

People Directorate

The borough of opportunity

2021 – 22 Service Plan

Executive Director: Interim*

*Grainne Siggins from April 2021

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Our Directorate

Our range of People services cover some of the most critical safeguarding, support and education services in Bracknell Forest.

We consist of Social Care, Housing and Welfare, Education, Commissioning, Early Help and Public Health teams.

We provide services and support 24 hours a day, all year round to some of Bracknell Forest's most vulnerable people, whilst ensuring our young people receive a world class education and supporting our communities to be independent and resilient.

We are here to:

Protect you from harm if you need us

Help you to get support so that you can be physically and emotionally healthy

Work with you to get support so that you can be independent and resilient

We'll do this by:

Focusing on our learning and quality practice

Integrating services with partners

Providing information and choice

Focusing on what is most important

Our Services

Children Social Care

Assistant Director: Sonia Johnson

- Life Chances and Youth Offending Service
- Family Safeguarding
- Specialist Support
- MASH

Education and Learning

Assistant Director: Rachel Morgan

- Children's Support Services
- School Standards
- Education Property Planning
- Business Relationships

Early Help and Communities

Assistant Director: Sarah Gee

- Housing and Welfare
- Community Safety
- Early Help

Operations

Head of service: Kellie Williams

- Business Intelligence
- COVID Response Team

Commissioning

Assistant Director: Thom Wilson

- Strategic Commissioning
- Connections Hub
- People Safeguarding
- People Quality Assurance
- Information Advice and Support Service

Mental Health and Out of Hours

Assistant Director: Tony Dwyer

- Community Mental Health Team (CMHT)
- CMHT Older Adults
- Emergency Duty Service
- Forestcare
- Drug and Alcohol Service

Adult Social Care

Assistant Director: Melanie O'Rourke

- Adult Community Team
- Intermediate Care Service
- Learning Disability and Autism Services

Our Service Plan

Context

This service plan describes how our directorate is working towards the delivery of the [Council Plan](#) objectives. It presents the second year of strategic activity, out of the four year Council Plan strategy. Our strategic actions focus on achieving the objectives within the six themes of the Council Plan.

Progress

Detailed progress on achieving the priorities and indicators is reported in the Quarterly Service Reports and the annual Council Plan Overview Report. Of the priorities reported in last years' service plan, 14 strategic actions have been completed and removed. 22 additional priorities have been set for the upcoming year, including five specific actions related to recovery from the pandemic.

In 2020/21

14

Completed strategic priorities

22

New priorities set



Budget Position

Revenue Budget

For the Department, the 2021/22 cash budget is £61.278m. The gross budget is higher than this as there are government grants that fund significant amounts of expenditure, most notably the Schools Budget at £109.240m, Housing Benefits at £22.367m and Public Health at £4.213m.

Savings

The 2021/22 budgets include savings of £1.190m. The key themes adopted in making the savings were:

- reduction of adult's and children's' placement costs by £0.792m through transformation;
- continued focus on ensuring Forestcare generates sufficient income to cover non-statutory costs £0.095m; and
- a number of smaller savings such as releasing surplus budgets and renegotiating contracts that together total £0.303m.

Capital Budget

The capital budget for 2021/22 is £2.935m which primarily relates to maintenance and improvements to school buildings. This budget will increase when carry forwards from the prior year and external funding are confirmed. One such carry forward is the Heathlands 66-bed care home development which has a budget of £10.714m with construction in progress but due to complete in the financial year. Disabled Facilities Grant is yet to be confirmed and excluded from the capital budget figure above, but in 2021/22 it had a value of £0.853m and the carry forward is forecast to be £0.345m, giving a total likely budget of £1.198m.

Pressures

The budget includes pressures of £2.278m. These pressures can be analysed into the following broad categories:

- pressure on both Children and Adults social care package and other support costs of £1.238m;
- staffing pressures of £0.666m;
- one-off pressure of £0.200m in respect of emergency accommodation at Sandhurst Secondary school; and
- other non-staff pressures including reduced income and reductions in grant funding of £0.174m.

Council Plan Priorities

Value for money

Economic resilience

Education and skills

Caring for you and your family

Protecting and enhancing the environment

Communities

“We will continue to drive and maintain strong financial management and ensure that what we are spending is targeted on the right things. The way the Council is funded will continue to change, so will the way we deliver the services you value and trust.”

