an ongoing task to review all IT policies and update	31 Mar 2025
RGV082T	Enrolment in CymruSOC	In Progress		Preparation onboarding is due to commence early January.	30 Jun 2025

RHC09 - Resource to meet Homeless Obligations

Inherent Risk Score	Current Risk Score	Target Risk Score
15	20	12

Description	The Council is unable to meet it's homelessness statutory obligations due to shortages in staff, budgetary pressures and lack of available accommodation
Key Impacts	1. Reputational damage 2. Failure to meet statutory duties 3. Failure to manage or project the financial pressures associated with homelessness 4. Workforce resilience and recruitment 5. Lack of access to homeless accommodation in the county
Risk Category	▪ Economic ▪ Legal ▪ Political ▪ Social
Risk Type	Strategic
Owner	Vicky Clark
Comments	Whilst lots of plans in place to deliver efficiencies through diversification of homeless accommodation portfolio, it is clear it will take some time for these interventions to achieve significant cost benefit. Numbers of homeless household stabilizing and use of hotels has reduced in recent months. Contract with D2 PropCo to progress along with increase in house shares and new builds all positive and will provide desirable outcomes in time. The restructure of the Housing & Prevention Service is now progressing and appointment to Managers roles complete and three Team Leaders now appointed, with a further two posts to progress later in the month, additional frontline staff to be recruited in January 2025.

Current Score on the Risk Matrix



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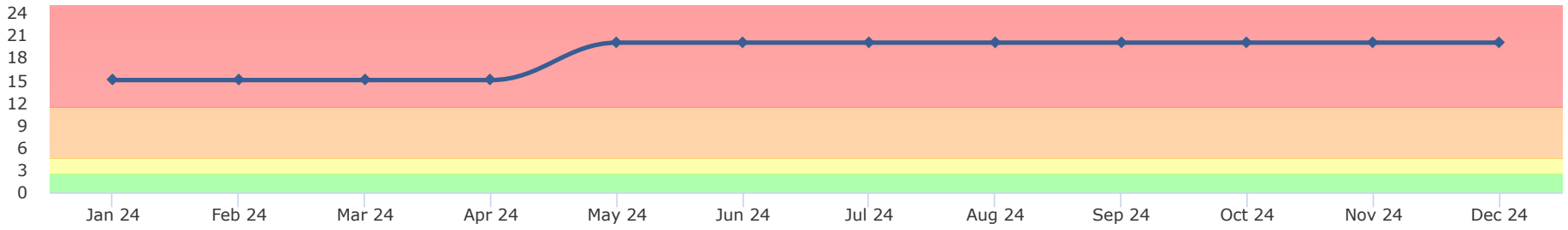


How are we managing risk?

Governance	Monthly DMT within Housing and Prevention Services to review risks and this would then be discussed further at Housing and Communities SMT. Programme Board quarterly. Ending Homelessness Board quarterly. Rapid Rehousing Transition Plan and Housing Support Programme Strategy.
Internal Controls/Process	Monitor demand for homelessness services. Monitor the levels of emergency accommodation. Monitor demand for homeless services with a view to informing workforce, prevention activities and homeless accommodation planning. Monitor levels of emergency accommodation with a view to informing workforce, move-on activities and homeless accommodation planning. Monthly financial review of budgets to monitor current expenditure and project in-year an future pressures. Monthly monitor levels of emergency accommodation with a view to informing workforce, move-on activities and homeless accommodation planning. Deliver on homeless pressures options paper outcomes (increasing supply of housing, reducing use of emergency accommodation, i.e., B & B's) and is an ongoing programme; overseen by the Ending Homelessness Board.

Risk Mitigation Actions

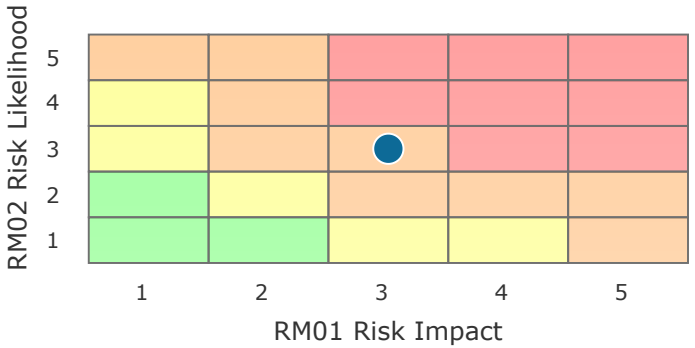
	Action	Stage	RAG	Latest Update	Due Date
PHC017T	Successfully deliver the restructure of the Housing & Prevention Service (as supported by Cabinet in October 2024) to increase capacity within the service	In Progress	●	All funding sources identified for ambitious restructure, taking the service from approximately 42 FTE to 72 FTE. Managers and Senior Staff appointed in December, recruiting to all front line staff and specific project posts, such as Rapid Rehousing Co-Ordinator and Data Analyst to be completed Quarter 4 2024/25.	30 Nov 2025
PHC018T	Implement the range of alternatives for hotel and B&B for homeless accommodation (as supported by Cabinet in October 2024).	In Progress	●	Homeless accommodation diversification plan supported by Cabinet in November 2024 and will achieve significant savings for the Council. Contract D2 PropCo progressing and Member briefing session on 11th December. Numerous properties identified across the County. Flintshire based hotel plan progressing. Pipeline of new properties funded through Transitional Accommodation Capital Programme (TACP) ongoing.	30 Nov 2025
RHC023T	Monthly financial review of budgets to monitor current expenditure and project in-year an future pressures	In Progress	★	Monthly meetings continue, positive movement against projected overspend, which is encouraging.	31 Mar 2028
RHC024T	Monthly monitor levels of emergency accommodation with a view to informing workforce, move-on activities and homeless accommodation planning	In Progress	★	Number of households within homeless accommodation have stabilized and not as high as initially projected for the Quarter 3 period. Encouragingly we have also seen a reduction in seen in the numbers of households placed in hotels and holiday accommodation, as we are now delivering more appropriate and more cost effective homeless accommodation solutions and anticipate this positive trend to continue.	31 Mar 2028

RHR29 - Recruitment and Retention

Inherent Risk Score	Current Risk Score	Target Risk Score
9	9	2

Description	Inability to attract and retain valued employees
Key Impacts	1. Loss of key skills, knowledge and experience 2. Recruitment into key posts 3. Disruption and the inability to deliver key services 4. Increased financial costs
Risk Category	▪ Economic ▪ Political ▪ Social
Risk Type	Strategic
Owner	Sharon Carney
Comments	Linked to RHR30. Some portfolios have challenges in filling vacancies due in part to national shortages and in part to our pay model being uncompetitive.

Current Score on the Risk Matrix



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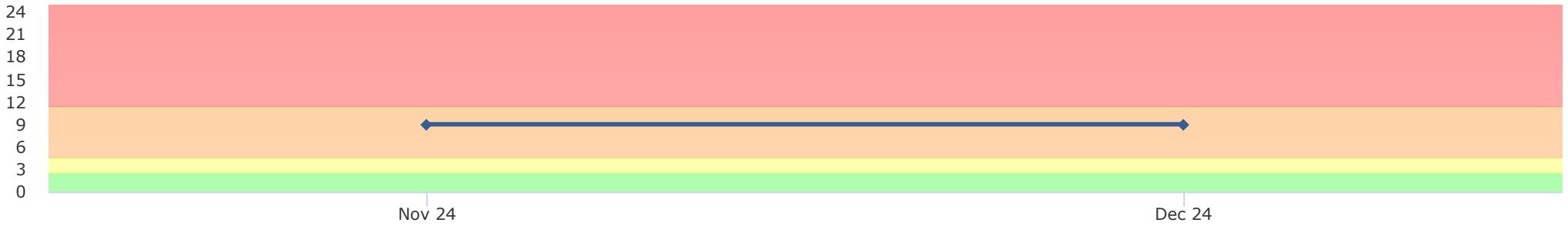


How are we managing risk?

Governance	Reports will be provided to Programme Board, Cabinet and Corporate Resources Overview and Scrutiny Committee (CROSC) periodically.
Internal Controls/Process	Periodic benchmarking of posts. Market supplements. Reporting to Portfolios regarding employment statistics and future workforce planning. Workforce exit interviews. Monitoring and frequent reviewing of People Strategy and key measures detailed within the strategy.

Risk Mitigation Actions

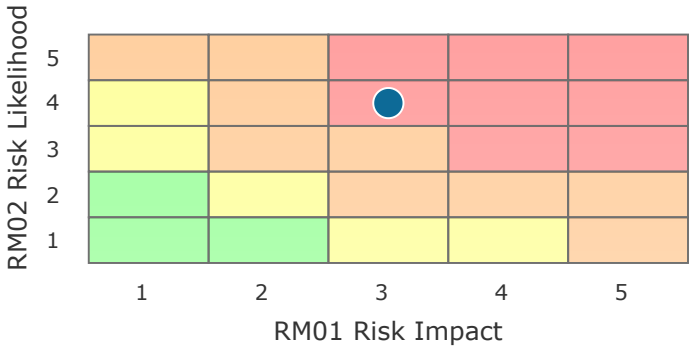
	Action	Stage	RAG	Latest Update	Due Date
RHR025T	Complete annual Equal Pay Audit report	In Progress	–	The annual Equal Pay Audit report will be finalised in Quarter 4 of 2024/25.	01 Apr 2025
RHR026T	Complete the annual Pay Policy Statement	In Progress	–	The annual Pay Policy Statement will be completed in Quarter 4 of 2024/25.	01 Apr 2025

RHR30 - Employment Related Costs

Inherent Risk Score	Current Risk Score	Target Risk Score
16	12	6

Description	Increased costs associated with temporary / additional resources to the workforce as a result of vacancies, sickness absence etc. (for example, overtime, additional hours, agency costs)
Key Impacts	1. Financial costs 2. Budgetary pressures
Risk Category	▪ Economic ▪ Legal ▪ Social
Risk Type	Strategic
Owner	Sharon Carney
Comments	Some portfolios have challenges in filling vacancies due in part to national shortages and in part to our pay being uncompetitive. Some portfolios are also dealing with high levels of sickness absence (short and long-term) resulting in work being covered by overtime, additional hours and/or using agency workers.

Current Score on the Risk Matrix



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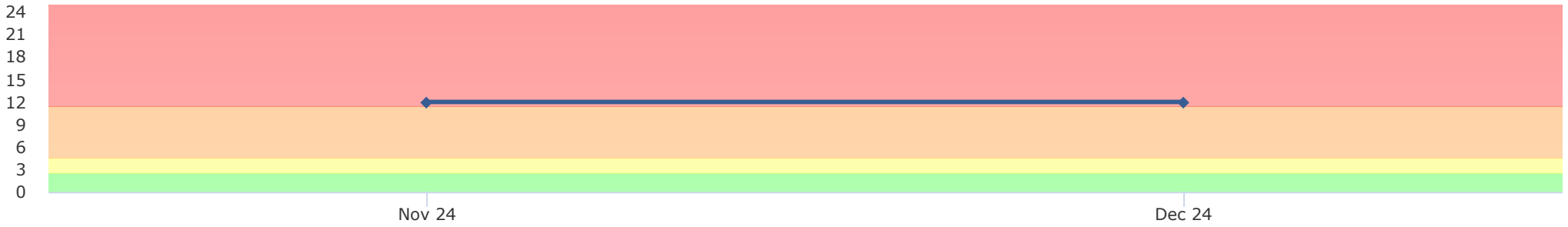


How are we managing risk?

