FLINTSHIRE COUNTY COUNCIL

Council Plan 2017/2023

In-year priorities 2021/22

PART 2

How achievements will be measured - Supporting actions, tasks and measures

Performance Measures Categorisation 2021/22

The following 3 categories have been used when considering and setting targets for all local and national measures:

- Improvement – a planned uplift in current performance which is not satisfactory
- Maintenance – a planned maintenance of current performance which is satisfactory
- Managed Reduction – a planned reduction in current performance to a level which is still satisfactory

The term 'New Measure' is used where data has not been collected before and/or the data is being collected in a different want to previous years

Performance Achievements 2021/22
Actions, tasks and measures have been set to monitor progress against an activity or plan. Actions are dated according to the target month for achievement. Performance will be monitored by percentage progress against the actions with supporting commentary.

No Target Set*
These measures are used to monitor activity and no target is set.

Theme: Poverty

Well-being Objective: Protecting people from poverty by supporting them to meet their basic needs

What we will do in 2021/22:

Priority	Definition	Lead Officer (s)
Income Poverty	People on low income who are unable to meet day to day living costs	Chief Officer Housing and Assets

Achievement Actions:

- Families are supported to be financially resilient by:
    a) Maximising the number of people signposted for support to facilitate longer term behavioural change - by September 2021
        o Developing an approach to connect communities to services
    b) Ensuring that take-up to benefit entitlements is maximised in a timely way by processing claims efficiently - by March 2022
    c) Maximising take up of the Discretionary Housing Payments scheme and other financial support - by March 2022
    d) Continuing to offer our community hub (Contact Centres) approach giving access to a range of programmes, services and agencies together in one place - by March 2022

Associated Risks:
- HA04 - Increased financial risk due to unprecedented and unpredictable increased demand for Council Tax Reduction Scheme (CTRS) due to business closure, unemployment; reduced hours of work
- HA27 - Increasing service demands to respond to HA04

Achievement Measures	Baseline Data (2020/21)	2021/22 Target	Measure Category
Average number of calendar days to process new claims for housing benefit and council tax reduction	TBC at the end of March	20	Maintenance
Average number of calendar days to process change in circumstances for housing benefit and council tax reduction	TBC at the end of March	8	Maintenance
Total spend of Discretionary Housing Payments (%)	TBC at the end of March	100%	Maintenance

Theme: Poverty

Well-being Objective: Protecting people from poverty by supporting them to meet their basic needs

What we will do in 2021/22:

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

Achievement Actions:

- The cost of sending children to school is reduced by:

  a) Making the processes for claiming free school meals as easy as possible to increase the percentage of take-up against entitlement - by December 2021

  b) Encouraging take-up of the free school breakfast for year 7 pupils eligible for free school meals - by September 2021

  c) Maximising the take-up of the school uniform grant - by June 2021

- Free access to books, ICT networks and devices and library services are maintained by:

  a) Maintaining the network of seven libraries in partnership with Aura - by March 2022

  b) Increasing usage of online resources for children and young people - by March 2022

- Children have access to play opportunities by:

  a) Ensuring children have access to staffed open-access playwork projects in local communities - by March 2022

  b) Ensuring children have access to well-maintained outdoor play areas which offer a varied and rich play environment - by March 2022

Associated Risks: No risks identified

Achievement Measures	Baseline Data (2020/21)	2021/22 Target	Measure Category
Percentage of secondary school offering the free breakfast to those eligible year 7 pupils	N/a	100%	New Measure
Total spend of School Uniform Grant (%)	N/a	Baseline Year	New Measure
Number of libraries open	6	7	Maintenance

Usage statistics of online resources for children and young people	TBC at the end of March	TBC at the end of March	Improvement
Total number of children pre-registered for Summer Play Scheme	1865	1650	Maintenance
Total number of children pre-registered for community and school play sessions/support	150	180	Maintenance

Theme: Poverty

Well-being Objective: Protecting people from poverty by supporting them to meet their basic needs

What we will do in 2021/22:

Priority	Definition	Lead Officer (s)
Food Poverty	People who are not able to access food that meets their daily nutritional needs and requirements	Chief Officer Housing and Assets

Achievement Actions:

- Everyone in Flintshire has access to affordable, good fresh food by:

  a) Developing a "Well Fed at Home service" - by March 2022

  b) Developing and delivering a "Hospital to Home" meals service - by March 2022

  c) Introducing a transported and delivered food service "Mobile Meals" to those who are vulnerable - by March 2022

Associated Risks:

- HA05 – Food poverty response continues for a longer period creating financial pressures, impacting on our ability to continue deliveries

Achievement Measures	Baseline Data (2020/21)	2021/22 Target	Measure Category
Numbers of residents enrolled in the "Mobile Meals" service	N/A	Baseline year	New Measure
Number of residents supported by the "Hospital to Home" meals service	N/A	Baseline year	New Measure

Theme: Poverty

Well-being Objective: Protecting people from poverty by supporting them to meet their basic needs

What we will do in 2021/22:

Priority	Definition	Lead Officer (s)
Fuel Poverty	Households that have higher than average fuel costs and meeting those costs will cause them to experience poverty	Chief Officer Housing and Assets, Chief Officer Planning, Environment and Economy

Achievement Actions:

- Reducing the risk of fuel poverty for residents by increasing the energy efficiency of homes - by March 2022 Linked to Affordable and accessible housing

- Supporting and referring vulnerable households to reduce fuel poverty and improve health and wellbeing - by March 2022 Linked to Personal and Community Well-being

Associated Risks:

- PE06 – Decreasing availability of funding to deliver fuel poverty projects due to re-prioritisation of funding streams

Achievement Measures	Baseline Data (2020/21)	2021/22 Target	Measure Category
Total number of households receiving energy efficiency support	946	1,200	Maintenance

Theme: Poverty

Well-being Objective: Protecting people from poverty by supporting them to meet their basic needs

What we will do in 2021/22:

Priority	Definition	Lead Officer (s)
Digital Poverty	Limitations on easy access to the digital world due to prohibitive costs, skills and confidence, or network coverage	Chief Officer Planning, Environment and Economy, Chief Officer Governance

Achievement Actions:

- Supporting and enabling access to the internet and devices to ensure people are not excluded from a digital world by:

  a) Supporting people to use appropriate digital technology through the Digital Champions Scheme - by March 2022
     o Develop a volunteer programme working in partnership with third sector organisations
  b) Providing free of charge public access to the internet at Connects Centres and Aura library services - by March 2022
  c) Increasing loans of devices through the Aura Digital Access Scheme - by March 2022
  d) Increasing take-up of digital learning opportunities supported by Aura - by October 2021

- Supporting people to access information digitally by:

  a) Providing access to council services on the internet in a responsive way (information can be accessed using different devices) - by December 2021
     o Online services will be developed to ensure they can be accessed on a range of digital devices including PC, laptop, smartphones
  b) Promoting initiatives to help people to use digital technology - by December 2021
     o Launch a Digital Hub on the Council's website to provide a range of tools to support people use digital technologies
     o Free public access to PCs at Flintshire Connects Centres
  c) Increasing access to information online to support people to retain their digital skills - by December 2021
     o Provide advice on schemes to assist people with access to equipment and connectivity
  d) Promote the range of digital training and skill development provided by Coleg Cambria - by December 2021
     o Through the Digital Hub provide access to free online resources and training opportunities

Associated Risks:

- CG04 – Diversion of resource to emergency management response and recovery work delays implementation of key digital and infrastructure projects.

- New Risk – Failure to deliver a Digital Hub will exclude people from digital access
- PE04 – Failure to prepare and deliver Growth Deal projects due to potential realigning of capital funding

Achievement Measures	Baseline Data (2020/21)	2021/22 Target	Measure Category
The number of people registered on the Digital Champions Scheme to ensure people are not excluded from a digital world.	N/a	Baseline Data	New Measure
People can access information digitally to retain their digital skills – the number of online transactions across the Council.	TBC at the end of March	75,000	Improvement
The number of people subscribed to *My Account*.	16,978	21,000	Maintenance
Percentage of libraries providing free of charge internet access	100%	100%	Maintained
Number of devices available for loan	26	75	Improvement
Total loans of devices	N/a	Baseline Year	New Measure
Number of registered learners	N/a	Baseline year	New Measure
Number of sessions provided	N/a	Baseline year	New Measure

Theme: Affordable and Accessible Housing

Well-being Objective: Housing in Flintshire meeting the needs of our residents and supporting safer communities

What we will do in 2021/22:

Priority	Definition	Lead Officer (s)
Housing support and homeless prevention	Offering support to people to retain their housing and live well and avoiding homelessness	Chief Officer Housing and Assets

Achievement Actions:

- Commissioning a wide range of housing related support that meets the needs of the people of Flintshire - by March 2022

- Promoting housing support and homeless prevention services with our residents and partners - by March 2022

- Ensuring a multi-agency partnership approach to homeless prevention and develop a culture where homelessness is "everyone's business" by March 2022

- Ensuring when homelessness does occur, it is rare, brief and non-recurring - by March 2022

- Developing and extending our Housing First and Rapid Rehousing approaches for those who do experience homelessness - by March 2022

- Remodelling the "emergency beds" Homeless Hub accommodation offer and service delivery by - March 2022

- Exploring opportunities to develop a young person's homeless hub offering accommodation and support services - by March 2022

Associated Risks:

- HA09 – Increases in Homelessness impacts on workforce capacity increased risk of legal challenge and budgets (Discretionary Housing Payments, and Spend to Save Prevention Funds)

Achievement Measures	Baseline Data (2020/21)	2021/22 Target	Measure Category
Number of presentations to the homeless service	TBC at the end of March	No target*	New Measure
Percentage of successful prevention outcomes for homelessness under Housing Wales Act 2014	TBC at the end of March	Need to review at year end to establish appropriate target, with consideration to local and national performance (approx. 65%)	Maintenance
Percentage of successful relief outcomes for homelessness under Housing Wales Act 2014	TBC at the end of March	Need to review at year end to establish appropriate target, with consideration to	Maintenance

		local and national performance (approx. 40%)	
Number of households accommodated by the Council under Housing Wales act 2014 homeless duties	TBC at the end of March	No target*	New Measure
Average length of stay for those households in interim homeless accommodation under Housing Wales Act 2014	N/a	Baseline Year	New Measure
Number of referrals received through the Housing Support Gateway	TBC at the end of March	No target*	Improvement

*These measures are used to monitor activity and no target is set.

Theme: Affordable and Accessible Housing

Well-being Objective: Housing in Flintshire meeting the needs of our residents and supporting safer communities

What we will do in 2021/22:

Priority	Definition	Lead Officer (s)
Housing Needs and Housing Options	Helping people to explore their housing options so they can access the right homes to meet their needs	Chief Officer Housing and Assets

Achievement Actions:

- Promoting Single Access Route to Housing (SARTH), Common Housing Register, Affordable Housing Register and Housing Support Gateway within the community and with professionals - by March 2022

- Developing self-service approaches that enable people to identify their own housing options through online support - by March 2022

- Piloting a risk assessment process to identify pre tenancy support needs to reduce risk of tenancy failure - by March 2022 Linked to Poverty

- Reviewing our sheltered housing stock to ensure that it continues to meet the needs of current and prospective tenants - by September 2021

the recommendations arising from the sheltered housing review.

Associated Risks:

- HA44 – SARTH register demand increases creating unmet need due to shortages of existing social housing (Flintshire County Council and Partners)

Achievement Measures	Baseline Data (2020/21)	2021/22 Target	Measure Category
Number of applicants on the Common Housing Register	TBC at the end of March	No target*	Maintenance
Customer satisfaction data for the Housing Register Service	No data	Baseline Year	New Measure
Number of applicants rehoused via SARTH by All Housing Partners	TBC at the end of March	No target*	New Measure
Number of applicants rehoused via SARTH by Flintshire County Council	TBC at the end of March	No target*	New Measure
Number of households rehoused with significant adaptations requirements	TBC at the end of March	No target*	New Measure

*These measures are used to monitor activity and no target is set.