Key Objectives

1. Ensure our Council Tax is in the lowest 10% nationally amongst similar authorities.
2. Invest in digital technology and access points to help people access our services.
3. Generate income to fund local services from a commercial property portfolio.
4. Establish a Joint Venture with a private partner to ensure timely and appropriate development of key Council sites.

Annual Priorities (1 April 2021 to 31 March 2022)		Due Date	Lead Officer	Link to other strategies
1.2 Invest in digital technology and access points to help people access our services.				
1.2.15	Review our digital offer, Help Yourself, online to ensure residents are able to easily access information and advice to maximise independence. (E)	Mar 2022	AD: Adult Social Care Operations AD: Mental Health and Out of Hours	ICT & Digital Strategy Customer Experience Strategy
1.2.18	To procure and implement a new system within Forestcare to enable further developments in the assistive technology offer.	Aug 2021	AD: Adult Social Care Operations	Transformation and savings

Council Plan Priorities

Value for money

**Economic
resilience**

Education and skills

Caring for you and
your family

Protecting and
enhancing the
environment

Communities

“We will continue to work hard to make sure that Bracknell Forest continues to thrive even with the challenges ahead for all sectors of the economy. The Council is committed to continue the town centre regeneration and over the next 4 years to deliver the next phases, helping the whole town centre to flourish and grow, providing a rich 18-hour economy. We will also deliver new housing including much needed social housing in future schemes. The world of work is changing, and we will continue to work closely with all our employers as they look to their futures. We are committed to helping new companies, start-ups and entrepreneurs, maintain high rates of local employment and ensure that Bracknell Forest remains a great place to live and work.”

Key Objectives

1. Adopt a new Local Development Plan that enables the development of employment areas along with the right mix and location of houses and infrastructure.
2. Secure delivery of the next phase of Bracknell’s town centre regeneration including The Deck and the refurbishment of Princess Square.
3. Encourage residents to become school governors.
4. Work to retain businesses and help attract new companies to Bracknell Forest.
5. Support the Business Improvement District (BID) area covering the South and Western Industrial Area.
6. Actively engage with employers and support local businesses to drive local growth.
7. Implement strategic improvements to the Highway and Transport network to support economic growth and manage congestion.
8. Seek CIL and Section 106 funding for new infrastructure in the Borough to support growth.

Council Plan Priorities

Value for money	Economic resilience	Education and skills	Caring for you and your family	Protecting and enhancing the environment	Communities
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Annual Priorities (1 April 2021 to 31 March 2022)			Due Date	Lead Officer	Link to other strategies
2.3 Encourage residents to become school governors.					
2.3.01	Develop a strategy for governor recruitment through the governance reference group. (E)		Jul 2021	AD: Education and Learning	Learning Improvement Strategy

Key Performance Indicators		2019/20 Baseline	Year 1 (20/21) Target	Year 2 (21/22) Target*	Year 3 (22/23) Target	Link to Council Plan Objectives
L442	Number of vacancies on school governing boards.	20%	18%	18%	18%	2.3

Council Plan Priorities

Value for money

Economic resilience

**Education and
skills**

Caring for you and
your family

Protecting and
enhancing the
environment

Communities

“The Council is responsible for providing school places to meet demand. By ensuring we have enough school places we are supporting parents in their desire to have greater choice. The Council supports schools through its highly rated schools improvement service. Working with teachers and governors the service helps with driving up standards and enhancing the learning environment.”

Key Objectives

1. Ensure we provide enough school places for every child in the Borough.
2. Work with schools to ensure standards are in the top quartile nationally.
3. Encourage local businesses to engage with local schools.
4. Review the future of our youth services and open a new town centre youth hub at Braccan Walk.
5. Increase the number of apprenticeships, work experience placements and other training opportunities both within the Council and in the Borough.
6. Increase the percentage of children (aged 0 - 5) achieving good levels of development in communication and language.
7. Create opportunities for care leavers to develop skills to help them prepare for transition.
8. Improve the protection of vulnerable children including those with Special Educational Needs.