Governance	Reports will be provided to Corporate Programme Board, Cabinet and Corporate Resources Overview and Scrutiny Committee periodically
Internal Controls/Process	Business case are signed by Chief Officer for off matrix agency spend. Monthly additional hours reports (including overtime, additional hours, standby and call-out) are provided to Portfolios Senior Management Team (SMT) to review and take action as necessary. Establishment reports which confirm by post (established and non established) sent monthly to SMT and HRBP to review and take action as necessary. Budget monitoring meetings.

Risk Mitigation Actions

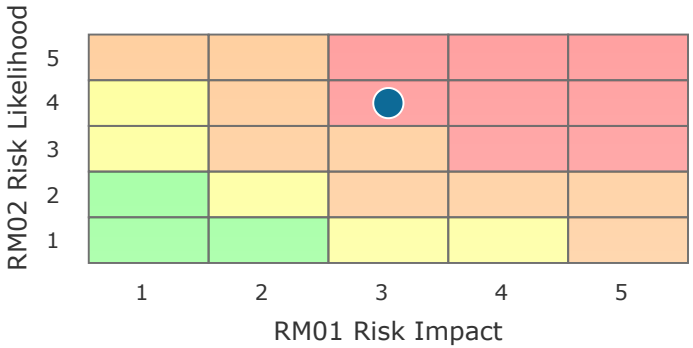
This report does not contain any data

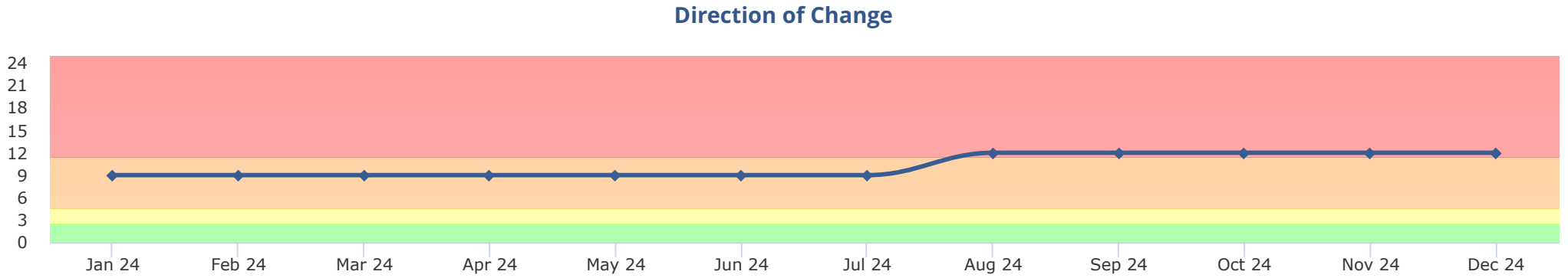
RPE11 - Net Zero Carbon Goal

Inherent Risk Score	Current Risk Score	Target Risk Score
9	12	2

Description	Affordability of the Council being able to achieve its net zero carbon goal. Inability to commit or attract sufficient resource to coordinate the programme and deliver on projects, leading to opportunities not being maximised, actions not delivered and benefits not realised
Key Impacts	1) Financial cost to the Council – inability to realise efficiency savings/income generation opportunities 2) Inability to reach net zero carbon target, both locally and as part of the team public sector 3) Reputational damage from inability to reach net zero carbon target
Risk Category	▪ Economic ▪ Environmental ▪ Legal ▪ Political ▪ Social ▪ Technological
Risk Type	Strategic
Owner	Andrew Farrow
Comments	This risk continues to be high profile due to the current economic climate and reduced access to external funding. The team continues to work closely with neighbouring authorities and networks to identify early opportunities for accessing resources and capitalising on invest to save opportunities.

Current Score on the Risk Matrix

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How are we managing risk?

Governance	Officer working groups for each strategy theme area Consultation with Cabinet Member Planning Environment Economy Senior Management Team Portfolio Programme Board Climate Change Committee Environment & Economy Overview and Scrutiny Committee Cabinet Measures included within Council Plan priorities Risks included within both corporate and programme risk registers Work in collaboration with external parties, Welsh Government Energy Service (WGES) and Welsh Local Government Association (WLGA)
Internal Controls/Process	Review of climate change strategy incorporating updated methodologies, innovative solutions, learnings from previous year's data, financial projections where possible, and updated carbon reduction trajectories Reporting of carbon footprint data to Welsh Government annually Utilisation of tools to encourage better decision making around carbon impacts, including provision of carbon training, updated capital business case template, updated procurement processes, and Integrated Impact Assessment Networking locally and nationally across sectors to remain informed of opportunities for collaboration and external funding sources. Lobbying Welsh Government for both financial and political support to achieve our net zero carbon aims

Risk Mitigation Actions

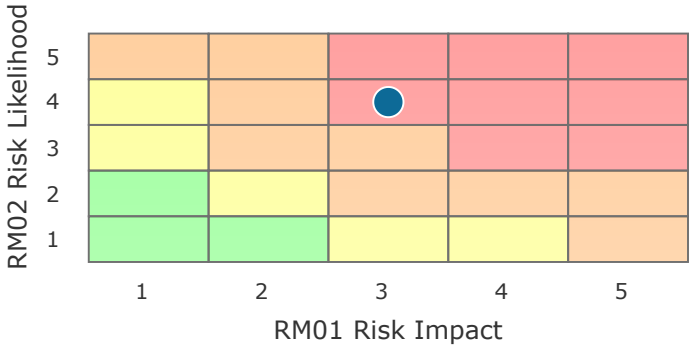
	Action	Stage	RAG	Latest Update	Due Date
RPE011T	Proactively seek external finance using the climate change strategy and action plan as the narrative. Submit strong and coordinated external funding bids, working collaboratively across the region as well as interdepartmentally within the Council. Aim to submit early input into the Budgets for revenue and capital for the following financial year and maintain an ongoing dialogue in terms of medium to long term financial plans to ensure commitment is made towards financing carbon aims. In terms of Council-wide decision making and prioritisation, carbon literacy training roll out to key decision makers across the Council will enable officers to factor in carbon impacts at early stages of project developments to allow for sufficient provision in internal and external funding bids. Implementation of whole life cost into business cases will capture the long term costs and benefits of schemes.	In Progress	–	External funding continues to be sought for energy efficiency works on Council assets as well as funded support programmes to assist in delivery objectives and leadership across the Council, eg. funded support from WRAP auditing sustainable procurement, funded support with University of Manchester developing the Integrated Impact Assessment. Carbon actions are included in the MTFS and capital works programme,.The RE:fit contract which will see £1.5 million Council investment over 2 years in retrofit of energy efficiency and renewable energy works across the building assets, was awarded and works underway. This year's capital business cases have all used the new template which includes consideration of a low carbon/environmentally friendly option with, where applicable, one off and ongoing carbon emission projections. Carbon literacy training has been rolled out to Senior managers across the Council and Elected Members. Further training sessions have been scheduled throughout the year for the wider employee base, and the Climate essentials elearn has also been launched. Carbon training is now a mandatory unit for Elected Members to complete, and this should see an increase in participation over the coming year.	31 Mar 2030

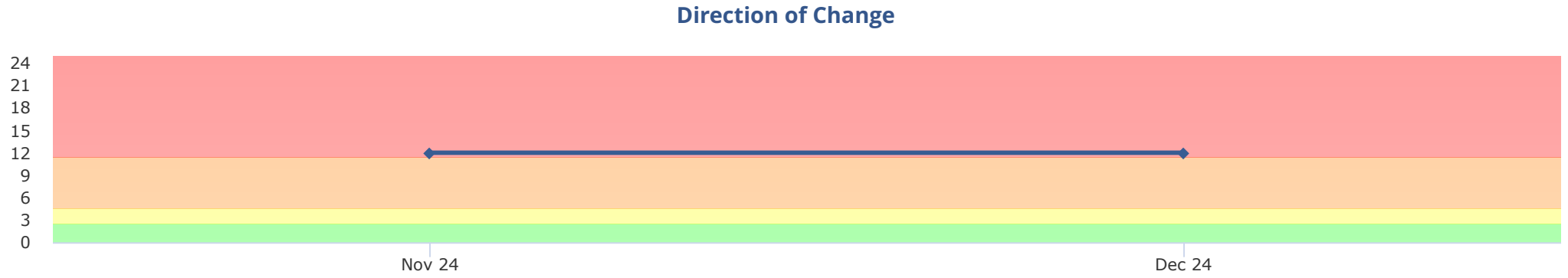
RSS54 - Care Provision Sustainability

Inherent Risk Score	Current Risk Score	Target Risk Score
12	12	4

Description	Market stability / placement sufficiency leading to insufficient and unaffordable care provision
Key Impacts	1. Local authority providing care that operates without registration 2. Unintended consequences of Welsh Government's eliminating profit policy leading to insufficient placement availability and /or unaffordable care fees 3. Unaffordable cost of residential care for children looked after
Risk Category	▪ Economic ▪ Political ▪ Social
Risk Type	Strategic
Owner	Craig Macleod
Comments	This is a newly created strategic risk around sustainability of the care placement market for both adults and children, the risk being that escalating costs, scarcity of placements and forthcoming changes in national policy will make it impossible for the Council to continue to source placements that are affordable and meet the needs of the individual. Mitigating actions currently in progress include working with local providers to reshape the residential market, including continuing to look at our options for developing further residential provision in house, and developing initiatives with the aim of reducing the number of children coming into care, supporting existing placements to prevent breakdown, combating exploitation, and recruiting and developing our in house foster carer pool. These plans include solutions for accommodating an increasing number of unaccompanied asylum seekers.

Current Score on the Risk Matrix




Direction of Change
24
21
18
15
12
9
6
3
0
Nov 24
Dec 24

How are we managing risk?

Governance	Chief Officer Team (COT)
Internal Controls/Process	We are developing in house residential care services for children with complex needs who would otherwise need to be placed out of county. We are also growing our in house fostering service to support more looked after children within Flintshire. This risk is monitored through the Out of County budget. This risk is monitored through the number of children placed in settings without registration (Paris report). Unaccompanied Asylum Seeking Children (UASC) is an increasing risk for placement costs and are included in the scope of expanding our in house residential.