Theme: Affordable and Accessible Housing

Well-being Objective: Housing in Flintshire meeting the needs of our residents and supporting safer communities

What we will do in 2021/22:

Priority	Definition	Lead Officer (s)
Social Housing	Working with housing partners to develop and invest in affordable housing - with modern methods of construction, and a commitment towards carbon neutrality	Chief Officer Housing and Assets, Chief Officer Planning, Environment and Economy

Achievement Actions:

- Working with housing association partners to build new social housing properties and additional affordable properties - by September 2021
- Increasing the Council's housing portfolio by building social housing properties and affordable properties for North East Wales (NEW) Homes - by March 2022
- Ensuring that the Council housing stock meets the Welsh Housing Quality Standard and achieves a minimum SAP energy efficiency rating of 65 - by December 2021 Linked to Green and Environment
- Developing plans for the de-carbonisation of Council homes in line with Welsh Government guidance to ensure their thermal efficiency is optimised and the cost of heating homes are minimised - by March 2022   Linked to Green and Environment, Linked to Poverty
- Working with residents to ensure our communities are well managed, safe, and sustainable places to live - by March 2022   Linked to Green and Environment
- Supporting our tenants to access technology and create sustainable digital communities - by December 2021 Linked to Poverty
- Listening to our tenants and working with them to improve our services, homes and communities - by March 2022

Associated Risks:

- HA20 – Increase in demand for responsive repairs and planned works once lock down restrictions are eased (NEW Homes) Increased cost and resource
- New Risk – Delays in the pre-construction process due to planning and Sustainable Drainage Approval Body (SABS) Applications
- New Risk - Delays to the construction phase caused by further Covid-19 outbreaks and/or BREXIT related supply chain issues.

Achievement Measures	Baseline Data (2020/21)	2021/22 Target	Measure Category
Number of Council Homes under construction	38	69	Improvement
Number of Council Homes completed	38	6	Managed Reduction
Number of Affordable Homes under construction via NEW Homes	47	47	Maintenance
Number of Affordable Homes completed via NEW Homes.	47	9	Managed Reduction
To deliver the Welsh Housing Quality Standard to all Flintshire County Council stock by December 2021	80%	100%	Improvement
Achieving a SAP rating of 65 or above will be one of the key measures to determine whether or not the WHQS standard has been attained.	80%	100%	Improvement

Theme: Affordable and Accessible Housing

Well-being Objective: Housing in Flintshire meeting the needs of our residents and supporting safer communities

What we will do in 2021/22:

Priority	Definition	Lead Officer (s)
Private Rented Sector	Supporting the private sector to raise standards in the management and condition of housing and promote tenancy sustainment in our communities	Chief Officer Housing and Assets

Achievement Actions:

- Engaging with private sector tenants, giving them a voice and responding to their needs - by March 2022

- Working in partnership with landlords and private sector agents to better understand their needs - by March 2022

- Developing a "landlord offer" that encourages landlords to work with the Council to raise standards of property management and condition of homes where needed - by March 2022

- Improving access to private sector properties for those who are homeless, at risk of homeless and in housing need - by March 2022

- Mapping Houses of Multiple Occupation (HMO's) across Flintshire to ensure legal minimum housing standards are met and to improve residents' quality of life - by March 2022

Associated Risks:

- HA45 – Private landlords face increasing financial pressures leading to instability within the Private Rented Sector, less affordable properties and increased demand and costs for social housing providers and homeless service

Achievement Measures	Baseline Data (2020/21)	2021/22 Target	Measure Category
Number of inspections of HMOs	N/a	40	New Measure
Number of homeless households assisted under the Housing Wales Act 2014 to secure Private Sector Accommodation	N/a	Baseline Year	New Measure
Further measures to be developed			

Theme: Affordable and Accessible Housing

Well-being Objective: Housing in Flintshire meeting the needs of our residents and supporting safer communities

What we will do in 2021/22:

Priority	Definition	Lead Officer (s)
Empty Properties	Bringing empty homes back into use to enhance the local housing market and improve our local communities	Chief Officer Planning, Environment and Economy

Achievement Actions:

- Bringing empty homes back into use thorough the Empty Homes Loan - by March 2022
- Exploring opportunities to develop a project management service for non-commercial landlords to encourage take up of the Empty Home Loan Scheme - by March 2022
- Targeting 'problem' empty homes in our communities and using enforcement powers where appropriate to improve our communities and increase housing supply - by March 2022
- Exploring opportunities to maximise housing and revitalise our towns through the redevelopment of the High Street - by March 2022 Linked to Economy

Associated Risks:

- PE03 - Unable to regenerate Town Centres through implementation of the Town Centre Strategy due to insufficient resources and the compound economic consequences of the emergency situation

Achievement Measures	Baseline Data (2020/21)	2021/22 Target	Measure Category
PAM/013 - Percentage of empty private properties brought back into use	TBC at the end of March	Measure is used for benchmarking – no target set	Improvement

Theme: Green Society and Environment

Well-being Objective: 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

What we will do in 2021/22:

Priority	Definition	Lead Officer (s)
Carbon Neutrality	A net carbon zero Council by 2030 and supporting wider decarbonisation actions across the County, making this central to Covid-19 recovery	Chief Officer Planning, Environment and Economy

Achievement Actions:

- Putting a Governance structure (Carbon Programme Board) in place - by 30 September 2021

- Developing a net carbon zero action plan and be approved - by 31 March 2022

- Gathering information on annual Council greenhouse gas emissions to submit to Welsh Government and the Carbon Programme Board by 30 June each year - by June 2021

- Reviewing the procurement policy to reduce greenhouse gas emissions from suppliers - by 31 March 2022

- Developing a policy for sustainable and long term energy usage in capital projects where this can be achieved - by December 2021

Associated Risks:

- PE11 – Non-compliance with Welsh Government Carbon Reduction Target due to external factors such as willingness of the wider public to support initiatives, access to funding to develop projects and the delayed appointment of project manager
- PE10 - Energy Saving initiatives not included in Capital Projects due to non-involvement of Energy Team with Property and Assets team on design of projects which may result in those projects accruing higher long term costs

Achievement Measures	Baseline Data (2020/21)	2021/22 Target	Measure Category
Council Greenhouse gas emissions	Awaiting feedback from Welsh Government	No target*	Improvement

*These measures are used to monitoring activity and no target is set.