Council Plan Priorities

Value for money	Economic resilience	Education and skills	Caring for you and your family	Protecting and enhancing the environment	Communities
Annual Priorities (1 April 2021 to 31 March 2022)			Due Date	Lead Officer	Link to other strategies
3.2 Work with schools to ensure standards are in the top quartile nationally.					
3.2.02	To provide high quality support and challenge in schools through termly meetings with Standards and Effectiveness Partners.		Mar 2022	AD: Education and Learning	Learning Improvement Strategy
3.2.03	Promote and support collaboration through brokering best practice amongst schools through the Standards and Effectiveness Partners, working with the Teaching School and termly network meetings.		Mar 2022	AD: Education and Learning	Learning Improvement Strategy
3.2.04	Ensure schools are judged at least good or outstanding by Ofsted through the implementation of the Learning Improvement Strategy.		Mar 2022	AD: Education and Learning	Learning Improvement Strategy
3.6 Increase the percentage of children (aged 0 - 5) achieving good levels of development in communication and language.					
3.6.01	Support and challenge the quality of early years professionals through developing leading teachers and termly Standards and Effectiveness Partners and network meetings.		Mar 2022	AD: Education and Learning	Learning Improvement Strategy
3.7 Create opportunities for care leavers to develop skills to help them prepare for transition.					
3.7.01	Support our care leavers to access education, training or employment to ensure they have improved life chances. (E)		Mar 2022	AD: Education and Learning	CYP Plan and Learning Improvement Strategy

Council Plan Priorities

Value for money	Economic resilience	Education and skills	Caring for you and your family	Protecting and enhancing the environment	Communities
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Annual Priorities (1 April 2021 to 31 March 2022)		Due Date	Lead Officer	Link to other strategies
3.8 Improve the protection of vulnerable children including those with Special Educational Needs.				
3.8.01	Establish an overall LA culture of high expectations for all children through work with senior leaders, network meetings and sharing of expertise of leading SENCOs. (E)	Mar 2022	AD: Education and Learning	Learning Improvement Strategy
3.8.02	Support transition – planning for next stage of learning through a review of current practice, identification of gaps and development of clear processes to support effective transition. (E)	Mar 2022	AD: Education and Learning	Learning Improvement Strategy

Key Performance Indicators		2019/20 Baseline	Year 1 (20/21) Target	Year 2 (21/22) Target*	Year 3 (22/23) Target	Link to Council Plan Objectives
L272	Percentage of children obtaining a place at one of their primary school preferences.	99%	99%	99%	99%	3.1
L273	Percentage of children obtaining a place at one of their secondary school preferences.	96%	96%	96%	96%	3.1
L361	Percentage of children obtaining their first preference of primary school.	94%	94%	94%	94%	3.1
L362	Percentage of children obtaining their first preference of secondary school.	86%	86%	86%	86%	3.1

Council Plan Priorities

Value for money		Economic resilience		Education and skills		Caring for you and your family		Protecting and enhancing the environment		Communities	
Key Performance Indicators		2019/20 Baseline	Year 1 (20/21) Target	Year 2 (21/22) Target*	Year 3 (22/23) Target	Link to Council Plan Objectives					
L139	Percentage of all schools rated at least good or better by Ofsted.	81%	85%	85%	85%	3.2					
L139	Percentage of maintained primary schools rated at least good or better by Ofsted.	83%	83%	83%	83%	3.2					
L139	Percentage of maintained secondary schools rated at least good or better by Ofsted.	100%	100%	100%	100%	3.2					
L139	Percentage of academy primary schools rated at least good or better by Ofsted.	100%	100%	100%	100%	3.2					
L139	Percentage of academy secondary schools rated at least good or better by Ofsted.	100%	100%	100%	100%	3.2					
L370	Progress gap between disadvantaged pupils and their peers at KS4.	-0.5	Maintain	Maintain	Maintain	3.2					
L195	Percentage of children (aged 0 - 5) achieving good levels of development at the end of Early Years Foundation Stage.	76.4%	Continue to be above national average	Continue to be above national average	Continue to be above national average	3.6					
L402	% of care leavers aged 19 -21 years who are NEET.	38% (18/19)	<25%	<25%	<25%	3.7					
L403	% of care leavers aged 19 -21 years who are in touch with LA.	87% (18/19)	89%	89%	89%	3.7					

Council Plan Priorities

Value for money

Economic resilience

Education and skills

**Caring for you and
your family**

Protecting and
enhancing the
environment

Communities

“Bracknell Forest is one of the healthiest places to live. We want you to live longer in good health, both physical and mental. We will continue to invest in preventing you and your family from needing health and care services in the first place. We pledge to buy the best possible services that meet the needs of our residents.”