Risk Mitigation Actions

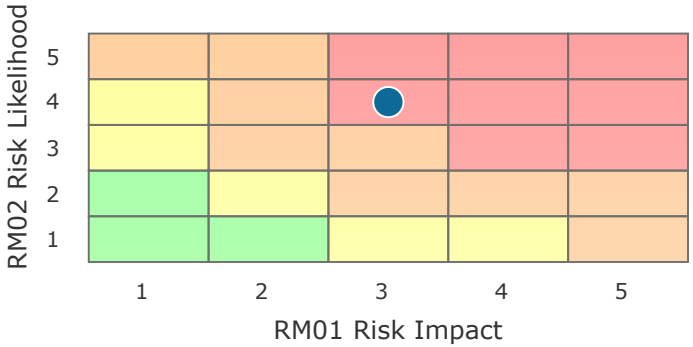
This report does not contain any data

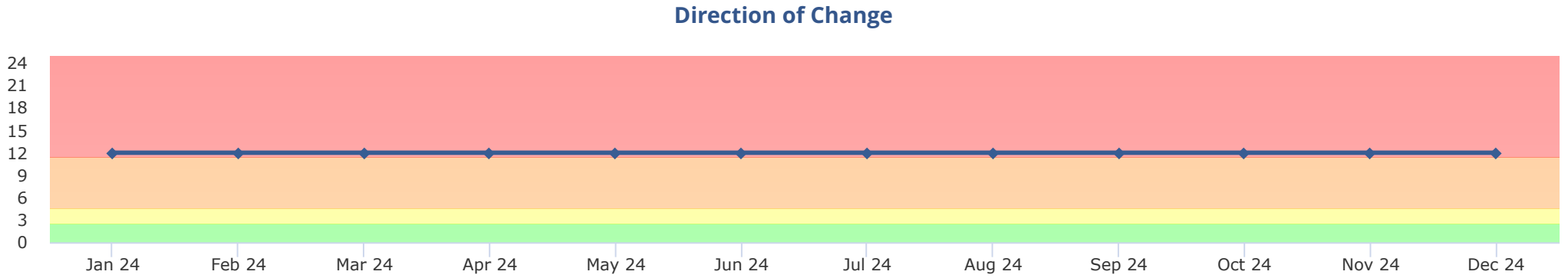
RST07 - Increase in Residual Waste

Inherent Risk Score	Current Risk Score	Target Risk Score
12	12	2

Description	Inability to achieve national recycling targets
Key Impacts	1. Financial cost to the Authority 2. Non compliance with legislative targets 3. Inability to reduce carbon emissions from waste collected 4. Reputational
Risk Category	▪ Economic ▪ Environmental ▪ Legal ▪ Political ▪ Social
Risk Type	Strategic
Owner	Katie Wilby
Comments	The review of the Council's Resource and Waste Strategy was undertaken and consulted upon earlier in 2024 and a new strategy adopted in March 2024 with an action plan to improve service delivery methods to improve the Council's recycling performance, maximise resource efficiency, minimise waste, reduce emissions and minimise the risk of infraction fines. A fundamental action from the strategy is to restrict the amount of residual waste collected from Flintshire properties by introducing a three weekly collection . In November a report was presented to Cabinet outlining and implementation date (28th April 2025), an implementation plan and a communication plan for this service change. It is expected that the recycling performance from this one change will increase by 4.5 percentage points. At this point in time, the risk has been reviewed and the risk scoring and risk comment remains the same this month.

Current Score on the Risk Matrix




Direction of Change
24
21
18
15
12
9
6
3
0
Jan 24
Feb 24
Mar 24
Apr 24
May 24
Jun 24
Jul 24
Aug 24
Sep 24
Oct 24
Nov 24
Dec 24

How are we managing risk?

Governance	Consultation with Cabinet Member Business SMT Portfolio Programme Board Forward Works Programme Environment and Economy Overview and Scrutiny Committee Cabinet Council Plan Risk Register Internal audit Collaboration with WRAP Cymru / Local Partnerships / Welsh Government (WG)
Internal Controls/Process	Introduction of a Resource and Waste Strategy - 2024-2030 Update the recycling and waste collections and household recycling centre operational policy Weekly waste management project meetings Waste data reporting to Natural Resources Wales and Welsh Government Restrict the amount of residual waste collected through reducing the frequency of collection Undertake excess waste presentation enforcement Introduce a clear bag policy at Household Recycling Centres (HRCs) Identify other waste streams that could be collected for recycling at the kerbside or HRCs Identify and implement reuse initiatives (via Welsh Government funding) Enhance recycling collections at flats, communal points and Houses of Multiple Occupancy (HMO) Implement a robust communications plan

Risk Mitigation Actions

	Action	Stage	RAG	Latest Update	Due Date
RST007T	Undertake a review of the Council Waste Strategy to identify improve service delivery methods to minimise residual waste disposal and increase recycling.	Completed		A new Resource and Waste Strategy was adopted in March 2024, which sets out the Councils objectives and priorities to reach the statutory recycling targets over the next 6 years.	31/12/2024

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Risk Management Framework

December 2023

Mae'r ddogfen hon hefyd ar gael yn Gymraeg. Gweler y dudalen Gymraeg ar ein gwefan.
This document is also available in Welsh. See Welsh page on our website.

CYNGOR Sir y Fflint Flintshire COUNTY COUNCIL

Document Control

OVERVIEW

Title	Risk Management Framework
Owner	Internal Audit, Performance and Risk Manager
Nominated Contact	Lisa Brownbill (lisa.brownbill@flintshire.gov.uk)
Reviewed By	Internal Audit, Performance and Risk Manager
Date of Last Review	December 2023
Date of Next Review	December 2024
Related Documents	Risk Management – InPhase User Guide

REVISION HISTORY

Version	Issue Date	Author	Summary of Changes
1	March 2020	Strategic Performance Advisor	New guidance document
2	February 2021	Strategic Performance Advisor	Inclusion of escalation procedure
3	September 2022	Strategic Performance Advisor	Fit for purpose review and update.
3.1	December 2023	Strategic Performance Advisor	Annual review following role out of InPhase

CONSULTATION

Version	Who	Date
1	Performance Leads	17th January 2020
1	Chief Officers Team	26th February 2020
2	Chief Officers Team	20th January 2021
3	Chief Officers Team	16th August 2022
3	Performance Leads	21st September 2022
3.2	Performance Leads and Chief Officer Team	December 2023

APPROVAL

Version	Who / Where	Date
1	Chief Officers Team	26th February 2020
2	Chief Officers Team	20th January 2021
3	Chief Officers Team	16th August 2022
3	Governance and Audit Committee	14th November 2022
3.1	Governance and Audit Committee – Additional information	14th November 2022
3.2	Governance and Audit Committee	24th January 2024

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1. Introduction

Flintshire County Council (the Council) is responsible for delivering both statutory and non-statutory services to residents and business within Flintshire. To enable the Council to deliver these services effectively, the Council needs to consider a wide range of risks and opportunities in the decisions that are made at all levels across the Council.

2. What is Risk Management?

Risk management is the process of identifying risks, evaluating the potential impact, and mitigating them. The aim is to minimise the severity of their impact and likelihood of occurring where possible. Risk management is invaluable to the Council and should form part of the day-to-day management of a service. Some of the benefits to managing risks include;

prevents reputational damage,
informs decision making,
leads to successful future planning.

3. What is Risk?

Risk is defined as the possibility that events will occur and affect the achievement of strategy and business objectives. A 'risk' is made up of an event, which if left untreated and with no controls in place, will have an impact on the Council and service delivery.

3.1 TYPES OF RISK

There are three main risk types at Flintshire County Council, they are:

- **Strategic** - risks which have an impact to the operation of the organisation, for example, Health and Safety, Systematic IT Failure and GDPR. A strategic risk requires corporate ownership.
- **Operational** - risks that affect the successful delivery of individual service objectives/delivery plans, and which are controlled by a single Portfolio.
- **Project/Programme** - risks that prevent the successful delivery of a project or programme to be completed on time, on budget and achieving the desired outcomes e.g., a capital investment project for a new school.

3.2 RISK APPETITE

Risk appetite is defined as the amount of risk an organisation is willing to accept or tolerate to achieve its intended objectives. In an organisation as large and diverse as the Council, it is difficult to define a singular risk appetite. Appetite for risk will vary due to the objectives being undertaken in the Council spanning a wide range of different service areas. The Chief Officer Team has the final collective decision if risk appetite has been reached or breached through monthly monitoring reports.

As an organisation the Council recognises that we must accept some risk to achieve our objectives. These are considered as opportunities. The Council's approach to risk is to ensure a culture of being informed and risk aware. The Council may have to accept major or catastrophic risks, which cannot be reduced or eliminated (and therefore these risks would have to be managed within the Council's risk appetite). However, by ensuring the **Risk Management Framework** and **InPhase User Guides** (the Council's performance and risk management system) are followed and risks are reviewed monthly, the Council will have good corporate oversight of such risks.

4. Roles and Responsibilities

Everyone at the Council is responsible for ensuring risks and opportunities are identified and managed at all governance levels.

The table below explains the key roles and responsibilities to ensure risk management is effective within the Council, which includes:

Governance Arrangements, Members & Officer Roles	Description of Roles and Responsibilities
Cabinet Members	• Ensuring that the Council's risks and opportunities are managed effectively, and procedures are in place to monitor the management of significant strategic risks • Setting the appropriate level of risk appetite for the Council • To review the Council's full strategic risk register on a quarterly basis • To ensure that all strategic decisions have been fully considered and consulted upon (risks and opportunities) • To have political oversight and responsibility of the Council's risk and opportunities
Overview and Scrutiny Committees	• Challenging the detail of individual risks related to the Council Plan priorities for example, or a service/function • Reviewing all high-level (this can include strategic, operational and / or project) risks (red and increasing) for assurance and monitoring as well as those escalated for review • Promote the use of risk management to inform effective strategic decision making
Governance and Audit Committee	• Reviewing the effectiveness of the Council's Risk Management Framework, processes, and systems • Effective forward work planning for risk management • To receive a bi-annual risk profile report on all Strategic risks • High level overview of escalated and deteriorating risks • Consider and approve annual reviews of the Risk Management Framework • To call in Risk Owners / Senior Managers when concerns are raised regarding a strategic risk
Chief Officer Team	• The Chief Officer Team owns and lead the risk management process. • Implementation of the risk management process and related policies • Ensuring that risks are managed, monitored and reviewed within their relevant statutory roles • Set strategic risk management controls for any initiatives, projects, action plans • Discussing the appropriate level of risk for the Council (risk appetite) • Identification and assessment of risk levels • Challenging the outcomes of risk management • Monitoring and reviewing risks in accordance with the Risk Management Operational Procedures • Assurance of Business Continuity Planning • Reviewing information within monthly reports to ensure continuous risk identification, assessment, monitoring, and escalation takes place • Ensuring that all risks are reviewed and updated in line with the Council's Risk Management Framework

Governance Arrangements, Members & Officer Roles	Description of Roles and Responsibilities
Service / Departmental Management Team	• Risk management and ownership of risk is a key element of any management role within the Council • The identification, assessment, control, and monitoring / reporting of Portfolio risk registers, (this includes Council Plan, Business as Usual, Partnerships or emerging risks) in accordance with the Risk Management Framework • Reviewing and managing the risks identified for which they are responsible for monthly. • Sharing relevant information regarding risks with colleagues in other service areas • Risk management should be discussed at all Senior Management Team meetings
Performance and Risk Management Team (PRM Team) & Internal Audit, Performance and Risk Manager	• Ensuring the Risk Management Framework is adhered to • Providing advice and support where appropriate • Quality control and challenge (if applicable) of any new risks identified • Providing a monthly risk dashboard for each Portfolio detailing their risk profile • Providing risk profile and trend analysis for relevant Committees • Informing Chief Officers of new or escalating risks • Providing a monthly risk report to the Chief Officer Team (COT) • Responsible for oversight and development of Performance and Risk Management System
Risk Owners	• Responsible for managing and monitoring a specific risk (each risk in the Portfolio risk register is assigned a risk owner) • Ensure that appropriate resources and importance are allocated to the risks they own • Confirm the existence and effectiveness of existing actions and ensure that any further actions are implemented • Review risks during Supervision with their manager • Provide assurance that the risks for which they are the risk owner are being effectively managed • Any risks which are escalating are reported to relevant Senior / Departmental Management Team
Performance Leads	• Effective implementation of the risk management process and related policies within their Portfolio • Ensuring continuous risk identification, assessment, control, monitoring, reporting and escalation takes place within their Portfolio • Ensuring that all risks are updated in line with the Council's Risk Management Framework • Responsible for having oversight of Portfolio risks and use of the Performance and Risk Management System • Where an operational risk may need to become a strategic risk this will be highlighted to Chief Officer Team (COT) and corporately owned as a strategic risk, if applicable
Internal Audit Team	• Periodic reviews of the Council's risks (strategic, operational and project) • Liaise frequently with the Performance and Risk Management Team
All Employees	• Maintain an awareness and understanding of risk in their workplace • Comply with Council policies and procedures for risk management • Notify their line manager of any identified risk and proposed actions to mitigate the risk • Report any incident to their line manager of a risk tolerance breach