Theme: Green Society and Environment

Well-being Objective: 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

What we will do in 2021/22:

Priority	Definition	Lead Officer (s)
Fleet Strategy	Reducing the environmental impact of our fleet	Chief Officer Streetscene and Transportation

Achievement Actions:

- Ensuring all business journeys are subject to proper planning and optimisation - by March 2022
- Reducing employee owned vehicle business mileage through continued use of virtual meeting attendance and reduction in unnecessary journeys - by March 2022
- Converting the authority's fleet to electric and alternative fuels (hydrogen etc) - by March 2022

Associated Risks:
- ST32 – Backlog in vehicle MOTs due to the closure of test centres
- ST40 - Interruption of available fuel to sufficiently operate fleet vehicles

Achievement Measures	Baseline Data (2020/21)	2021/22 Target	Measure Category
Introduce electric vehicles into the recycling fleet	N/a	3	New Measure
Reduced business travel mileage across all portfolios from 2019/20 figure. (subject to COT support and measured/reported corporately)	N/a	50%	New Measure

Theme: Green Society and Environment

Well-being Objective: 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

What we will do in 2021/22:

Priority	Definition	Lead Officer (s)
Green Environment	The promotion, good management and protection of our green spaces to deliver multiple benefits to the environment and our residents and visitors	Chief Officer Planning, Environment and Economy

Achievement Actions:

- Delivering an increase in canopy cover as part of the Urban Tree and Woodland Plan - by March 2022

- Enhancing the natural environment through the delivery of the Section 6 Environment Act Wales biodiversity duty - by March 2022

- Developing a strategy to improve biodiversity and carbon sequestration on the agricultural estate - by 31 December 2021

Associated Risks:

- PE11 – Non-compliance with Welsh Government Carbon Reduction Target due to external factors such as willingness of the wider public to support initiatives, access to funding to develop projects and the delayed appointment of project manager

Achievement Measures	Baseline Data (2020/21)	2021/22 Target	Measure Category
Number of Standard trees planted	N/a	150	New Measure
Number of Whips planted	N/a	4000	New Measure

Theme: Green Society and Environment

Well-being Objective: 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

What we will do in 2021/22:

Priority	Definition	Lead Officer (s)
Renewable Energy	The promotion and support of renewable energy opportunities across the Council Estate and wider communities.	Chief Officer Planning, Environment and Economy

Achievement Actions:

- Assessing the feasibility of renewable energy and land assets and link to wider carbon ambitions - by 30 September 2021
- Agreeing an investment strategy for future renewable energy developments - by 31 March 2022 Linked to Economy

Associated Risks:

- PE10 – Energy Saving initiatives not included in Capital Projects due to non-involvement of Energy Team with Property and Assets team on design of projects which may result in those projects accruing higher long-term costs

Achievement Measures	Baseline Data (2020/21)	2021/22 Target	Measure Category
Measures will be developed			

Theme: Green Society and Environment

Well-being Objective: 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

What we will do in 2021/22:

Priority	Definition	Lead Officer (s)
Active and Sustainable Travel Options	Provide opportunities for increasing levels of walking and cycling (active travel) and enable access to other alternative and sustainable methods of travel	Chief Officer Streetscene and Transportation

Achievement Actions:

- Promoting the use of public transport through the further development of the Council's core bus network - by March 2022 Linked to Economy
- Promoting active travel and further develop the Council's cycleway network - by March 2022 Linked to Personal and Community Well-being
- Promoting multi modal transport journeys and the development of strategic transport hubs - by March 2022 Linked to Economy
- Developing the County's electric car charging network - by March 2022
- Developing the County's walking and cycling network - by March 2022 Linked to Personal and Community Well-being

Associated Risks:

- ST05 – National targets not being met for Road Safety and Active Travel due to an inability to complete essential schemes
- ST24a - Unable to progress with key infrastructure improvement projects due to resilience in staff, contractors and supply chain
- ST38 - Unable to undertake pedestrian/cycle safety training due to schools not operating and reduced funding
- ST39 - Unable to undertake traffic surveys to support financial bids for transport schemes or justify implementing new safety measures

Achievement Measures	Baseline Data (2020/21)	2021/22 Target	Measure Category
Number of bus quality partnerships on the core network	1	1	Maintenance
Complete consultation of the amended Integrated Active Travel Network Map	1	1	New Measure
Introduce Electric Charging points at key locations across the County	0	17	New Measure
Develop multi- modal transport hub at Garden City	N/a	1	New Measure

Theme: Green Society and Environment

Well-being Objective: 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

What we will do in 2021/22:

Priority	Definition	Lead Officer (s)
Circular Economy	Support and promote the Welsh Government's strategy to create a sustainable, circular economy in Flintshire	Chief Officer Streetscene and Transportation

Achievement Actions:

- Achieving Welsh Government recycling targets - by March 2022

- Developing and extending the Standard Yard Waste & Recycling Transfer Station - by March 2022

- Developing and extending of the Greenfield Composting Facility and Waste Transfer Station - by December 2021

- Supporting and promoting the development of a Re-Use and Repair Café within the County - by June 2021 Linked to Poverty, Linked to Personal and Community Well-being, Linked to Education and Skills

- Promoting the option to reuse and repair unwanted items at Household Recycling Centres by partnering with local Charities - by December 2021 Linked to Poverty, Linked to Personal and Community Well-being, Linked to Education and Skills

- Working in partnership, actively support and engage with community led groups by developing environmental and recycling initiatives - by March 2022 Linked to Poverty, Linked to Personal and Community Well-being, Linked to Education and Skills

- Supporting local businesses in their efforts to reduce their carbon footprint and become more resource efficient - by March 2022 Linked to Economy

- Phasing out single-use plastic within the Council - by March 2022
  - o Launch a campaign to ban single use plastics in all Council buildings

Associated Risks:

- ST28 - Unable to accept and process waste and recycling due to the loss of Environmental Permit
- ST28a - Unable to gain regulatory approval (planning; Drainage; environmental permitting) to progress key infrastructure projects in a timely manner due to delays in processing applications.
- ST36a - Loss of key suppliers or partner organisations to deliver key operational services due break in operations (fire, loss of permit, sickness)
- ST41– Unable to dispose of waste and recycling products due to end producer availability

Achievement Measures	Baseline Data (2020/21)	2021/22 Target	Measure Category
Percentage of waste reused, recycled or composted	TBC at the end of March	70%	Maintenance
Average Recycling rate across Household Recycling Centres (HRCs)	78%	80%	Maintenance
Number of Repair and Reuse Centres	N/a	1	New Measure
Percentage of remodelling work at Greenfield completed	N/a	100%	New Measure
Percentage of remodelling work at Standard Yard completed	N/a	TBC	New Measure

Theme: Economy

Well-being Objective: Enabling a sustainable economic recovery

What we will do in 2021/22:

Priority	Definition	Lead Officer (s)
Town Centre Regeneration	Regenerate and re-invent our town centres	Chief Officer Planning, Environment and Economy

