



Quarter 3 Improvement Plan 2016/17 Progress Report

Skills and Learning



Flintshire County Council



Print Date: 28-Feb-2017

4 Skills and Learning



Actions

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
4.1.1.1 Work with the public, private and voluntary sectors to maximise the number of apprenticeships, traineeships and work experience opportunities.	Jeanette Rock - Principal Education Officer Inclusion	In Progress	01-Apr-2016	31-Mar-2017	40.00%	 GREEN	 GREEN

ACTION PROGRESS COMMENTS:

Work has continued to build on the progress made in the previous year. The Flintshire Apprenticeship Academy is established and partnership working with Future Works is underway. Opportunities to capitalise on apprenticeships, traineeships and work experience are being maximised through a range of forums, events and partnership working. Flintshire Business Week (September 2016) had a specific seminar focusing on this priority. Information promoting local and regional opportunities for young people is published as a Careers Wales newsletter which is circulated regularly to Flintshire schools. The European Social Funded Project (TRAC) began in April 2016. This focuses on providing bespoke intervention to young people between the ages of 11 and 19 who are at risk of becoming Not in Education, Employment or Training (NEET). Careers Wales is a partner agency for this project whom have supported improved access to suitable opportunities based on information gained from both employers, education establishments and the young people themselves. Coleg Cambria are also a partner within TRAC, and this has afforded regular discussion regarding the suitability of opportunities currently on offer and identification of barriers to access. Alongside TRAC the Council has targeted its resources at supporting young people to maintain their engagement, either through individual personal support or coordination of the provision and liaison between relevant partners. Additional Welsh Government funding has now been allocated to Careers Wales to further increase opportunities for apprenticeships in Wales and, a number of events have been scheduled in partnership with schools in response to this. These include frequent workshop/information sharing opportunities to ensure pupils, teachers and parents/carers are well informed of opportunities offered through apprenticeships. A High Impact Interactive Careers Fair is scheduled for February 2017 which will focus on raising the parity of esteem between work-based learning and traditional academic routes, and a further event 'Into the Future' focused on Key Stage 5 pupils, explores the apprenticeship as an alternative to higher education. The Construction Industry Training Board (CITB) is embarking on a pilot project which links construction companies with schools. The aim is to raise awareness of the significant range of career opportunities available within the industry and promote these as viable options given the perceived future level of need for skilled employees in this field. Two Flintshire Secondary Schools have been identified to participate in the initial pilot for this academic year.



Last Updated: 17-Feb-2017

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
4.1.1.2 Increase training and apprenticeship opportunities through the Future Works Flintshire Apprenticeship Academy and Major Capital programmes.	Sean O'Donnell - Contract Surveyor	In Progress	01-Apr-2016	31-Mar-2017	75.00%	 GREEN	 GREEN

ACTION PROGRESS COMMENTS:

All programmes have continued into the new financial year due to rolling Welsh Housing Quality Standard (WHQS) Programmes. As a direct result of this, training and apprenticeship opportunities that were created have been retained. It is positive to note that the number of jobs and apprenticeships continue to improve and future progress will be maintained through the new Flintshire Apprentice Academy. The placement support Coordinator will ensure the Apprentice & Training requirements with our WHQS Contractors is moving forward. They will attend monthly progress meetings and will also monitor and collate the contractors apprentice data.

Last Updated: 20-Jan-2017



ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
4.1.1.3 Support the Young Entrepreneur Programme with the Flintshire Business Entrepreneurship Network.	Sharon Jones - Communities First Cluster Delivery Manager East	In Progress	01-Apr-2016	31-Mar-2017	80.00%	 GREEN	 GREEN

ACTION PROGRESS COMMENTS:

A Jobs Fair at the Civic Hall Connahs Quay was supported with over 300 job vacancies and 472 people in attendance. Promotion of the Enterprise Club was undertaken at the event. The Lead Officer has been developing a programme of entrepreneurship to be delivered into Communities First Schools. The project is called "Skies the Limit" and is working in partnership with Theatre Clwyd. Nine junior schools are currently involved and over 100 pupils have taken part in the project. Work with Young Enterprise, engaging with schools on entrepreneurial activities and developing business skills is progressing and being incorporated into the curriculum. The Lead Officer is working on an event to be delivered in Wrexham. It is part of the Flintshire Business Entrepreneurship Network (BEN) and aimed at encouraging businesses to support the BEN initiative.