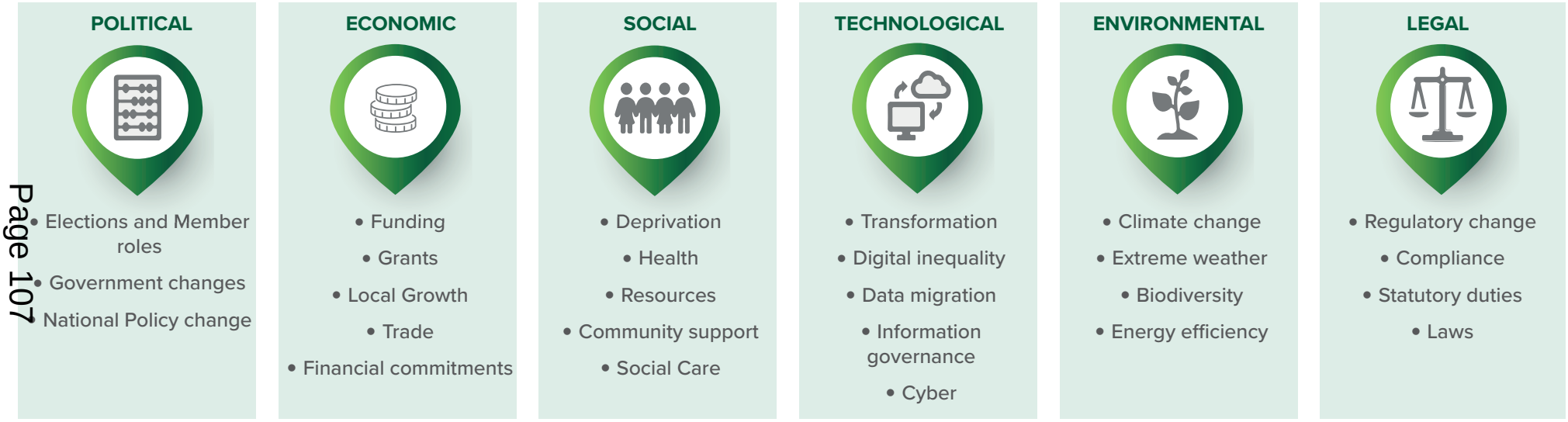
5. Risk Management Process

Risk management is a continuous process and is often done in a sequence of four key stages:

1. Identify
2. Assess
3. Control / Management Actions
4. Monitor and Review

STAGE 1: IDENTIFY

Risk identification is a continuous process which is embedded in Council Planning, Portfolios (and Service Areas within Portfolios), Business Planning, Project Management, partnerships and as part of business as usual or when something changes. Risks can be identified through planning processes, emerging risks and when expected performance is not achieved. When identifying a risk, it should be very clear what the risk is, to the Council, project(s), service delivery or priorities. A method to identify a risk is using a PESTEL analysis:



Once a risk has been identified it should be given a clear and concise risk title. Risk should be identified by using qualitative (milestones and actions) and quantitative (performance indicators, financial data). This is called Risk Evidence and will be used to calculate the risk scoring and be used to measure against risk tolerance.

For every identified risk there **MUST** be a risk owner.

When thinking about identifying a risk consider using the following statement:
This (event) could happen due to (cause) which may result in the following (impact) to our objectives.

STAGE 2: ASSESS

Assessing risk is about prioritising key threats and opportunities and understanding their scale.

Typically, risk is measured in:
- **Likelihood** – how likely will the risk happen
- **Impact** – how severe would the outcomes be if the risk occurred

Once a score for each of the measures has been established, they are multiplied together to generate a final risk score. The higher the score, the higher the priority and urgency of the risk (please see Section 6, Risk Matrix, for further information).

STAGE 3: CONTROL / MANAGEMENT ACTIONS

Once a risk has been identified and assessed the next step is to decide on the best method of managing the risk.

It is important to identify what additional internal controls / actions and measures are required to reduce the risk or to prevent the risk from escalating further. The Council may not always be able to reduce the likelihood with internal controls, however the aim is to always reduce the impact.

A key question to ask is: 'What are you going to do about it?'

STAGE 4: MONITOR AND REVIEW

Monitoring and reviewing of risks is a 'live' process and must be continuously monitored at the appropriate levels (Cabinet, Chief Officer Team, Senior Management). Risks are constantly changing as the external environment alters and / or internal factors change, therefore it is important to monitor that:
- The risk has not changed
- The approach to controlling the risk is still appropriate
- Controls are still working effectively to manage or reduce the risk
- Through regular review a new risk has been identified
- A risk can now be closed (has been successfully mitigated or the risk no longer exists)
- The risk is not deteriorating (if a risk is deteriorating the escalation process should be followed, please see Section 7, Compliance and Monitoring, for further information)

6. Risk Scoring

When assessing the likelihood and impact of a risk, consideration must be giving to 'How likely the risk could happen' and 'How severe would the outcome be is the risk occurred?'

6.1 RISK MATRIX

The Risk Matrix (below) must be used when calculating impact and likelihood score to have an overall score. Risks are then categorised via the overall score and a colour rating to determine the tolerance of risk.

IMPACT
How severe would the outcomes be if the risk occurred

LIKELIHOOD
How likely will the risk be happening

	1 Negligible	2 Moderate	3 Significant	4 Major	5 Catastrophic
5 Almost Certain	Amber 5	Amber 10	Red 15	Red 20	Red 25
4 Likely	Yellow 4	Amber 8	Red 12	Red 16	Red 20
3 Possible	Yellow 3	Amber 6	Amber 9	Red 12	Red 15
2 Unlikely	Green 2	Yellow 4	Amber 6	Amber 8	Amber 10
1 Rare	Green 1	Green 2	Yellow 3	Yellow 4	Amber 5

6.2 APPROACH TO MANAGEMENT / APPETITE OF RISK

The table (below) provides guidance on the Council's risk's appetite depending on the final overall score of a risk.

Colour	Score	Approach	Action
Green	1-2	Accept	Risks within the Council's risk appetite.
Yellow	3-4	Adequate	Risks within the Council's risk appetite which need to be monitored by Senior Management, if risk deteriorates
Amber	5-10	Tolerable	Risks within the Council's risk appetite but not at a level which is acceptable.
Red	12-25	Unacceptable	Risks outside of the Council's risk appetite

6.3 EXAMPLES OF RISK SCORING

The table below provides examples and can be used as a guide to score a risk.

IMPACT SEVERITY (EXAMPLES)

	Service Delivery	Financial	Reputation	Legal
1 Negligible	No noticeable impact	Expenditure or loss of income up to £50k	Internal review	Legal action very unlikely and defendable
2 Moderate	Some temporary disruption to a single service areas / delay in delivery or one of the Council's key strategic outcomes or priorities	Expenditure or loss of income greater than £50k but less than £500k	Internal scrutiny required to prevent escalation	Legal action possible but unlikely and defendable
3 Significant	Disruption to one or more services / a number of key strategic outcomes or priorities would be delayed or not delivered	Expenditure or loss of income greater than £500k but less than £2.5m	Local media interest. Scrutiny by external committee or body	Legal action expected
4 Major	Severe service disruption on a service level with many key strategic outcomes or proprieties delayed or not delivered	Expenditure or loss of income greater than £2.5m but less than £6m	Intense public and media scrutiny	Legal action almost certain and difficult to defend
5 Catastrophic	Unable to deliver most key strategic outcomes or priorities / statutory duties not delivered	Expenditure or loss of income greater than £6m	Public Inquiry or adverse national media attention	Legal action almost certain, unable to defend

LIKELIHOOD

Likelihood of Risk Occurring		
1 Rare	Less than 5% chance	May only occur in exceptional circumstances
2 Unlikely		Could occur but unlikely
3 Possible	50% chance	A change might occur
4 Likely		Will probably occur
5 Almost Certain	More than 95% chance	Very likely to occur

7. Communication and Reporting

For risk management to be effective it needs to be integral to the day-to-day operation of the work the Council undertakes. This involves not only the four key steps of identification, assessing, control / management and, monitoring and reviewing of risks but also clear forms of communicating and reporting on risks. Where developments happen over time, it is important that this is communicated and reported to ensure the information has been captured and included within this document for consistency of approach.

- The risk is not deteriorating (if a risk is deteriorating the escalation process should be followed, please see Section 7, Compliance and Monitoring, for further information)

7.1 NON-COMPLIANCE MONITORING

It is essential that the Risk Management Framework is followed, and risks are reviewed monthly. Where this does not occur, this is considered as non-compliance with the process and a non-compliance report will be shared with the Chief Officer Team.

7.2 ESCALATION OF RISK

The diagram below provides an overview of roles and responsibilities when a escalating risk has been identified.

7.3 WHEN DOES A RISK NEED TO BE ESCALATED?

A risk needs to be escalated:

- When the risk appetite/risk target level is breached (this will be informed by risk evidence)
- When risk mitigation cannot be managed within the Portfolio and:
  - A Council Plan/Strategy priority is compromised and/or
  - Service operations or performance will be seriously compromised and/or
  - The financial, legal, or reputational position of the Council might be compromised and/or
  - An emergency situation might develop

7.4 WHAT IS THE OPERATING PROCEDURE FOR ESCALATION?

Where it has been identified that a risk needs escalating, the escalation procedure will be followed, and COT will be notified of:

- A risk which has a red RAYG (red, amber, yellow, green) status, including all three types of risks
- Any risk which has deteriorated, regardless of RAYG status
- Any new risk to ensure corporate oversight
- The identification of an operational risk needing to become a strategic risk