Achievement Actions:

- Monitoring the health and vitality of town centres to support effective management and business investment decisions - by March 2022
- Promoting town centre, hospitality and tourism businesses to help with their post-Covid-19 recovery - by September 2021 Linked to Personal and Community Well-being
- Encouraging and supporting investment in town centre properties especially to facilitate more sustainable uses - by March 2022 Linked to Affordable and Accessible Housing
- Improving the environment in town centres - by March 2022
- Supporting the growth of community enterprises in town centre locations - by March 2022

Associated Risks:

- PE03 – Unable to regenerate Town Centres through implementation of the Town Centre Strategy due to insufficient resources and the compound economic consequences of the emergency situation

Achievement Measures	Baseline Data (2020/21)	2021/22 Target	Measure Category
Measures will be developed			

Theme: Economy

Well-being Objective: Enabling a sustainable economic recovery

What we will do in 2021/22:

Priority	Definition	Lead Officer (s)
Business	Enable business continuity and encourage appropriate investment	Chief Officer Planning, Environment and Economy

Achievement Actions:

- Engaging small businesses and improve support packages available to them - by March 2022

- Supporting post-Covid-19 recovery of the County's street and indoor markets - by September 2021

- Supporting growth of the local and regional food and drink business sector through marketing and collaborative projects - by September 2021

- Supporting recovery of the tourism and hospitality sectors and rebuild confidence in the industry - by September 2021

- Increasing the scale and impact of the social business sector - by March 2022

- Supporting local businesses in their efforts to reduce their carbon footprint and become more resource efficient - by March 2022 Linked to Green Society and Environment

Associated Risks: No risks identified

Achievement Measures	Baseline Data (2020/21)	2021/22 Target	Measure Category
Number of small or micro businesses receiving support	N/a	300	New Measure
Number of social enterprises receiving support	52	45	Managed Reduction
Number of local businesses supported to reduce their carbon footprint and become more resource efficient	N/a	30	New Measure

Theme: Economy

Well-being Objective: Enabling a sustainable economic recovery

What we will do in 2021/22:

Priority	Definition	Lead Officer (s)
Transport and digital infrastructure	Ensure that the transport and digital networks facilitate and support recovery and growth	Chief Officer Planning, Environment and Economy, Chief Officer Streetscene and Transportation

Achievement Actions:

- Completing the connection of all eligible public buildings through the Local Full Fibre Network Project by March 2022 Linked to Poverty
- Starting delivery of the local plans within the North Wales Growth Deal for digital infrastructure - by December 2021 Linked to Poverty
- Connecting further rural communities to improved digital infrastructure - by March 2022 Linked to Poverty
- Developing and delivering transport infrastructure improvements as part of North Wales Metro programme and the Council's Integrated Transport Strategy - by March 2022 Linked to Green Society and Environment
- Ensuring Flintshire strategic transport priorities are well-represented in the Regional Transport Plan from the forthcoming Corporate Joint Committee development - by March 2022 Linked to Green Society and Environment

Associated Risks:
- PE04 – Failure to prepare and deliver Growth Deal projects due to potential realigning of capital funding
- ST24a - Unable to progress with key infrastructure improvement projects due to resilience in staff, contractors and supply chain
- ST39 - Unable to undertake traffic surveys to support financial bids for transport schemes or justify implementing new safety measures

Achievement Measures	Baseline Data (2020/21)	2021/22 Target	Measure Category
Number of bus quality partnerships on the core network	1	1	Maintenance
Number of Local Travel Arrangements (LTAs) in geographical areas of the County	7	7	Maintenance
Number of schemes delivered through the Welsh Government Active Travel Fund	N/a	3	New Measure
Number of households supported to improve connectivity	N/a	Baseline Year	New Measure

Theme: Economy

Well-being Objective: Enabling a sustainable economic recovery

What we will do in 2021/22:

Priority	Definition	Lead Officer (s)
Local Development Plan (LDP) Targets	Achieve LDP policy objectives for growth, protection and enhancement	Chief Officer Planning, Environment and Economy

Achievement Actions:

- Ensuring timely adoption of the LDP once Inspector's Report received - by December 2021
- Monitoring overall Plan performance via the Annual Monitoring Report (AMR) and submit to Welsh Government - by March 2022
- Maintaining and update the LDP housing trajectory in line with planning decisions made - by March 2022
- Making decisions at Planning Committee in line with the adopted LDP - by March 2022
- Referencing the LDP growth strategy in early work on a North Wales Strategic Development Plan (SDP) - by March 2022

Associated Risks:

- New Risk - Failure to adopt the LDP in line with the Delivery Agreement due to delays in completing the Examination in Public and/or from the Plan not being found sound

Achievement Measures	Baseline Data (2020/21)	2021/22 Target	Measure Category
Number of calendar weeks for the adoption of the Local Development Plan following receipt of the Inspector's report	8	8	Maintenance

Theme: Economy

Well-being Objective: Enabling a sustainable economic recovery

What we will do in 2021/22:

Priority	Definition	Lead Officer (s)
Spending money for the benefit of Flintshire	Grow our local economic vitality through social value commitments and procurement strategy	Chief Officer Planning, Environment and Economy

Achievement Actions:

- Encouraging and supporting commissioners and suppliers to generate additional well-being outcomes - by March 2022

- Increasing the ability and confidence of local businesses to supply the public sector - by March 2022

- Reporting of the strategic well-being outcomes across the Council in place by September 2021

Associated Risks:

- PE01 - Loss of Community Benefits by not maximising inclusion of social value in Contracts

Achievement Measures	Baseline Data (2020/21)	2021/22 Target	Measure Category
Number of contracts delivering community benefits	N/a	Baseline Year	New Measure
Monetary value of community benefits as measured against the Flintshire Themes Outcomes and Measures (TOMs) Framework	N/a	Baseline Year	New Measure

Theme: Economy

Well-being Objective: Enabling a sustainable economic recovery

What we will do in 2021/22:

Priority	Definition	Lead Officer (s)
Reducing worklessness	Work with our partners to support individuals to gain employment	Chief Officer Planning, Environment and Economy

Achievement Actions:

- Co-ordinating a multi-agency approach to support businesses to recruit people from disadvantaged groups - by September 2021 <mark>Linked to Poverty</mark>
- Delivering mentoring and wider support programmes to assist disadvantaged people to re-engage with the labour market - by March 2022 <mark>Linked to Poverty</mark>