Key Objectives

1. Develop and implement a council-wide programme of measures to help improve the health of our local population.
2. Develop a new early help mental well-being service for children and young people, working with partners including our schools.
3. Align our social care services with Primary Care Networks to allow improved integration of care and health activities.
4. Review our Disabled Facility Grants Adaptations Service to speed up applications to support people to live independently, implementing a new policy.
5. Work with CCG to develop a joint community and health facility at Blue Mountain.
6. Work with Town and Parish Councils to deliver new community facilities.
7. Transform the way children’s centres work making them into family support hubs.
8. Embed the Family Safeguarding Model of Social Work practice to protect vulnerable children and reduce entrants to the youth offending service.
9. Deliver a new residential facility for elderly people with dementia at Heathlands in Bracknell in partnership with the Health partners.
10. Use social prescribing and support the voluntary sector to help reduce isolation and loneliness.
11. Ensure there are opportunities for everyone to enjoy and participate in sports and leisure activities.
12. Continue to provide easy access to the natural environment.
13. Actively support the armed services located in Bracknell Forest.

Council Plan Priorities

Value for money	Economic resilience	Education and skills	Caring for you and your family	Protecting and enhancing the environment	Communities
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Annual Priorities (1 April 2021 to 31 March 2022)		Due Date	Lead Officer	Link to other strategies
4.1 Develop and implement a council-wide programme of measures to help improve the health of our local population.				
4.1.03	Support individuals experiencing mental health issues through the COVID recovery financial stimulus package, working with partners including the voluntary and community sector. (E)	Mar 2022	AD: Adult Social Care Operations	Recovery and Renewal Place Based Strategy
4.2 Develop a new early help mental well-being service for children and young people, working with partners including our schools.				
4.2.03	Develop strengthened working with Health by implementing the Blueprint for Joint Working. This will include development of integrated commissioning and identification of further opportunities to align working.	Mar 2022	AD: Commissioning	
4.2.04	Develop Bracknell's first Mental Health Support Team, in partnership with the East Berkshire CCG, to provide early intervention support for children and young people, and advice and support for school staff to provide a 'whole school approach' to mental health and wellbeing for targeted schools. (E)	Feb 2022	AD: Early Help & Communities AD: Education and Learning	
4.4 Review our Disabled Facility Grants Adaptations Service to speed up applications to support people to live independently, implementing a new policy.				
4.4.02	Implement and monitor take-up and impact of new forms of housing assistance to support independent living and facilitate hospital discharge. (E)	Mar 2022	AD: Early Help & Communities	
4.7 Transform the way children's centres work making them into family hubs.				
4.7.01	Expanding range of services offered from family hubs and further developing multi-disciplinary teams. (E)	Mar 2022	AD: Early Help & Communities	

Council Plan Priorities

Value for money	Economic resilience	Education and skills	Caring for you and your family	Protecting and enhancing the environment	Communities
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Annual Priorities (1 April 2021 to 31 March 2022)		Due Date	Lead Officer	Link to other strategies
4.8 Embed the Family Safeguarding Model of social work practice to protect vulnerable children and reduce entrants to the youth offending service.				
4.8.03	Develop, embed and evaluate a multi-disciplinary team to work specifically with adolescents to ensure they are offered a bespoke service that recognises their unique needs and experiences. The impact of this model will enable adolescents to maintain family relationships and reduce entry to care. (E)	Mar 2022	AD: Children's Social Care Operations	Youth Justice/ CSC continuous development plan
4.8.04	Increase in house fostering capacity and resilience in order to help more children remain in a family setting.	Aug 2021	AD: Children's Social Care Operations	Transformation
4.9 Deliver a new residential facility for elderly people with dementia at Heathlands in Bracknell in partnership with the Health partners.				
4.9.04	Open a new integrated health and care facility at Heathlands in partnership with NHS partners and an external provider.	Dec 2021	AD: Commissioning	
4.11 Ensure there are opportunities for everyone to enjoy and participate in sports and leisure activities.				
4.11.02	Delivering and working with schools on the school service level agreement for PE Training PE subject leaders through network meetings.	Jul 2022	AD: Education and Learning	Learning Improvement Strategy