APPENDIX A

FURTHER INFORMATION

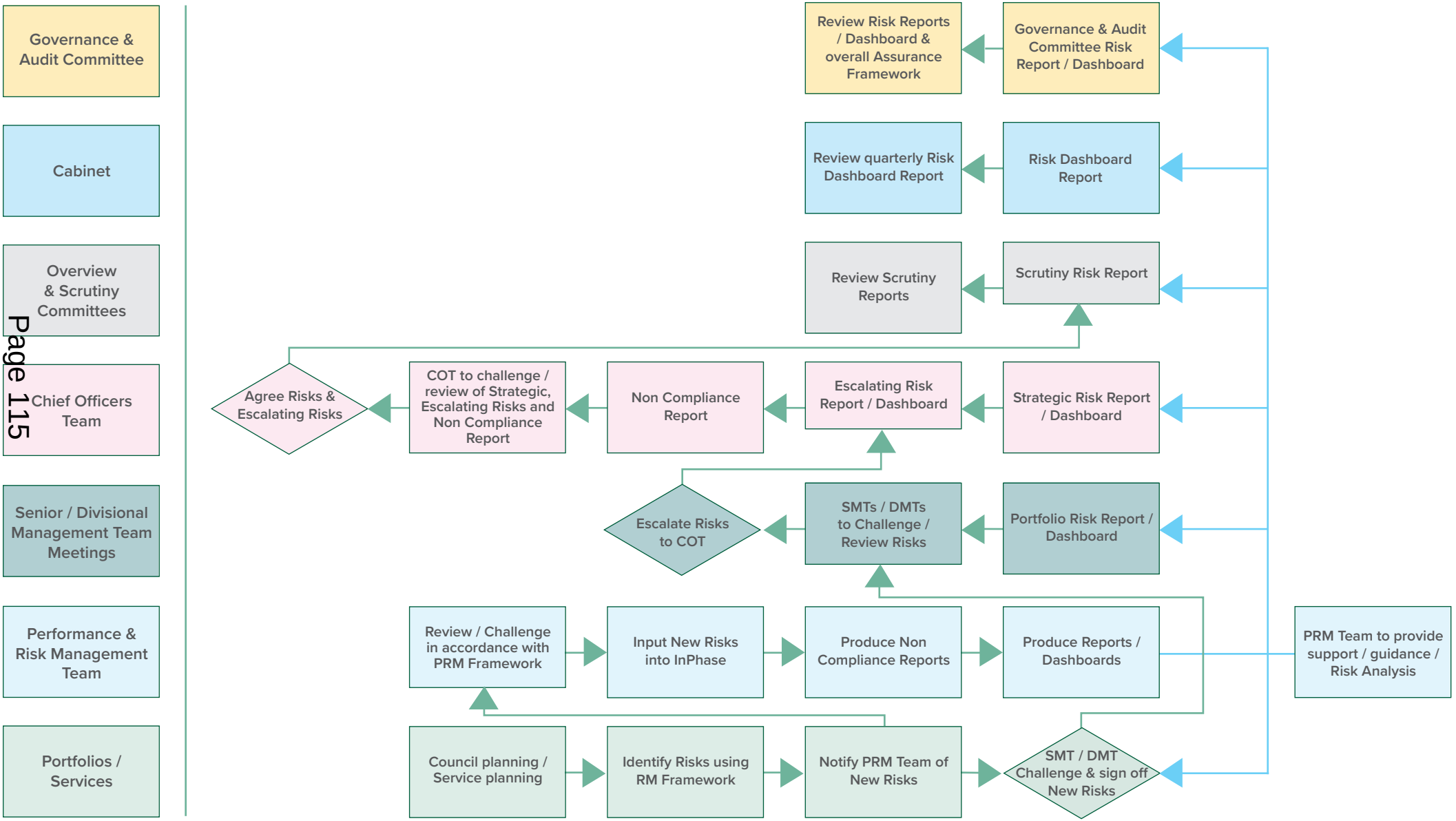
If you wish to receive any further information regarding the Risk Management Framework, please contact the Performance and Risk Management Team.

CONTACT DETAILS:

PRM@flintshire.gov.uk

APPENDIX B

RISK REPORTING OVERVIEW (SIMPLIFIED)



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EDUCATION, YOUTH & CULTURE OVERVIEW & SCRUTINY COMMITTEE

Date of Meeting	Thursday 9th January, 2025
Report Subject	Council Plan 2024/25 Mid-Year Performance Monitoring Report
Cabinet Member	Cabinet Member for Education, Welsh Language, Culture and Leisure
Report Author	Chief Officer (Education & Youth)
Type of Report	Strategic

EXECUTIVE SUMMARY

The Council Plan 2023/28 was adopted by the Council in June 2023. This report presents a summary of performance of progress against the Council Plan priorities identified for 2024/25 at the mid-year (Quarter 2) position.

This report is an exception-based report and concentrates on those areas of performance which are not currently achieving their target, within the Education & Youth Portfolio.

RECOMMENDATIONS	
1.	To support the levels of progress and confidence in the achievement of priorities as detailed within the Council Plan 2023/28 for delivery within 2024/25.
2.	To support overall performance against Council Plan 2024/25 performance indicators/measures.
3.	To be assured by explanations given for those areas of underperformance.

REPORT DETAILS

1.00	**EXPLAINING THE COUNCIL PLAN 2024/25 PERFORMANCE AT MID-YEAR**
1.01	The Council Plan Mid-Year Performance Report provides an explanation of the progress made towards the delivery of the priorities set out in the 2023/28 Council Plan for delivery within 2024/25. The narrative is supported by information on performance indicators and/or milestones.
1.02	This report is an exception-based report and concentrates on those areas of performance which are not currently achieving their target.
1.03	**Monitoring our Performance** Each of the sub-priorities under each priority within the Plan have high level activities which are monitored over time. 'Progress' shows action against scheduled activity and is categorised as: • **RED**: Limited Progress, delay in scheduled activity and not on track • **AMBER:** Satisfactory Progress, some delay in scheduled activity, but broadly on track • **GREEN:** Good Progress, activities completed on schedule and on track
1.04	**Progress against Council Plan activity (Actions)** In summary, our overall progress against the quarterly activities /actions (135) identified in the Council Plan for 2024/25 is: • Good (green) progress was achieved in 67% (91) of activities. • Satisfactory (amber) progress was achieved in 29% (39) of activities. • Limited (red) progress was made in 4% (5) of activities
1.05	There are no activities showing a **Red RAG** status and are off track at mid-year (Quarter 2) relevant to the Education, Youth & Culture OSC.

PRIORITY	**ACTIONS**		
	GREEN	**AMBER**	**RED**
Poverty	12	1	0
Affordable and Accessible Housing	7	9	1
Green Society and Environment	19	7	1
Economy	15	7	1
Personal and Community Well-being	10	2	0
Education and Skills	15	5	0
A Well Managed Council	13	8	2
Overall Progress	**91 (67%)**	**39 (29%)**	**5 (4%)**

1.06	**Performance against the Council Plan Performance Indicators (Measures)** Analysis of performance against the performance indicators is undertaken using the RAG status. This is defined as: • **RED** - Under-performance against target. • **AMBER** - Where improvement may have been made but performance has missed the target. • **GREEN** - Positive performance against target.
1.07	Analysis of the mid-year (Quarter 2) performance measures (52) against the targets set for 2024/25 shows: • 38 (73%) measures have a green RAG status • 5 (10%) measures have an amber RAG status • 9 (17%) measures have a red RAG status
1.08	There are no performance indicators/measures which show a **Red RAG** status for performance against the target, relevant to the Education, Youth & Culture OSC.

PRIORITY	**MEASURES**		
	GREEN	**AMBER**	**RED**
Poverty	8	1	0
Affordable and Accessible Housing	11	0	5
Green Society and Environment	6	2	0
Economy	2	1	1
Personal and Community Well-being	9	1	0
Education and Skills	0	0	0
A Well Managed Council	2	0	3
Overall Progress	**38 (73%)**	**5 (10%)**	**9 (17%)**

2.00	**RESOURCE IMPLICATIONS**
2.01	There are no specific resource implications for this report.

3.00	IMPACT ASSESSMENT AND RISK MANAGEMENT

3.01 **Ways of Working (Sustainable Development) Principles Impact**

The Council Plan 2023/28 continues to be aligned to the Sustainable Development Principles:

Long-term	Throughout the Mid-Year Performance Monitoring Report there are demonstrable actions and activities which relate to all the Sustainable Development Principles. Specific case studies will be included in the Annual Performance Report for 2024/25.
Prevention	
Integration	
Collaboration	
Involvement	

By completing a high-level IIA for the Council Plan (2023-28), it enabled the Council to have an overview of the various additional IIA's that will be carried out to support the Council Plan (2023/28) priorities.

Well-being Goals Impact

The Council Plan (2023/28) continues to provide evidence of alignment with the seven Well-being Goals (part of the Well-being of Future Generations (Wales) Act 2015 and Five Ways of Working (Sustainable Development Principle). To do this effectively the Council ensures that specific strategic and policy reports include impact and risk assessments and considers the Well-being Goals.

Prosperous Wales	Throughout the Mid-Year Performance Monitoring Report there is evidence of alignment with the Well-being Goals. Specific strategic and policy reports include impact and risk assessments.
Resilient Wales	
Healthier Wales	
More equal Wales	
Cohesive Wales	
Vibrant Wales	
Globally responsible Wales	

Council's Well-being Objectives

The Council undertook a review of its Well-being Objectives during the development of the Council Plan. The updated set of Well-being Objectives are a more focused set of seven. The Well-being Objectives identified have associated priorities for which they resonate. See the full list below.

Priority	Well-being Objective
Poverty	Protecting our communities and people from poverty by supporting them to meet their basic needs and to be resilient
Affordable and Accessible Housing	Housing in Flintshire meeting the needs of our residents and supporting safer communities
Green Society and Environment	Limiting the impact of the Council's services on the natural environment and supporting the wider communities of Flintshire to reduce their own carbon footprint
Economy	Connecting communities and enabling a sustainable economic recovery and growth
Personal and Community Well-being	Supporting people in need to live as well as they can
Education and Skills	Enabling and Supporting Learning Communities
A Well Managed Council	A responsible, resourceful, and trusted Council operating as efficiently as possible

The information detailed within the Council Plan Mid-Year Performance Report 2024/25 demonstrates the progress made against the Well-being Objectives.

Risks are identified as part of the annual review of the Council Plan and are detailed within Council Plan (Part 2 Document). In accordance with the Risk Management Framework, risks are reviewed monthly and reported upon.

4.00	CONSULTATIONS REQUIRED / CARRIED OUT
4.01	Consultation with Senior Managers and Chief Officers was undertaken in setting the actions and measures to support performance of the Council Plan 2023/28.

4.02	The actions/measures detailed within the Council Plan are monitored by the respective Overview and Scrutiny Committees according to the priority area of interest.

5.00	**APPENDICES**
5.01	Appendix 1 - Council Plan 2024/25 Mid-Year Performance Monitoring Report for Education, Youth & Culture OSC. Appendix 2 - Council Plan 2024/25 Part 2: Milestones and Measures Document for Education, Youth & Culture OSC.

6.00	**LIST OF ACCESSIBLE BACKGROUND DOCUMENTS**
6.01	**Council Plan 2023/28** https://www.flintshire.gov.uk/en/PDFFiles/Council-Democracy/Council-Plan-and-Well-Being-Objectives/Council-Plan-2023-28.pdf

7.00	**CONTACT OFFICER DETAILS**
7.01	**Contact Officer:** Ceri Shotton, Overview & Scrutiny Facilitator **Telephone:** 01352 702305 **E-mail:** ceri.shotton@flintshire.gov.uk

8.00	**GLOSSARY OF TERMS**
8.01	**Council Plan:** the document which sets out the annual priorities of the Council. It is a requirement of the Local Government and Elections (Wales) Act 2021 for organisations to 'set out any actions to increase the extent to which the council is meeting the performance requirements.' Plans for organisations should be robust; be clear on where it wants to go; and how it will get there. **An explanation of the report headings:** **Measures (Key Performance Indicators - KPIs)** **Actual (YTD)** – the year-to-date performance identified i.e., by numbers, percentages, etc. **Target (YTD)** – The target for the year to date which is set at the beginning of the year. **Current RAG Rating** – This measures performance for the year against the target. It is automatically generated according to the data:

	• **Red** = a position of under performance against target • **Amber** = a mid-position where improvement may have been made but performance has missed the target; and • **Green** = a position of positive performance against the target.