Associated Risks:

- PE19 - Unsustainable demand on the Employment Mentoring service due to the economic implications of lockdown and the increase in referrals from Job Centres of those seeking employment

Achievement Measures	Baseline Data (2020/21)	2021/22 Target	Measure Category
Number of individuals entering employment, learning or volunteering	160	247	Improvement
Number of individuals receiving support	363	600	Improvement

Theme: Personal and Community Well-being

Well-being Objective: Supporting people in need to live as well as they can

What we will do in 2021/22:

Priority	Definition	Lead Officer (s)
Independent Living	People will be supported to live as independently as possible through the right type of support, when they need it	Chief Officer Social Services

Achievement Actions:

- Providing additional placements at Marleyfield House Care Home to support older people - by June 2021
  - Open Marleyfield extension with 32 beds
- Developing and extending our approach to Micro Care supporting more people in their own homes - by March 2022
- Increasing the number of people who are able to make their own care arrangements through a Direct Payment - by March 2022
- Ensuring services for families with children aged 0-7 are better integrated through the 'Early Years Pathfinder' project - by March 2022
  - Deliver the Early Years Pathfinder Business Plan and develop a multi-agency Early Years Strategy
  - Progress the Wales Government Childcare Investment Programme through the current construction phase to project/programme completion Linked to Education and Skills

Associated Risks:

- SS17 – The redevelopment of Marleyfield Care Home will not be achieved within budget and timescales because of delays in the construction supply chain and risk of infection for residents

Achievement Measures	Baseline Data (2020/21)	2021/22 Target	Measure Category
Number of Microcare providers	TBC at the end of March	TBC	Improvement
Direct Payments as a % of home-based services	TBC at the end of March	38%	Maintenance
Percentage of urgent requests for equipment that meet or exceed the national 1 Day response standards	TBC at the end of March	98% (set nationally)	Maintenance
Percentage of requests for equipment that meet or exceed the national 7 Day standard	TBC at the end of March	80% (set nationally)	Maintenance
Percentage of equipment that is re-used	Update March 2021	70% (set nationally)	Maintenance

Theme: Personal and Community Well-being

Well-being Objective: Supporting people in need to live as well as they can

What we will do in 2021/22:

Priority	Definition	Lead Officer (s)
Safeguarding	Implement and promote the new safeguarding procedures so our employees understand how they can help safeguard people in the community	Chief Officer Social Services

Achievement Actions:

- Developing and relaunching our corporate e-learning package to reflect the new safeguarding procedures extending access to the safeguarding e-learning module to key partners - by March 2022

- Promoting the 'duty to report' so our employees understand their responsibility to report safeguarding concerns - by March 2022

- Implementing an 'active offer' of advocacy support for people involved in the safeguarding process - by March 2022

Associated Risks:

- SS06 - Some individuals are illegally detained awaiting Liberty Protection assessments because there is insufficient capacity to absorb the introduction of Community assessments
- SS19 - More children and families experience ACE's (Adverse Childhood Experiences) as family relationships breakdown, or become strained, due to the pressures of lockdown and rising financial pressures
- SS22 - An insufficient supply of placements leads to young people being placed in unregulated settings

Achievement Measures	Baseline Data (2020/21)	2021/22 Target	Measure Category
The percentage of adult safeguarding enquiries that met the 7 day timescale	TBC at the end of March	96%	Maintenance
The percentage of children who were reported as having run away or gone missing from home who were offered a return interview	TBC at the end of March	100%	Maintenance

Theme: Personal and Community Well-being

Well-being Objective: Supporting people in need to live as well as they can

What we will do in 2021/22:

Priority	Definition	Lead Officer (s)
Direct Provision to support people closer to home	The services we provide so people can access the support they need in their local community	Chief Officer Social Services

Achievement Actions:

- Setting up a registered Children's Home to help avoid the need for residential placements outside Flintshire - by March 2022

- Growing our in-house homecare service to support more people to live at home - by March 2022

- Growing our in-house fostering service to support more looked after children - by March 2022

- Extending Croes Atti Care Home for older people, with a focus on dementia care; complete the planning phase - by March 2022

   o Complete business case and feasibility stage for Croes Atti extension

- Developing the services we offer to provide respite for families with disabled children - by September 2021

Associated Risks:
- SS01 - Expenditure on out of county placements increases as placement costs increase in a demand led market.
- SS10 - Insufficient capacity to provide the quantities and levels of care to clients at home and in the community because of challenges in recruitment of direct care workers and instability in the care market
- SS21 - Targets for Mockingbird are missed due to a failure to recruit foster carers to the scheme given the constraints on completing assessments for carers and providing training
- SS22 - An insufficient supply of placements leads to young people being placed in unregulated settings.

Achievement Measures	Baseline Data (2020/21)	2021/22 Target	Measure Category
Rate of people over 65 helped to live at home per 1,000 population	TBC at the end of March	No target*	Maintenance
Number of new foster carer approvals in the year	TBC at the end of March	10	Improvement
People with a learning disability accessing Project Search to improve their employability skills	7	No target*	Maintenance

*These measures are used to monitor activity and no target is set.

Theme: Personal and Community Well-being

Well-being Objective: Supporting people in need to live as well as they can

What we will do in 2021/22:

Priority	Definition	Lead Officer (s)
Local Dementia Strategy	Continuing to improve the lives of people living with dementia in Flintshire	Chief Officer Social Services

Achievement Actions:

- Working with registered Care homes providers and health partners to develop more long term nursing care placements for people who have dementia - by March 2022

- Developing a Flintshire Dementia strategy that sets a shared vision, and action, for the next phase of developing good dementia support for individuals, families, carers and communities - by March 2022

  o Flintshire Dementia Strategy developed and aligned to the Regional Strategy

Associated Risks:

- SS09 Insufficient numbers of residential and nursing beds to meet demand because of the long term fragility and instability of the care home sector

Achievement Measures	Baseline Data (2020/21)	2021/22 Target	Measure Category
Number of people supported through the Dementia Strategy	N/a	Baseline Year	New Measure

Theme: Personal and Community Well-being

Well-being Objective: Supporting people in need to live as well as they can

What we will do in 2021/22:

Priority	Definition	Lead Officer (s)
A well-connected, safe and clean local environment.	Resilient communities where people feel connected and safe	Chief Officer Streetscene and Transportation, Chief Officer Planning, Environment and Economy