Council Plan Priorities

Value for money	Economic resilience	Education and skills	Caring for you and your family	Protecting and enhancing the environment	Communities
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Key Performance Indicators		2019/20 Baseline	Year 1 (20/21) Target	Year 2 (21/22) Target	Year 3 (22/23) Target	Link to Council Plan Objectives
L386	Number per 10,000 of children in care	50.0	Maintain current levels	Maintain current levels	Maintain current levels	4.3
L385	Number per 10,000 of child protection plans	43.0	Maintain current levels	Maintain current levels	Maintain current levels	4.3
L412	Number per 100,000 of first-time entrants to criminal justice system	85.4	Maintain current levels	Maintain current levels	Maintain current levels	4.8
L346	Average caseload Family Safeguarding Model	13.2 (31 Dec 2019)	16	16	16	4.8

Council Plan Priorities

Value for money

Economic resilience

Education and skills

Caring for you and
your family

**Protecting and
enhancing the
environment**

Communities

“We will ensure the sustainable development of Bracknell Forest so that it remains clean and green and will work towards becoming a low carbon environment with high rates of recycling.”

Key Objectives

1. Protect our highly valued green spaces and strategic green gaps.
2. Promote recycling and diverting waste from landfill, including introducing food waste recycling.
3. Improve parking in residential areas.
4. Protect green spaces, the Thames Basin Heaths Special Protection Area and maintain strategic gaps between communities.
5. Enhance facilities and customer experience at Horseshoe Lake and maintain other Council open spaces.
6. Address the impact of man-made climate change on our local communities by putting in place actions that work towards meeting the government target of eradication its net contribution to climate change by 2050.
7. Promote greater use of public transport and cycleways.

Council Plan Priorities

Value for money

Economic resilience

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Protecting and
enhancing the
environment

Communities

“Bracknell Forest delivers over 200 different services. To secure strong and safe communities we will continue to”

Key Objectives

1. Maintain the viability of our community-based shopping and employment areas.
2. Support our network of community centres and libraries.
3. Work with our local police to maintain good public order, reduce anti-social behaviour and combat drug related crime.
4. Support culture and arts facilities such as South Hill Park.
5. Establish a local lottery to help raise additional funds for local voluntary and community groups.
6. Deliver housing services that focus on preventing homelessness.
7. Develop a new Homeless Strategy and implement a local action plan to reduce rough sleeping.
8. Identify the need for and facilitate the provision of affordable homes for rent and shared ownership and rent to meet that need.
9. Review our Housing Allocations Policy to make best use of affordable housing provision to meet local needs.
10. Support the cultural diversity of our communities.

Council Plan Priorities

Value for money	Economic resilience	Education and skills	Caring for you and your family	Protecting and enhancing the environment	Communities
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Annual Priorities (1 April 2021 to 31 March 2022)		Due Date	Lead Officer	Link to other strategies
6.3 Work with our local police to maintain good public order, reduce anti-social behaviour and combat drug related crime.				
6.3.03	Ensure that the authority complies with the new duties proposed in the Domestic Abuse Bill by undertaking our local Needs Assessment.	Jul 2021	AD: Early Help & Communities	Community Safety Plan
6.3.04	Develop a Bracknell Forest partnership structure and action plan to prevent and tackle serious violence in collaboration with the Thames Valley Violence Reduction Unit.	Mar 2022	AD: Early Help & Communities	Community Safety Plan
6.3.05	Explore the possibility of Child Friendly Partnership Group, an engagement group, facilitated by YOS, with Links to the Youth Council Youth Council and our Children's Participation Officer, to ensure that children and stake holders are working together on solutions to real time issues. (E)	May 2021	AD: Children's Social Care	Continuous development Plan CSC
6.7 Develop a new Homelessness Strategy and implement a local action plan to reduce rough sleeping.				
6.7.02	Draft new homelessness strategy with stakeholder consultation and implementation of new strategy. (E)	Jun 2021	AD: Early Help & Communities	
6.8 Identify the need for and facilitate the provision of affordable homes for rent and shared ownership and rent to meet that need.				
6.8.03	Carry out the research phase to inform the development of new Housing Strategy.	Mar 2022	AD: Early Help & Communities	Housing Strategy