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Council Plan Mid-Year Performance Monitoring Report 2024/25

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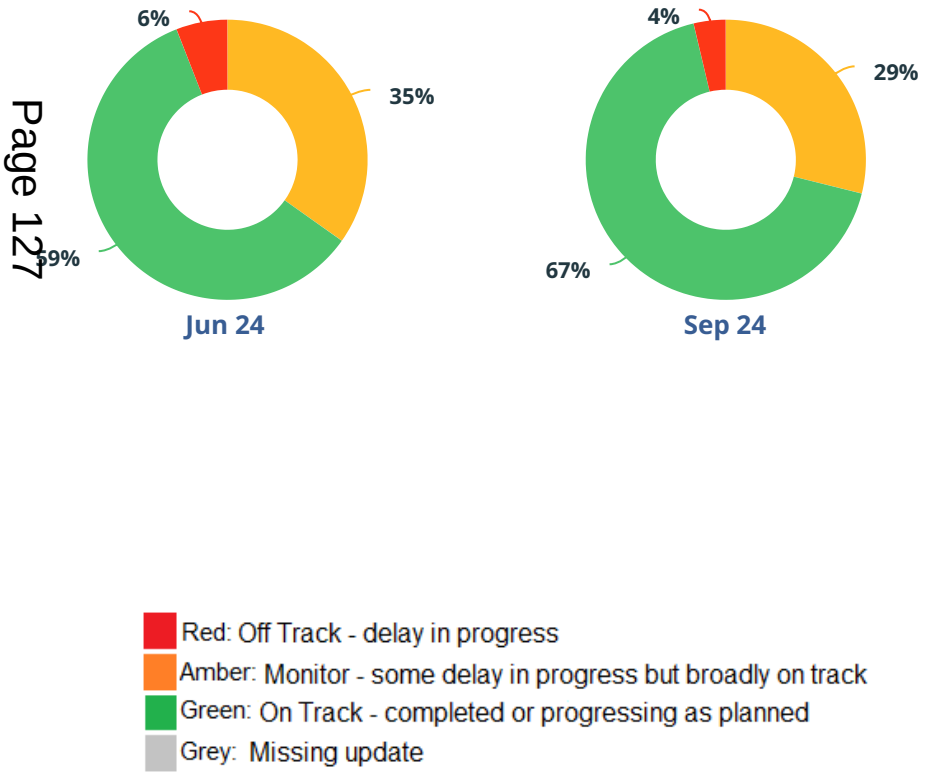
Council Plan 2023-28

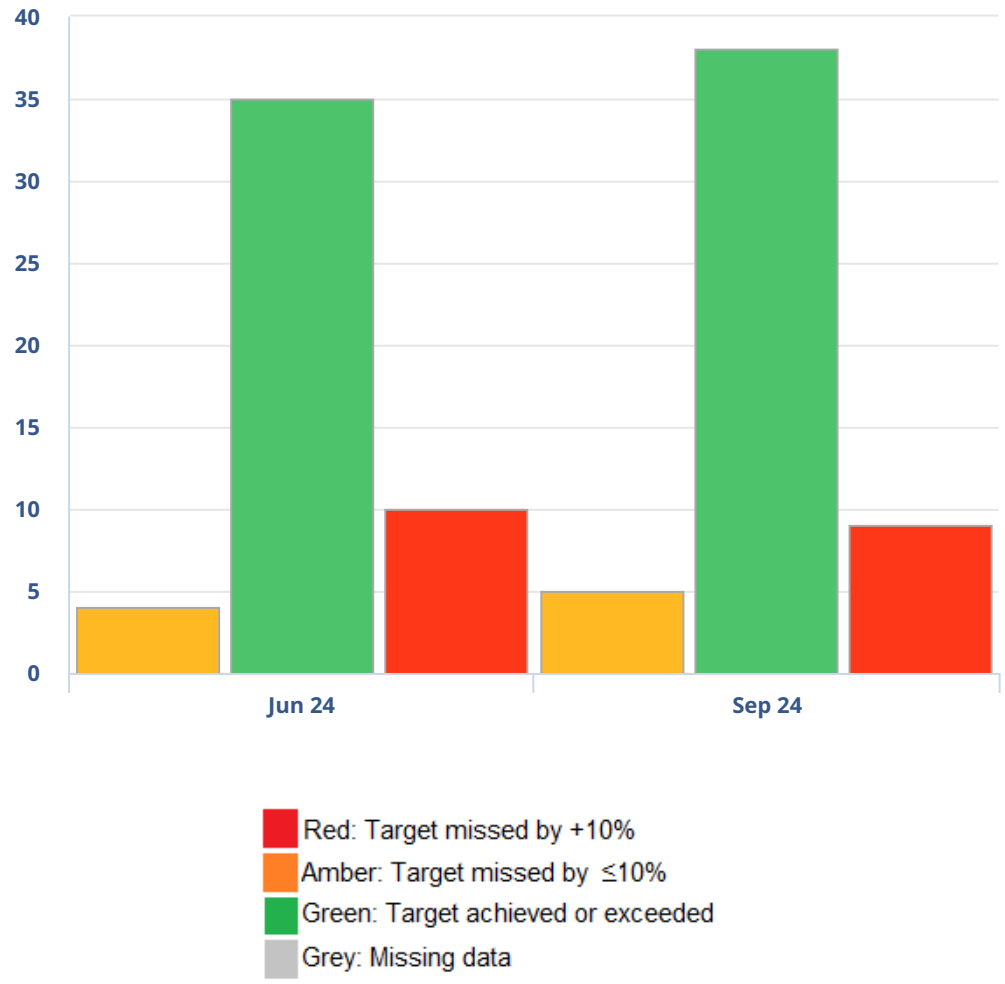
Mid-year Performance Report 24/25

Performance Summary

Actions RAG Status (Mid-year)



Quarterly and Bi-annual Measures RAG Status (Mid-year)



Total Actions	Quarterly Actions	Annual Actions
140	135	5 (reported in Q4 only)

Red	Amber	Green	Missing Update
5	39	91	0

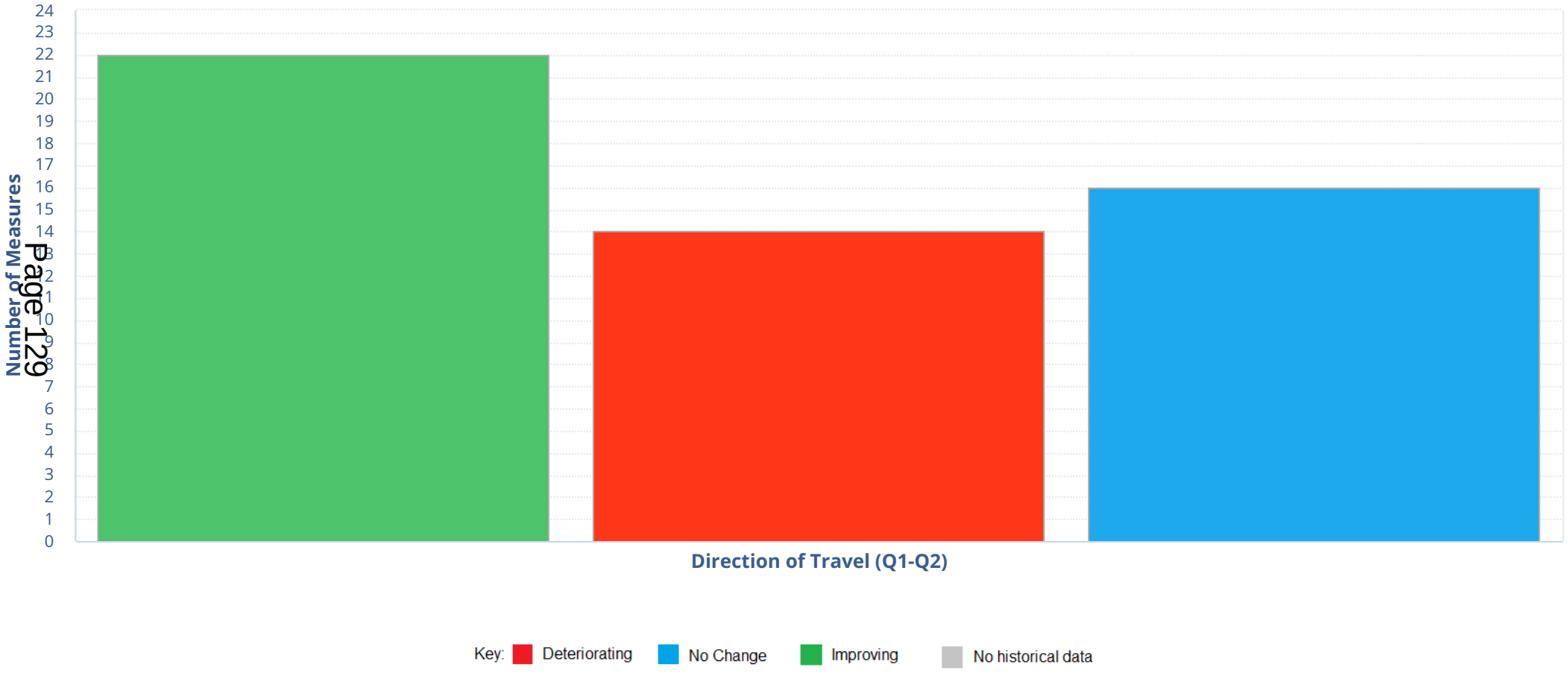
Actions Off Track

	Priority	Action	RAG
CFI005T	A Well-Managed Council	Ensure the funding needs of the Council over the medium term are met through financial planning	▲
CFI007T	A Well-Managed Council	Ensure an adequate level of reserves is maintained by the Council	▲
CHS036T	Affordable and Accessible Housing	Identify a site for a young person's supported housing provision offering accommodation and support services	▲
CPE052T	Economy	Recruit a Digital Connectivity Officer to support rural communities to access better quality connectivity options	▲
CST025T	Green Society and Environment	Achieve Welsh Government recycling targets	▲

Total Measures	Quarterly Measures	Bi-annual Measures	Annual Measures
88	49	3 (reported in Q2 and Q4 only)	36 (reported in Q4 only)

Q2 Measure Performance

This chart indicates the performance of measures against target compared to the previous period



Measures Off Track

	Priority	Measure	RAG
CGV008M	A Well-Managed Council	80% of telephone calls to the corporate Contact Centre answered	▲
CHR001M	A Well-Managed Council	Number of working days lost per full time equivalent (FTE) local authority employees lost due to sickness absence	▲
CHR004M	A Well-Managed Council	Percentage of employees who have completed all of mandatory modules	▲
CHC040M	Affordable and Accessible Housing	Landlords engaged through Flintshire Landlord Forum	▲
CPE013M	Economy	Number of individuals receiving support	▲
CHC019M	Affordable and Accessible Housing	Number of Council Homes completed	▲
CHC023M	Affordable and Accessible Housing	Number of Residential Social Landlord (RSL's) homes completed	▲
CHC042M	Affordable and Accessible Housing	Average number of days to complete a Medium Disabled adaptation	▲
CHC044M	Affordable and Accessible Housing	Average number of days to complete a Large Disabled adaptation	▲

Deteriorating Quarterly Measures

	Priority	Measure	Trend
CGV003M	A Well-Managed Council	Number of My Account subscriptions.	
CPE014M	Poverty	Providing advice and signposting support to vulnerable households	
CHC009M	Affordable and Accessible Housing	Percentage of successful relief outcomes for homelessness under Housing (Wales) Act 2014	
CSS006M	Personal and Community Well-Being	Percentage of equipment that is re-used	
CPE041M	Economy	Percentage of decision made on planning applications in accordance with officer recommendation	
CPE012M	Economy	Number of individuals entering employment, learning or volunteering	
CSS009M	Personal and Community Well-Being	Percentage of adult safeguarding enquiries that met the 7 day timescale	
CSS011M	Personal and Community Well-Being	Percentage of Pre-birth assessments completed within timescales	
CHC019M	Affordable and Accessible Housing	Number of Council Homes completed	
CHC043M	Affordable and Accessible Housing	Number of Residential Social Landlord (RSL's) homes completed	
CHC042M	Affordable and Accessible Housing	Average number of days to complete a Medium Disabled adaptation	
CHC044M	Affordable and Accessible Housing	Average number of days to complete a Large Disabled adaptation	

Deteriorating Bi-annual Measures

	Priority	Measure	Trend
CPE049M	Green Society and Environment	Percentage of Town and Community Councils accessing support	
CPE050M	Green Society and Environment	Percentage of schools accessing the support package	

Poverty

Well-being Objective: Protecting our communities and people from poverty by supporting them to meet their basic needs and to be resilient.