Last Updated: 23-Feb-2017

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
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<p>4.1.1.4 Further develop the Youth Engagement and Progression work programme for learners in danger of disengaging through:</p> <ul style="list-style-type: none"> • Targeting vocational and employability skills • Enhancing personal support, including coaching, mentoring and help with transition • Realise the benefits of regional European Social Fund Programmes • Increasing the use of release on temporary licence (ROTL) to better engage with post-custody education, training and employment prior to release.` 	<p>Jeanette Rock - Principal Education Officer Inclusion</p>	<p>In Progress</p>	<p>01-Apr-2016</p>	<p>31-Mar-2017</p>	<p>50.00%</p>	 GREEN	 GREEN
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ACTION PROGRESS COMMENTS:

Work continues in line with the Welsh Government Youth Engagement and Progression Framework requirements. Regular meetings are scheduled with schools and other education providers, and attended by a range of appropriate support agencies. The Learner Profiling Tool is used to identify young people at risk. A range of options are considered and a package of support determined. A database of local and regional services/provision has been developed and maintained to facilitate access to a range of varied opportunities, focusing on the development of interpersonal and employability skills. A menu of vocational courses has also been established with the local college and work-based learning providers. Funding is available to support more bespoke packages for individuals with more significant needs. Additional support, guidance and provision is now available through the European Social Funded project TRAC which began in April 2016. This targets young people between the ages of 11 and 19 who are at risk of disengagement. TRAC is a 2 year partnership project between Wrexham County Council, Coleg Cambria and Careers Wales providing resources to deliver a range of effective support to targeted young people. Coleg Cambria provided a Summer Academy. Pupils at risk of not engaging with an outcome at the start of Year 12 were identified by schools and other partner agencies and supported to access the academy which provided a range of activities throughout the Summer break. This proved to be highly successful in facilitating a successful transition for these pupils into their chosen Year 12 placement. Since September 2016, 87 placements have been offered to Key Stage 4 learners in Flintshire on the following vocational courses - Hair & Beauty, Motor Vehicle, Small Animal Care and Construction. Pupils access the courses following interview to ensure that they will benefit from the opportunity provided. A further 43 places have been taken up on the military preparation courses, with 14 of these young people embarking on their second year of the course. The TRAC project is operational and has established links with all Flintshire secondary schools and Pupil Referral Units. A total of 163 pupils have been referred to the project to date for additional intervention.

Last Updated: 17-Feb-2017



ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
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<p>4.1.2.1 Working effectively with the Regional School Improvement Service (GwE) to:</p> <ul style="list-style-type: none"> • Develop leadership capacity in schools through school modernisation and regional working; • Share best teaching practice and resources across schools most in need; • Identify and target support for those schools most in need; • Develop the capacity of schools to respond to national initiatives and curriculum reforms; and • Improve skills in digital literacy, literacy and numeracy 	<p>Claire Homard - Senior Manager - School Improvement</p>	<p>In Progress</p>	<p>01-Apr-2016</p>	<p>31-Mar-2017</p>	<p>50.00%</p>		
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ACTION PROGRESS COMMENTS:

Evidence that challenge and support interventions are being effective are demonstrated by an improvement in the number of primary schools being awarded Standards Group 1 by Welsh Government (WG). This has increased by 7 schools from 2015 (10.4% increase). There are currently no primary schools in a serious category of Estyn follow up or in the red support category under the national categorisation model. The number of primary schools being monitored by the School Performance Monitoring Group has already reduced by 3 this term with further removals expected. Secondary schools continue to be of concern with 2 in the amber support category and 4 in the red. Two are currently in serious Estyn categories of concern, they are however responding appropriately to support and high levels of intervention.