Achievement Actions:

- Protecting residents and our environment from pollution and other public health and safety hazards by achieving the Streetscene Standard - by March 2022

- Keeping our local communities clean and safe through engagement, education and environmental enforcement - by March 2022 Linked to Green Society and Environment

- Working with local communities to inform a long term vision and delivery plan for using the Flexible Funding Grant programme to achieve positive outcomes for people - by October 2021
  - o Consultation activities with local communities to inform key themes for development into a co-produced action plan for their area (Holway and Shotton)
  - o Through alignment with internal departments and our partners enable a programme of activities to support community wellbeing and resilience in 1 area (Holway)

Associated Risks:
- ST10 - Increased expenditure on contract, labour, plant, vehicles and materials due to changing work patterns in response to pandemic
- ST12 - Reduced numbers of frontline workers and contractors to deliver services safely due to increased sickness levels
- ST42 – An increase in dangerous and obstructive parking due to the suspension of parking enforcement
- ST42a - An increase in dangerous and obstructive parking in residential areas preventing operational service delivery (waste and recycling
- ST43 - An increase in environmental crime (littering, dog fouling, side waste) due to the suspension of monitoring patrols
- ST44 - Increase in large scale fly tipping due to the closure of Household Recycling Centres and illegal waste collection companies operating
- New Risk - Local communities do not get appropriate support due to a failure to deliver the action plan.

Achievement Measures	Baseline Data (2020/21)	2021/22 Target	Measure Category
Achieve minimum level of agreed Streetscene standards	85%	85%	Maintenance
Number of targeted environmental educational campaigns	5	10	Improvement
Progress actions to avoid non-payment of all FPN / PCN	N/a	90% of payments received	Maintenance
Deliver Local Masterplan - Shotton	N/a	1	New Measure
Number of communities consulted to inform a co-produced area action plan	TBC at the end of March	2	Improvement
Number of communities supported through wellbeing and resilience activities	TBC at the end of March	1	Improvement

Theme: Education and Skills

Well-being Objective: Enabling and supporting learning communities

What we will do in 2021/22:

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

Achievement Actions:

- Maintaining support for the rollout of the revised curriculum for pupils from 3-16 which better prepares them for their future lives and employment - by March 2022
  - o School staff accessing the GwE professional learning offer
- Continuing to support the raising of standards at all key stages to enable onward learner progression - by March 2022
  - o Individually tailored support provided by GwE Supporting Improvement Advisers for each Flintshire school
- Continuing to improve attendance and reduce exclusions to maximise educational achievement - by March 2022
- Continuing to broaden the offer of alternative education opportunities to support learner engagement - by March 2022

Associated Risks:
- EY25 – Schools insufficiently prepared to implement new curriculum which impacts adversely on leaners;
- EY12 – Deteriorating school buildings adversely impacts on curriculum delivery.
- EY26 – Ineffective school leadership results in poor pupil outcomes which increases risk of schools being placed in statutory Estyn categories?
- EY30 – Increased numbers of young people not in Education, Training & Employment due to lack of pupil engagement
- EY29 - Reduced performance in Science, Technology, Engineering & math's subjects at post 16 could impact on access to local apprenticeships and progression into higher education

Achievement Measures	Baseline Data (2019/20)	2020/21 Target	Measure Category
Percentage of schools maintaining progress against key milestones in implementation of the new curriculum	100%	100%	Maintenance
Reduction in the number of permanent exclusions	Data not collected/verified due to school closures during the	Awaiting revised Wales Government guidance	Improvement

	academic year 2019/20		
Reduction in the number of fixed term exclusions	Data not collected/verified due to school closures during the academic year 2019/20	Awaiting revised Wales Government guidance	Improvement
PAM/008 Percentage of pupil attendance in secondary schools	Data not collected/verified due to school closures during the academic year 2019/20	Awaiting revised Wales Government guidance	Improvement
PAM/007 Percentage of pupil attendance in primary schools	Data not collected/verified due to school closures during the academic year 2019/20	Awaiting revised Wales Government guidance	Improvement
Percentage of students taking a Level 3 qualification in STEM subjects	TBC at the end of March	23%	Maintenance

Theme: Education and Skills

Well-being Objective: Enabling and supporting learning communities

What we will do in 2021/22:

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

Achievement Actions:

- Supporting schools and wider education services to increase their digital offer for children and young people - by March 2022
  - Upskilling of staff within the Education & Youth Portfolio through access to the GwE professional learning offer and other appropriate training opportunities
- Developing a new delivery plan for Integrated Youth Services with a greater focus on digital engagement to increase participation - by March 2022
- Increasing the range of digital material hosted on the North East Wales Archive website and other digital services to encourage greater participation with the service - by March 2022
- Continuing to support learners who are 'digitally disadvantaged' to access IT devices to promote equity and engagement - by March 2022 <mark>Linked to Poverty</mark>
  - Supporting schools to maximise their available hardware via the national Hwb programme.
- Increasing take-up of digital learning opportunities supported by Aura - by March 2022 <mark>Linked to Poverty</mark>
- Providing community training for online learning platforms in a partnership with Aura and Adult Community Learning - by March 2022
- Providing digital art workshops based on collections at Gladstone Library, in an Arts Council Funded partnership with Gladstone Library and visual artist - by March 2022 <mark>Linked to Personal and Community Well-being</mark>

Associated Risks: No risks identified

Achievement Measures	Baseline Data (2020/21)	2021/22 Target	Measure Category
Number of learners registered for digital learning opportunities	N/a	Baseline Year	New Measure

Number of digital learning sessions provided in English	N/a	Baseline Year	New Measure
Number of digital learning sessions provided in Welsh	N/a	Baseline Year	New Measure
Number of Adult Community Learning sessions provided in English	N/a	Baseline Year	New Measure
Number of Adult Community Learning sessions provided in Welsh	N/a	Baseline Year	New Measure
Number of Adult Community Learning attendees	N/a	Baseline Year	New Measure
Number of digital art workshops delivered in English	N/a	Baseline Year	New Measure
Number of digital art workshops delivered in Welsh	N/a	Baseline Year	New Measure

Theme: Education and Skills

Well-being Objective: Enabling and supporting learning communities

What we will do in 2021/22:

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

Achievement Actions:

- Providing high quality learning environments through the Council's capital investment programme and Welsh Government grant funding streams - by March 2022
    - Complete construction projects started at Ysgol Glanrafon, Mold, Ysgol Castell Alun, Hope & the Queensferry Campus project.
    - Progress the Council's investment project 3-16 campus at Mynydd Isa through the design process leading to cost certainty
    - Progress the Wales Government Childcare Investment Programme through the current construction phase to project/programme completion Linked to Personal and Community Well-being
- Progressing the North East Wales Archive funding bid through the Stage 1 Heritage Horizons Award of the National Heritage Lottery Fund
- Increasing usage of community spaces in re-developed Flint Library and Wellbeing Hub - by March 2022

Associated Risks:
- EY23 – Inability to meet national archive accreditation standards due to poor quality of the accommodation
- EY06 - Insufficient funding to deliver new archive premise

Achievement Measures	Baseline Data (2020/21)	2021/22 Target	Measure Category
Percentage of community space used in re-developed Flint Library and Wellbeing Hub	46.7%	61.7%	Improvement

Theme: Education and Skills

Well-being Objective: Enabling and supporting learning communities

What we will do in 2021/22:

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

Achievement Actions:

- Completing the contractual arrangements for the North East Wales Archive between Flintshire County Council and Denbighshire County Council to provide a sustainable and resilient service - by March 2022

- Establishing a sub-regional partnership for the delivery of Adult Community Learning (ACL) with Wrexham County Borough Council to maximise opportunities for participants and providers - by March 2022

- Developing a Delivery Plan for Adult Community Learning with new partners to increase engagement and improve skills within local communities - by March 2022 Linked to Personal and Community Well-being

- Working with Adult Community Learning and Flintshire Learning Recovery & Wellbeing Network Partners to share best practice and maximise opportunities for learning within the community with opportunities to be available in all Aura libraries - by March 2022

- Working in partnership with Open University Wales to support and signpost library users to Open Learn courses and subsequent learning pathways with Open Learn Champions in each library - by March 2022

Associated Risks:
- EY24 – Inability to meet national archive accreditation standards due to poor quality of the accommodation;
- EY06- Insufficient funding to deliver new archive premise
- New Risk - ACL Partnership with Wrexham County Borough Council is not effective in procuring suitable providers to deliver quality learning opportunities for participants
- New risk - ACL Delivery Plan is ineffective in ensuring engagement and achievement of adult learners

Achievement Measures	Baseline Data (2020/21)	2021/22 Target	Measure Category
Number of Adult Community Learning sessions provided	N/a	7	Improvement

Number of libraries offering learning and development opportunities	N/a	7	Improvement
Number of courses accessed through Open Learn	N/a	Baseline year	New Measure
Percentage of Aura libraries offering an Open Learn Champion	100%	100%	Maintenance

Theme: Education and Skills

Well-being Objective: Enabling and supporting learning communities

What we will do in 2021/22:

Priority	Definition	Lead Officer (s)
Specialist Educational Provision	Extending local capacity to support learners with Additional Learning Needs (ALN)	Chief Officer Education and Youth

Achievement Actions:

- Continuing to embed the ALN implementation plan to deliver a new statutory approach for supporting children and young people with learning needs from 0-25 years of age - by March 2022

- Completing the build project for Plas Derwen (Pupil Referral Unit) to transform the delivery of this specialist service - by March 2022

- Increasing the capacity of Plas Derwen staff to delivery more outreach work to share their expertise across the schools workforce - by March 2022

- Developing a long term strategy to ensure sufficient and appropriate capacity to support learners with a range of additional educational needs that maximises local expertise and financial resources - by March 2022

Associated Risks:

- EY 15 - Non-compliance with the Additional Learning Needs Education Tribunal (ALNET) Act 2018
- EY04 – Increased financial costs to the Inclusion Service due to legal challenges
- EY05 – Insufficient financial resources to support children and young people's emotional health
- EY07 – Capacity on service delivery in impacted by portfolio workforce absence
- EY13- Inability to fully deliver on Welsh government 21 Century school building programme due to financial, workforce and contractor implications
- EY16 – Failure to make statutory provision for learners with special educational needs due to resource availability;
- EY20 – Increased number of Special Educational Needs Tribunals due to inability to meet the statutory assessment process and accurately identify individual needs

Achievement Measures	Baseline Data (2020/21)	2021/22 Target	Measure Category
Percentage of schools maintaining progress against key milestones in the ALN reforms	100%	100%	Maintenance
Percentage of schools who have enrolled with the National Nurturing Schools Programme and completed the training	N/a	100%	New measure

Theme: Education and Skills

Well-being Objective: Enabling and supporting learning communities

What we will do in 2021/22:

Priority	Definition	Lead Officer (s)
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	Chief Officer Education and Youth

Achievement Actions:

- Increasing the capacity and take up of Welsh medium education to achieve Welsh Government targets - by March 2022
- Improving the Welsh language skills of staff in schools to more effectively support learners and the delivery of the curriculum - by March 2022
  - GwE and Local Authority Welsh Team to work in partnership to deliver a professional learning offer
- Continuing to improve pupils' standards of Welsh in all schools to encourage greater bilingualism - by March 2022
  - The Local Authority Welsh Team will offer targeted support and intervention
- Extending the range of youth services which can be delivered bilingually to encourage young people to retain and use their Welsh language skills into early adulthood - by March 2022
  - Appointment of an Integrated Youth Provision Welsh language coordinator to ensure that all digital and face to face youth and play provision has a bilingual offer
- Maintaining Welsh Government Quality Indicator for Welsh Language resources in Aura libraries - by March 2022

Associated Risks:
- EY28 - Ineffective school leadership results in standards of Welsh in schools falling below the national average
- EY33 – Inability of schools to operate safely and deliver statutory education due to reduction in staffing levels

Achievement Measures	Baseline Data (2020/21) 19/20?	2021/22 20/21?Target	Measure Category
WPLS - QI 10 Welsh resources (4% of material budget on Welsh language resources *or* minimum £750/1,000 Welsh speaking resident)	4% of total spend	4% of total spend	Maintenance
PAM/033 - Percentage of Pupils assessed in Welsh at the end of the Foundation Phase	Data not collected due to school closures during the	Indicator is used for benchmarking – No target set	Improvement

	academic year 2019/20		
PAM/034 - Percentage of Year 11 pupils studying Welsh (first language)	Data not collected due to school closures during the academic year 2019/20	Indicator is used for benchmarking – No target set	Improvement