Poverty

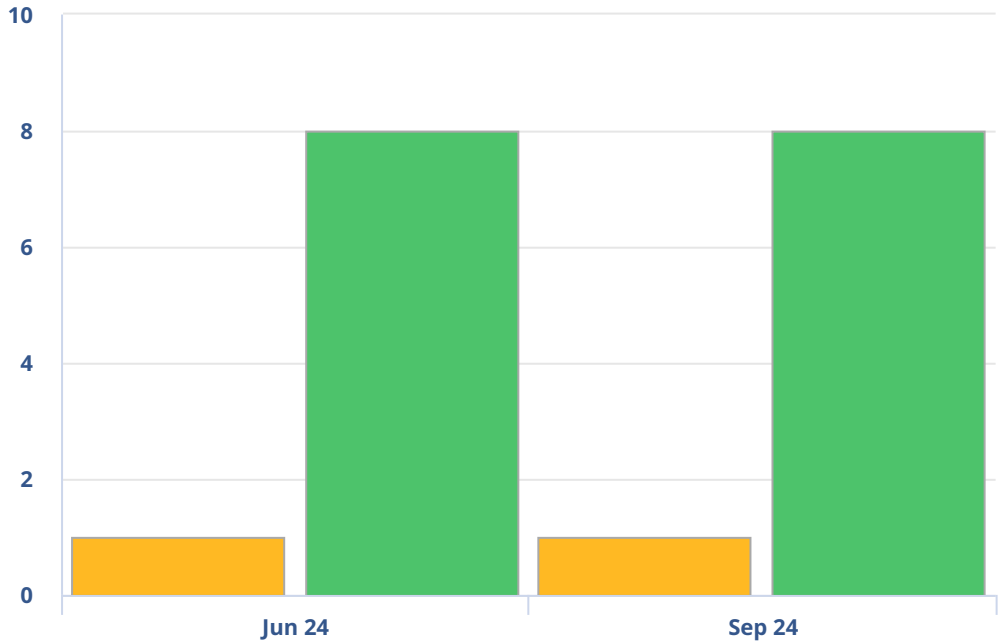
Protecting our communities and people from poverty by supporting them to meet their basic needs and to be resilient

Performance Summary

Actions RAG Status (Q1 and Q2)

- Red: Off Track - delay in progress
- Amber: Monitor - some delay in progress but broadly on track
- Green: On Track - completed or progressing as planned
- Grey: Missing data

Measures RAG Status (Q1 and Q2)



- Red: Target missed by +10%
- Amber: Target missed by ≤10%
- Green: Target achieved or exceeded
- Grey: Missing data

Child Poverty

Children who do not have access to adequate food, clothing, shelter and education to lead a healthy and active life

	Action	RAG	Comments
CEY067T	Support schools with their child poverty strategies by developing a model action plan	★	The Council is currently reviewing its Pupil Development Grant monitoring plan as part of the transition from the regional consortium's work in this area.
CEY074T	Contribute to the network of school uniform exchanges across the county supported by enhanced web and social media promotion	★	Following consultation with schools, the Council now has a better understanding of the uniform exchange schemes across the County. The profile of this work has been raised and schools have been encouraged to look at how they can further develop support for their families. Secondary schools have benefited from bespoke support from the Council's Revenue and Benefits team. The Council website has been updated to improve the information available to parents about access to uniform exchange schemes.

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Education and Skills

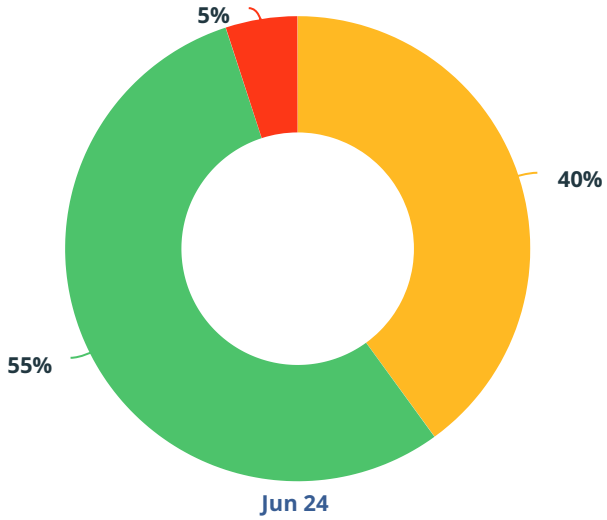
Well-being Objective: Enabling and supporting learning communities.

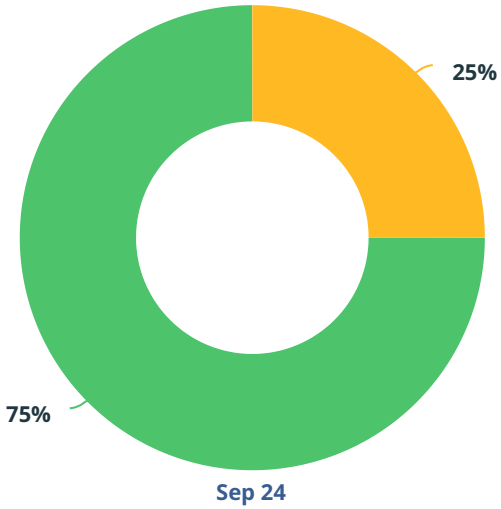
Education and Skills

Enabling and Supporting Learning Communities

Performance Summary

Actions RAG Status (Q1 and Q2)





- Red: Off Track - delay in progress
- Amber: Monitor - some delay in progress but broadly on track
- Green: On Track - completed or progressing as planned
- Grey: Missing data

***All Education and Skills measures are annual and reported in the end of year (Q4) performance report**

Digital Learning Opportunities

Supporting education engagement and achievement through proactive use of accessible digital media

	Action	RAG	Comments
CEY064T	To establish a digital open access youth club provision		Whilst some youth work sessions continue to be delivered digitally, the focus has shifted back to more face-to-face in response to consultation feedback from young people themselves. This has resulted in staffing resources being reprioritised into direct delivery with young people rather than on expanding digital provision, hence the target not being met.

Educational Engagement and Achievement

Providing diverse learning opportunities to support educational achievement in schools and communities

	Action	RAG	Comments
CEY058T	Organisation review of school improvement support services	★	Schools and their supporting improvement advisers are reporting that the commissioned plan for Flintshire schools (July 2024 - March 2025) is working positively. The model is allowing schools to match support available with their individual school improvement priorities whilst allowing flexibility for schools to work collaboratively as well.
CEY059T	Roll out of the anti Racist Wales Action Plan to schools	★	From September 2024, GwE regional school improvement officers are monitoring and evaluating work specifically looking for evidence of the use of Black, Asian and Minority Ethnic stories, contributions and histories being taught in schools. An analysis of Estyn inspection reports from September 2023 - July 2024 has been completed. The Anti-bullying model policy template and Strategic Equality Plans are under review at present.
CEY060T	Develop a Belonging Strategy to better inform our practice and procedures around attendance and exclusions, particularly persistent absenteeism	★	Following the initial workshops undertaken with Education and Youth portfolio managers, senior managers have been reflecting on the outputs from these. Information has been collated and used to inform a working vision for the Belonging Strategy. Plans have been developed around the next steps in the development of the Strategy which involves engagement with Headteachers.
CEY061T	Embed a skills and employment pathway into the Youth Service to ensure there is a sustainable model for high quality play and youth work delivery	★	Play Development - Over the past six months, six members of the Play Team have continued advancing their qualifications in Playwork, with two members pursuing their Level 2 and four members pursuing their Level 3 certifications. One member of staff has completed the Level 5 Institute of Leadership and Management. Additionally, six staff members participated in the Train the Trainer Bushcraft program, highlighting the service's dedication to delivering high-quality services.
CEY062T	Establish a baseline programme of informal and non-formal training opportunities in order to support the continued education for young people in a youth work setting.	●	The Duke Of Edinburgh Award was delivered in partnership with Aura Leisure and Libraries to 200 young people during this period. The main part of that work was the expedition season and the completion of the award. In addition, 24 young people attended snow camp with all gaining their Level 1 AQA Award in Snow Sports. The service also continues to offer the John Muir Award through forest school and the Agored Level 1 and 2 through the Youth Homelessness team. In July, the 12 Youth Work young leaders graduated via the Children's University at Wrexham University.
CEY063T	Develop a universal offer to include open access play, transition clubs, open access youth clubs, outreach and detached and online provision	★	Play Development and Youth Service remain committed to working in partnership to continually enhance the universal offer, incorporating open access play and transition clubs. There is a strong focus within the service on establishing a seamless transition from Playwork to Youth Work, ensuring that children and young people are supported throughout their development.
CEY075T	Explore and develop options for in house provision in response to the increasing number of pupils struggling to engage with education due to mental health difficulties	★	Plas Derwen continues to trial an in-house model of tuition in response to the increasing numbers of children who are struggling to engage with formal education. An application to extend the availability of grant funding until February 2025, has been submitted and is under consideration. Longer term plans to meet the presenting need have been included in the work focusing on increasing the Council's specialist education capacity and have been informed by the work of the pilot.

Learning Community Networks

Supporting our learning communities to engage and achieve through extensive partnership working unpinned by common safeguarding practices

	Action	RAG	Comments
CEY073T	Continue to consolidate the joint working between Flintshire County Council and Denbighshire County Council through the Northeast Wales Archive to provide a sustainable and resilient service	★	Decision has been agreed by the Project Board that an enhanced Memorandum of Understanding will remain in place between the two councils until later in the project delivery phase when more specific details of the contract arrangements are known. The Northeast Wales Archive (NEWA) continues to work effectively across the two archive office sites and the two staff teams work well together. There is a clear work plan to support the transition of archive materials into the new build. There are update communications with stakeholders at key project milestones.