Last Updated: 17-Feb-2017

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
<p>4.1.2.2 Reducing the impact of poverty and disadvantage, including through the Families First Programme (2015-17) and Flintshire’s Integrated Youth Services Strategy, (2014-18), “Delivering Together”</p>	<p>Ann Roberts - Families First Lead / Youth Services Manager</p>	<p>In Progress</p>	<p>01-Apr-2016</p>	<p>31-Mar-2017</p>	<p>80.00%</p>		

ACTION PROGRESS COMMENTS:

Funding has been received and re-commissioning of the Families First Programme is in progress via a competitive dialogue process. The third sector is key to delivery and will be engaged in all provision. Flintshire County Council procurement are supporting the re-commissioning process. Following the 6 month transition agreement the full programme is intended to be in place with effect from 01.10.2017. The programme will ensure that the new provision will be a resource for the emerging multi agency hub and the Social Services and Wellbeing act requirements. The commissioning progress is on track , however, firm guidance from Welsh Government has yet to be released which will enable completion of the process and a move towards delivery phase.



Last Updated: 23-Feb-2017

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
4.1.2.3 Improving outcomes for Looked After Children and young people exiting the Youth Justice System	Chris Clarke - Youth Justice Service Manager	In Progress	01-Apr-2016	31-Mar-2017	70.00%	 GREEN	 AMBER

ACTION PROGRESS COMMENTS:

Following a period of reduced performance in 2015/16 due to staffing issues, a renewed focus has been given to delivering Education, Training and Employment (ETE) options. Activities have included an action plan delivered by the Executive Management Board and supported by Youth Justice Board Cymru. An internal review of recording and monitoring procedures has embedded robust recording into the system data collection. The confirmation of the Proactive Education Coordinator in post within the new Integrated Youth Provision service (IYP), the enhanced role of the educational panel within the IYP and improved partnerships with the 3rd sector Symud Ymlaen organisation has enhanced delivery. Supporting delivery of this project were: i) The Youth Engagement Progression Framework (YEPF) ii) Key workers in the resilience project as part of IYP iii) The YEPF coordinator and TRAC team as part of the 14-19 Network. Update Oct 16: The Youth Justice Service (YJS) has been able to sustain financing of the targeted youth worker position to support out of court disposal and other diversionary processes in order to maintain reduced entry into the Criminal Justice system. The wider application of the enhanced case management framework is being explored including its application as part of an exit strategy post court orders and for Looked After Children (LAC), including out-of-county. The Management Board has had access to the Lord Lamming report "Keeping Children in Care and Out of Trouble" and will be considering its key recommendations. The Reintegration & Resettlement Panel has now been operational for over 12 months and is reviewing all LAC cases into/out of the County and the range of interventions/contacts needed. The Integrated Youth Services provision is also looking at greater joint resourcing and training in order to further utilise the range of community youth service resources more effectively post exit for YJS young people. The mentoring project utilising volunteers to have contacts with young people post exit from the service continues to develop. Update Jan 17. The integrated youth provision has over Q1-Q3 worked with 12 LAC cases including 2 from other Local Authorities and 5 Flintshire cases resident in other LA areas in England and Wales. The continued development and effective working of the Resettlement and Reintegration Panel is contributing to improved outcomes for this cohort. Of the cohort 10 are engaging and concluded successfully, and 2 have been breached resulting in a custodial outcome. The service is currently working with Children Services on an appeal plea concern for one young person, and actively contributing to effective resettlement and reduced offending in various locations. Nine young people are actively engaged in education training and employment with the remaining 3 disengaged from provisions that are being offered and are available. The development of the Agored framework within the service is a further opportunity for all young people to enhance their employability. The service is increasing its capacity to deliver Restorative Justice in the community including a pilot at Holywell High School and developments with placement providers. This initiative is expected to prevent unnecessary entry into the Criminal justice System and support placements that may be compromised or at risk as a consequence of challenging and offending behaviours. The successful recruitment of the targeted sessional youth worker is contributing to diversionary activities and partnerships with Action for Children and other third sector providers are being considered in terms of prevention and intervention relating to social media and sexual offending.



Last Updated: 09-Feb-2017

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
4.1.2.4 Continuing to implement Band A of the 21st Century Schools Programme.	Damian Hughes - Senior Manager, School Planning & Provision	In Progress	01-Apr-2016	31-Mar-2017	52.00%	 GREEN	 GREEN

ACTION PROGRESS COMMENTS:

Band A - 21st Century Schools Programme. Programme 2014 – 2019: The construction projects at Coleg Cambria (Deeside 6th and at Holywell Learning Campus were completed in August 2016. A revised Strategic Outline Programme (SOP) for the remainder of the agreed funding envelope for Band A has been presented and approved in principal by Welsh Government. Proposed Capital projects at Connah’s Quay High School and Penyffordd were approved by Cabinet on 18th October and now form the remainder of the Band A programme. School Modernisation Programme. School Organisation summary: John Summers High school: Cabinet Secretary determined closure of 16-18 from 31st August 2016, and closure of 11-16 from 31st August 2017; Ysgol Maes Edwin and Ysgol LLanfynydd closed 31st August 2016; Ysgol Mornant, Picton federated with Ysgol Maes Garmon in November 2016. Review at Nercwys VA School – 18th November 2016, Cabinet determined a "Pause and Review" to allow options for collaboration to be considered. Review at Brynford, Lixwm and Rhosesmor – 13th December 2016, Cabinet determined that Rhosesmor, Ysgol Rhos Helyg was a sustainable school in its own right and that statutory consultation should be undertaken on options for Brynford and Lixwm during the Autumn of 2017.



Last Updated: 17-Feb-2017

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
4.1.2.5 Developing and implementing a plan for the next phase of Schools Modernisation, through the 21st Century Schools (Band B) programme.	Damian Hughes - Senior Manager, School Planning & Provision	In Progress	01-Apr-2016	31-Mar-2017	55.00%	 GREEN	 AMBER

ACTION PROGRESS COMMENTS:

This is a long term programme extending to 2024. School change projects can take 3-5 years from inception to delivery. Welsh Government (WG) has confirmed its commitment that there will be a Band B 21st Century programme to follow band A, this is likely to be programmed between 2019 and 2024. Local Authorities (LA) in Wales are awaiting further confirmation and detail from WG, in terms of the available funding, criteria and intervention rate. Modelling and preparatory work around options and affordability of a forward band B programme is currently being undertaken. It is expected that the WG will ask LA's to review their Strategic Outline Programmes (SOP's) during spring 2017

Last Updated: 09-Feb-2017



ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
4.1.2.6 Securing a sustainable strategy for repairs and maintenance of school buildings.	Damian Hughes - Senior Manager, School Planning & Provision	In Progress	01-Apr-2016	31-Mar-2017	25.00%	 GREEN	 AMBER

ACTION PROGRESS COMMENTS:

Annual budgetary increase for repair and maintenance is not viable in the context of Council finance. Repair and Maintenance backlog is a long term programme linked to the School Modernisation Programme. Additionally, business cases for capital improvement and Repairs and Maintenance (R & M) projects in schools will be submitted via the Council's business case process for consideration. Continuation of the Council’s capital programme through two funding streams will support the following: reduction in unfilled spaces; securing a

sustainable strategy for repairs and maintenance (i.e. will reduce backlog maintenance); provide an efficient school estate; remove mobile classroom; improve condition and suitability of the school estate; ensure the right number of schools and are in the right places. Removal of Perth Y Terfyn Infants County Primary (CP), Ysgol Fron Junior CP and Holywell High School as part of the Holywell Learning Campus project has effectively removed £400K of backlog maintenance (costs based on a five year cycle) from the schools portfolio. As the Council's band B programme has not been approved the outcome RAG status is classified as amber. No change since the previous quarter



Last Updated: 23-Feb-2017

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
4.1.2.7 Securing a sustainable set of transport policies and efficient delivery practices.	Damian Hughes - Senior Manager, School Planning & Provision	Completed	01-Apr-2016	31-Mar-2017	100.00%	 GREEN	 GREEN

ACTION PROGRESS COMMENTS:

Consultants were engaged by the Council to provide options for efficiencies for home to school transport, both operational and via policy change. A task and finish group was set up to consider options and reported back through the democratic process. The Cabinet meeting held on the 21st June 2016 considered recommendations from the School Transport Task & Finish Group. The determination was not to proceed, however, should discretionary transport provision and potential policy change be considered in the future, the recommendations would be supported.