Learning Environments

Creating aspirational and flexible learning environments

	Action	RAG	Comments
CEY015T	Continue construction of the 3-16 campus at Mynydd Isa	●	Construction of the new 3-16 campus continues following site start in November 2022, on the Argoed High School site. Construction progress has been recently impacted with some delays and inclement weather. Phase 1 of the campus delivery dates are under close review with the contractor.
CEY019T	Progress the development of a new premises plan for the North-East Wales Archive	★	Phase 1 of the Archive Project has now formally started with the grant acceptance form signed off by both Flintshire County Council (FCC) and Denbighshire County Council (DCC) Chief Executives.
CEY049T	Commence construction of the Drury Primary School refurbishment and extension	●	This Project has been, and remains paused at the design development stage due to declining learner numbers. This has impacted upon the current design brief and heightened the risks around Welsh Government business case approvals. The project has been paused to allow ongoing forensic assessment of forecasting of learner numbers for the school.
CEY051T	Commence design development options for a new Welsh medium primary school for Buckley / Mynydd Isa area	●	Project is at the early planning and scoping stage. Strategic discussions continue with the Welsh Government Sustainable Learning Communities Capital Investment Team and internally to develop an operating model of the provision. This project will now move to the next wave of school modernisation projects under the rolling programme of investment as outlined in the Strategic Outline Programme to be agreed at Cabinet and Welsh Government in the near future.
CEY052T	Determine a strategy for school modernization within the Saltney area	★	An early engagement process was completed in July 2023, to understand the schools' and community views. Feedback has been reviewed to determine the next steps. A detailed Part 2 report has been provided to the Education and Youth Overview and Scrutiny Committee and has also been considered at Cabinet. It has been agreed that this project will now move to the next wave of school modernisation projects under the rolling programme of investment as outlined in the Strategic Outline Programme to be agreed at Cabinet and Welsh Government in the near future.
CEY065T	Development of the build for Ysgol Croes Atti Flint	★	Construction for the new build Ysgol Croes Atti has commenced and remains on track to meet programme delivery and the contract specification.
CEY072T	Schedule Council approval to progress Wales Government's Band B Sustainable Communities projects within the Learning Investment Programme	★	Band B sustainable communities for learning programme has now completed and has now moved to a more flexible rolling programme. The Council's strategic outline programme for our next wave of investment has been approved with Cabinet and has been submitted for approval with Welsh Government.

Well-being

Working with schools and partners to provide opportunities for children, young people and the education workforce to engage in activities which support their emotional health and well-being

	Action	RAG	Comments
CEY069T	To develop a collaborative model for 'Young Flintshire' by working with Youth Council and School Councils to strengthen young people's voice in Flintshire	★	The Young Flintshire Participation Model provides an avenue for service areas and departments across the Council to engage with young people on ideas, and topics directly. During June and July 2024, a Young Flintshire Pilot took place to explore the proposed model and to understand how it could work in practice. Three identified areas from a young people consultation coordinated by Youth Services in Spring 2024, informed the areas of focus during the pilot. The three priority areas identified were: 1. Community – Amenities and Safety 2. Mental Health and Well-being 3. Schools and Education The work undertaken during the pilot brought young people across schools and communities together focusing on common priorities, developing further a sense of belonging and also an understanding of how the Council operates in regard to its decision-making processes.
CEY070T	To pilot the 'Young Flintshire' model for ages 11-18 years by August 2024	★	A successful launch event was held for the Young Flintshire pilot in County Hall on the 7th June 2024. This was an opportunity to share the model with the Young Flintshire representatives and listen to their views on the priority areas identified. The Young Flintshire model is focused on bringing together the Youth Council and School Councils to collaborate on addressing the issues that matter most to our young people. A period of consultation followed until the 21st June 2024, and then a feedback event was held on the 5th July 2024.
CEY071T	To complete development of the 'Young Flintshire' model by August 2025	★	The findings from the pilot were taken to Education, Youth and Culture Overview and Scrutiny Committee and to Cabinet in July 2024. Approval was given for the model to be implemented. The aims of Young Flintshire are: • Young people having their voice heard and speaking to decision makers; • Opportunities for young people to feed into other working groups and projects running within the council; • Awareness of how the Council works and educating on democracy to young people and communities.

Welsh Education Strategic Plan (WESP)

Working with schools and partners to support the Welsh Government's strategy to enable one million Welsh speakers by 2050

	Action	RAG	Comments
CEY068T	Complete year two of the strategic actions within the Welsh Education Strategic Plan 5-year action plan	★	The evaluation report for year 2 of the Welsh in Education Strategic Plan (WESP) was completed and sent to Welsh Government in July 2024. Welsh Government are currently reviewing submitted plans and will provide feedback during this term to help inform on-going delivery against the agreed actions in the WESP.

FLINTSHIRE COUNTY COUNCIL

Council Plan 2023/28

Content for 2024/25

PART 2

December 2024

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Priority:	Poverty

Well-being Objective:	Protecting our communities and people from poverty by supporting them to meet their basic needs and to be resilient

Sub-Priority:	Child Poverty
Definition:	Children who do not have access to adequate food, clothing, shelter and education to lead a healthy and active life
Lead Officer(s)	Chief Officer Education and Youth

What we will do

	Action	Target Completion Date
CEY067T	Support schools with their child poverty strategies by developing a model action plan	30/09/2024
CEY074T	Contribute to the network of school uniform exchanges across the county supported by enhanced web and social media promotion	31/03/2025

How we will measure success (annually)

	Measure Description	Target (23/24)	Actual (23/24)	Target (24/25)
CEY021M	Percentage of schools adopting the model Child Poverty Action Plan			100.0%

*CEY021M - New measure within Council Plan for 2024/25.

What could impact our objective

No associated risks identified

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Priority:	Education and Skills

Well-being Objective:	Enabling and supporting learning communities

Sub-Priority:	Digital Learning Opportunities
Definition:	Supporting education engagement and achievement through proactive use of accessible digital media
Lead Officer(s)	Chief Officer Education and Youth

What we will do

	Action	Target Completion Date
CE0064T	To establish a digital open access youth club provision	31/03/2025

What could impact our objective

No associated risks identified

Sub-Priority:	**Educational Engagement and Achievement**
Definition:	**Providing diverse learning opportunities to support educational achievement in schools and communities**
Lead Officer(s)	**Chief Officer Education and Youth**

What we will do

	Action	Target Completion Date
CEY058T	Organisation review of school improvement support services	31/03/2025
CEY059T	Roll out of the anti Racist Wales Action Plan to schools	31/03/2026
CEY060T	Develop a Belonging Strategy to better inform our practice and procedures around attendance and exclusions, particularly persistent absenteeism	31/03/2025
CEY061T	Embed a skills and employment pathway into the Youth Service to ensure there is a sustainable model for high quality play and youth work delivery	31/03/2025
CEY062T	Establish a baseline programme of informal and non-formal training opportunities in order to support the continued education for young people in a youth work setting.	31/03/2025
CEY063T	Develop a universal offer to include open access play, transition clubs, open access youth clubs, outreach and detached and online provision	31/03/2025
CEY075T	Explore and develop options for in house provision in response to the increasing number of pupils struggling to engage with education due to mental health difficulties	31/12/2024

*CEY075T - This is a complex issue for which careful planning needs to be undertaken to achieve a sustainable longer-term solution. Provision is being made within current resources to try and meet this growing demand but there are considerable cost pressures which will need to be approved via the MTFS.

How we will measure success (annually)

	Measure Description	Target (23/24)	Actual (23/24)	Target (24/25)
CEY004M	Reduction in the number of permanent exclusions	25	31	23
CEY005M	Reduction in the number of fixed term exclusions	1,150	2,096	1,350
CEY006M	Percentage of pupil attendance in secondary schools	89.0%	89.0%	89.5%
CEY007M	Percentage of pupil attendance in primary schools	93.0%	92.1%	93.5%
CEY020M	Percentage of schools adopting the Anti-Racist Wales Action Plan			100.0%

*CEY020M - New measure within Council Plan for 2024/25

What could impact our objective

Risk Title	Risk Description
REY39 - Demand for Specialist Provision	Lack of resources/capacity to meet increasing demand for specialist provision, means children and young people with complex educational needs are not accessing appropriate education provision
REY40 - Education Other Than At School (EOTAS)	The Council is unable to provide Education Other Than At School (EOTAS) for eligible children. The factors impacting the risk - • Increasing level of parental demand and expectation • Availability of specialist provision to meet need • Cost of the provision against the available budget • Capacity in terms of staff and buildings to deliver

Sub-Priority:	**Learning Community Networks**
Definition:	**Supporting our learning communities to engage and achieve through extensive partnership working unpinned by common safeguarding practices**
Lead Officer(s)	**Chief Officer Education and Youth**

What we will do

	Action	Target Completion Date
CEY073T	Continue to consolidate the joint working between Flintshire County Council and Denbighshire County Council through the Northeast Wales Archive to provide a sustainable and resilient service	31/03/2025

What could impact our objective

No associated risks identified

Sub-Priority:	**Learning Environments**
Definition:	**Creating aspirational and flexible learning environments**
Lead Officer(s)	**Chief Officer Education and Youth**

What we will do

	Action	Target Completion Date
CEY015T	Continue construction of the 3-16 campus at Mynydd Isa	31/03/2025
CEY019T	Progress the development of a new premises plan for the North-East Wales Archive	31/03/2025
CEY049T	Commence construction of the Drury Primary School refurbishment and extension	31/03/2025
CEY051T	Commence design development options for a new Welsh medium primary school for Buckley / Mynydd Isa area	31/03/2025
CEY052T	Determine a strategy for school modernization within the Saltney area	31/03/2025
CEY065T	Development of the build for Ysgol Croes Atti Flint	31/03/2025
CEY072T	Schedule Council approval to progress Wales Government's Band B Sustainable Communities projects within the Learning Investment Programme	31/03/2025

What could impact our objective

Risk Title	Risk Description
REY13 - WG Sustainable Communities for Learning Programme	Inability to fully deliver on Welsh Government's Sustainable Communities for Learning Programme due to financial, workforce and contractor implications

Sub-Priority:	**Well-being**
Definition:	**Working with schools and partners to provide opportunities for children, young people and the education workforce to engage in activities which support their emotional health and well-being**
Lead Officer(s)	**Chief Officer Education and Youth**

What we will do

	Action	Target Completion Date
CEY069T	To develop a collaborative model for 'Young Flintshire' by working with Youth Council and School Councils to strengthen young people's voice in Flintshire	31/08/2025
CEY070T	To pilot the 'Young Flintshire' model for ages 11-18 years by August 2024	31/03/2025
CEY071T	To complete development of the 'Young Flintshire' model by August 2025	31/08/2025

What could impact our objective

Risk Title	Risk Description
REY04 - Children & Young People's Emotional Health	Insufficient financial resources to support children and young people's emotional health

Sub-Priority:	**Welsh Education Strategic Plan (WESP)**
Definition:	**Working with schools and partners to support the Welsh Government's strategy to enable one million Welsh speakers by 2050**
Lead Officer(s)	**Chief Officer Education and Youth**

What we will do

	Action	Target Completion Date
CEY068T	Complete year two of the strategic actions within the Welsh Education Strategic Plan 5-year action plan	31/03/2025

What could impact our objective

Risk Title	Risk Description
REY17 - Welsh in Education	Failure to meet the statutory targets in the Welsh in Education Strategic Plan due to insufficient parental take up of welsh medium education

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