Last Updated: 23-Feb-2017

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
4.1.2.8 Developing an effective local approach to national inclusion reforms.	Jeanette Rock - Principal Education Officer Inclusion	In Progress	01-Apr-2016	31-Mar-2017	50.00%	 GREEN	 AMBER



ACTION PROGRESS COMMENTS:

The Welsh Government (WG) programme of reforms for Additional Learning Needs (ALN) continues to develop. The bill is due to be presented during the Autumn Term 2016 with the changes to be implemented by 2018. At this time, Person Centred Planning (PCP) is the only area of the reforms that has been confirmed and funding has been allocated by WG to support a training programme for this. Flintshire's Education Psychology Service have developed and implemented a training programme to ensure all schools have accessed initial training (this was completed in July 2016). The next stage of the programme has been to identify Beacon schools who are fully embracing and embedding PCP into their practice and these are being supported so that their effective practice and expertise can be shared across the county. The draft Code of Practice for ALN is due to be released during the Autumn Term 2016 and this alongside the bill will inform the next steps in terms of preparing schools for the reforms. Welsh Government have identified funding to support Local Authorities (LAs) and schools to prepare for the reforms. LAs have been tasked to work regionally to identify appropriate projects and Flintshire Officers have decided to focus on Post 16 provision mapping and the role of the Additional Learning Needs Coordinator. The North Wales regional plan was ratified by Welsh Government in December and information in terms of secondment opportunities for practising Additional Learning Needs Coordinators (ALNCos) has been circulated to Flintshire Schools. Interviews were scheduled for the 12th January and

this initial project focusing on the role of the ALNC and future provision mapping will run until the 31st March 2017. Flintshire County Council will be working in collaboration with Wrexham County Borough Council to complete this piece of work on behalf of the region. Additional funding to cover the release of staff was built into the plan and should facilitate the engagement of the relevant people.

Last Updated: 23-Feb-2017

Performance Indicators

KPI Title	Pre. Year Period Actual	Period Actual	Period Target	Perf. RAG	Perf. Indicator Trend	YTD Actual	YTD Target	Outcome RAG
IP4.1.2.1M22 The percentage of young people of school age in the youth justice system that are offered 25 hours ETE	80	76	40	 GREEN	↓	76	40	 GREEN



Lead Officer: Chris Clarke - Youth Justice Service Manager

Reporting Officer: Louisa Greenly - Performance Management & Information Officer

Aspirational Target:

Progress Comment: All young people entering the Youth Justice system are assessed using Asset Plus, and their educational circumstances reviewed. If they are not undertaking the appropriate level of education, training or employment, a referral is made to the Education, Training, Employment (ETE) Panel, which includes colleagues from Careers Wales, the Resilience Team and Education. A programme of intervention is put in place to facilitate the young person's access to education. The Youth Justice Centre also offers the Agored qualification for young people who may be out of mainstream education and involved with the Youth Justice Service.

Last Updated: 09-Feb-2017

KPI Title	Pre. Year Period Actual	Period Actual	Period Target	Perf. RAG	Perf. Indicator Trend	YTD Actual	YTD Target	Outcome RAG
IP4.1.2.1M23 The percentage of young people above school age in the youth justice system that are offered 16+ ETE	66	62	55	 GREEN	↓	62	55	 GREEN

Lead Officer: Chris Clarke - Youth Justice Service Manager
Reporting Officer: Louisa Greenly - Performance Management & Information Officer
Aspirational Target:
Progress Comment: The figure for young people above school age is lower than the school age cohort. This older cohort includes the 17-18 year olds who are more challenging to engage and place in education and training programmes due to either the nature of their offending, or a more ingrained lack of motivation. However, there have been a number of older young people who have gained qualifications through various projects such as Groundworks and the Warehouse Project, which will improve their future employability and reduces their risk of further reoffending.

Last Updated: 19-Dec-2016

RISKS

Strategic Risk

RISK TITLE	LEAD OFFICER	SUPPORTING OFFICERS	INITIAL RISK RATING	CURRENT RISK RATING	TREND ARROW	RISK STATUS
Local employers and learning providers do not work closely enough to identify and meet the skills based needs of the future	Jeanette Rock - Principal Education Officer Inclusion	Claire Homard - Senior Manager - School Improvement	Amber	Amber	↔	Open

Potential Effect: Flintshire residents are not appropriately skilled to meet the labour market requirements.
Management Controls: i) Close links with providers and employers are maintained through a variety of forums. Each of these has representation from Flintshire Officers across a range of portfolios.
 ii) The development of the Flintshire Apprenticeship Board has provided a forum to share relevant information and concerns internally between Officers and Members to inform appropriate actions.
Progress Comment: Labour Market Intelligence is feeding into the forums to provide further evidence of employee skill needs for the future. The Construction Industry Training Board (CITB) have just started a pilot project which creates direct links between local schools and construction companies to develop awareness of the range of future employment opportunities and the associated skills required.

Last Updated: 23-Feb-2017

RISK TITLE	LEAD OFFICER	SUPPORTING OFFICERS	INITIAL RISK RATING	CURRENT RISK RATING	TREND ARROW	RISK STATUS
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Training places will not match current or future employer aspirations and needs	Jeanette Rock - Principal Education Officer Inclusion	Claire Homard - Senior Manager - School Improvement	Amber	Amber	↔	Open
<p>Potential Effect:</p> <p>Management Controls: Labour market intelligence is shared by the North Wales Economic Ambition Board and is fed into meetings held between providers, Careers Wales and FCC officers to support the development/commissioning of suitable training opportunities.</p> <p>Progress Comment: Labour Market Intelligence generated by the North Wales Economic Ambition Board is circulated to providers to raise awareness of training requirements. Discussions around the information are taking place through the existing forums.</p> <p>Last Updated: 29-Nov-2016</p>						

RISK TITLE	LEAD OFFICER	SUPPORTING OFFICERS	INITIAL RISK RATING	CURRENT RISK RATING	TREND ARROW	RISK STATUS
Timescales of European Social Fund (ESF) programmes will not meet local targets and requirements.	Jeanette Rock - Principal Education Officer Inclusion	Claire Homard - Senior Manager - School Improvement	Amber	Amber	↔	Open
<p>Potential Effect: Reduced time to make best use of the ESF funding resulting in low project impact on young people who are at risk of disengagement and becoming NEET (Not in Education, Employment or Training).</p> <p>Management Controls: Officers work collaboratively with the Regional Team to ensure information is submitted in a timely fashion to support the bid process. Staff roles within the project are designed clearly to have maximum impact on the defined cohort with the time allocated.</p> <p>Progress Comment: A training session has been held with school-based staff to review TRAC eligibility and systems. This has facilitated a greater understanding for the purpose of the project along with processes that need to be undertaken to access and exit the provision. The full employee complement and greater process awareness should facilitate increased participant involvement.</p> <p>Last Updated: 17-Feb-2017</p>						

RISK TITLE	LEAD OFFICER	SUPPORTING OFFICERS	INITIAL RISK RATING	CURRENT RISK RATING	TREND ARROW	RISK STATUS
Schools do not receive and/or make best use of the support they need from the Council and Gwasanaeth Effeithiolrwydd (GwE)	Claire Homard - Senior Manager - School Improvement	Jeanette Rock - Principal Education Officer Inclusion	Amber	Amber	↔	Open

Potential Effect: Schools are less well informed about developments and what their actions to ensure continued improvement should be. Progress in improving outcomes for learners is reduced.

Management Controls: Regular reviews by LA Senior Manager, GwE Senior Challenge Adviser and monitoring by LA's School Standards Monitoring Group

Progress Comment: Fortnightly meetings between the Senior Manager for School Improvement and the Senior Challenge Adviser for the Flintshire Hub ensure that schools of concern are regularly discussed and appropriate support provided.

Last Updated: 19-Dec-2016

RISK TITLE	LEAD OFFICER	SUPPORTING OFFICERS	INITIAL RISK RATING	CURRENT RISK RATING	TREND ARROW	RISK STATUS
Numbers of school places not matching the changing demographics.	Damian Hughes - Senior Manager, School Planning & Provision	Claire Homard - Senior Manager - School Improvement	Red	Red	↔	Open

Potential Effect: Higher teaching ratios, unfilled places, backlog maintenance pressures

Management Controls: Continuation of school modernisation programme, will reduce unfilled places, reduce backlog maintenance, remove unwanted fixed costs and infrastructure

Progress Comment: Reducing unfilled school places via school organisation change is an ongoing process. School change projects can take between three and five years from inception to delivery before reductions of unfilled places can be realised. This continues to be an ongoing process linked to the school modernisation programme. To supplement this the Council will continue to work closely with schools to consider innovative ways for reduction in capacity on a school by school basis (i.e. alternative use of school facilities by other groups) with the objective of meeting national targets of circa 10% unfilled places in all school sectors. The recent school organisation change determinations will result in a reduction in unfilled places across both primary and secondary schools. As a snapshot, the Holywell Learning Campus project has reduced unfilled places in this area by around 450 places. There has been no change in risk since the previous quarter.

Last Updated: 22-Feb-2017

RISK TITLE	LEAD OFFICER	SUPPORTING OFFICERS	INITIAL RISK RATING	CURRENT RISK RATING	TREND ARROW	RISK STATUS
Limited funding to address the backlog of known repair and maintenance works in Education & Youth assets	Damian Hughes - Senior Manager, School Planning & Provision	Claire Homard - Senior Manager - School Improvement	Red	Red	↔	Open

Potential Effect: The fabric of Education and Youth buildings will continue to decline.
Management Controls: Continuation of School Modernisation Programme, Continuation of Repairs & Maintenance planned maintenance programme, Capital Business Cases for School improvement, Implementation of Band A and Band B 21st Century Schools programmes
Progress Comment: Continuation of the School Modernisation programme is one of the strategic options available to address the repair and maintenance backlog. The programme continuation will also:
 i) Support a reduction of unfilled places
 ii) Provide a more efficient school estate and concentrate resources on teaching by removal of unwanted fixed costs in infrastructure and leadership
 iii) Ensure that the condition and suitability of the school estate is improved.
 Additionally, capital business cases for improvement and repairs, and maintenance projects in schools will be submitted via the Council's business case process for consideration. There has been no change in risk since the previous quarter.
 Last Updated: 22-Feb-2017

RISK TITLE	LEAD OFFICER	SUPPORTING OFFICERS	INITIAL RISK RATING	CURRENT RISK RATING	TREND ARROW	RISK STATUS
Leadership capacity does not match school needs	Claire Homard - Senior Manager - School Improvement	Jeanette Rock - Principal Education Officer Inclusion	Amber	Amber	↔	Open

Potential Effect: Downturn in school performance and underachievement
Management Controls: Regular Challenge Adviser monitoring visits through GwE.
 Well defined and established links between senior officers in GwE and the Local Authority (LA) to support effective communication.
 A comprehensive programme of training and intervention designed to support the development of leadership skills.
 LA programme of School Monitoring meetings for schools causing concern, particularly in relation to leadership through the Governing Body and/or the headteacher.
Progress Comment: All schools in Flintshire currently have appropriate leadership arrangements in place. Out of 64 primary schools there are two Acting Head positions - one in relation to potential school reorganisation and one in relation to the temporary secondment of the substantive Head to the Regional School Improvement Service. In the secondary sector where there are 12 schools, two have interim Headteacher posts to cover vacancies, which will be advertised to secure substantive appointments.
 Last Updated: 19-Dec-2016