Council Plan Priorities

Value for money	Economic resilience	Education and skills	Caring for you and your family	Protecting and enhancing the environment	Communities
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Annual Priorities (1 April 2021 to 31 March 2022)		Due Date	Lead Officer	Link to other strategies
6.9 Review our Housing Allocations Policy to make best use of affordable housing provision.				
6.9.01	Review current allocations policy and develop draft policy for consultation.	Mar 2022	AD: Early Help & Communities	Homelessness strategy
6.9.02	Consult on, ratify and implement a new allocations policy for all live cases and notify applicants of changes.	Sep 2022	AD: Early Help & Communities	Homelessness strategy

Key Performance Indicators		2019/20 Baseline	Year 1 (20/21) Target	Year 2 (21/22) Target*	Year 3 (22/23) Target	Link to Council Plan Objectives
L185	Overall level of crime	Top quartile	Top quartile	Top quartile	Top quartile	6.3
L425	Number of homelessness preventions	51%	53%	55%	58%	6.6 & 6.7

*Targets amended for years two and three due to the impact of the COVID pandemic.

Operational Priorities

Operational and Pandemic Priorities (1 April 2021 to 31 March 2022)		Due Date	Lead Officer	Link to key strategies
7.107	Publish a Young Carers Strategy and supporting action plan - Raising awareness to increase the local identification of young carers and develop a better understanding of what it means to be a young carer, to inform young carers assessments and develop the local offer.	Jul 2021	AD: Early Help & Communities	
7.108	Introduce the “3 Conversations” model of strengths-based practice into Adult Social Care to ensure that adults can be supported to live independently and safely.	Mar 2022	AD: Adult Social Care Operations and AD: Mental Health & Out of Hours Services	Transformation
7.109	To complete a diagnostic review of child protection case escalation to obtain recommendations and inform future projects.	Apr 2021	AD: Children’s Social Care Operations	Transformation
7.110	Deliver adapted, supported living accommodation for 20 people with learning disabilities whilst achieving a more efficient use of resources.	Mar 2022	AD: Adult Social Care	Transformation
7.111	Create and implement an updated choice and charging policy.	Aug 2021	AD: Commissioning	Transformation

COVID-Related Priorities

Residents and services have been significantly affected by the pandemic, particularly since 23 March, 2020 when national restrictions were enforced. Throughout the financial year 2020-21 service delivery was affected and is reported in the quarterly service reports and the Council Plan overview report. In planning for this next year, services will need to prioritise new objectives to reflect the different environment and to align with corporate recovery and renewal planning. Whilst many of the actions reported in previous sections will be to achieve ongoing and long term targets and account for impacts of the pandemic, this section will cover any wider, immediate actions required.

These new priorities reflect the commitment made by the Council in its recovery and renewal principles.

Context for Renewal Strategy

The Council and its partners have a clear community leadership role. We will continue to adapt to the impact of the pandemic on our communities and may need to re-prioritise some objectives in Council Plan 2019. Pre-COVID-19 financial pressures are likely to increase and decision making must reflect this. The overarching priority is the health and economic well-being of residents.

Against this context, our place based strategy is to:

- Work with partners and communities to protect and promote the physical and mental health of our population
- Support town and neighbourhood centre vitality and look to support our local economy by retaining businesses within the borough
- Provide short term support and refocus some activities to deal with post COVID-19 spikes in demand
- Integrate services with partners and locate them wherever possible within the community that use them
- Look to involve the community and voluntary sector in supporting people and services wherever possible

Whilst

- Containing/reducing expenditure in the long term (including refocussing/ delivering differently/stopping some services)

And ...

- Maximising the opportunities to address carbon reduction across all of our activities

COVID-Related Priorities

Residents and services have been significantly affected by the pandemic, particularly since 23 March, 2020 when national restrictions were enforced. Throughout the financial year 2020-21 service delivery was affected and is reported in the quarterly service reports and the Council Plan overview report. In planning for this next year, services will need to prioritise new objectives to reflect the different environment and to align with corporate recovery and renewal planning. Whilst many of the actions reported in previous sections will be to achieve ongoing and long term targets and account for impacts of the pandemic, this section will cover any wider, immediate actions required.

Operational and Pandemic Priorities (1 April 2021 to 31 March 2022)		Due Date	Lead Officer
8.009	Assess the impact of COVID on children's education, mental health and future exams. Education and Learning team to support school leaders addressing gaps.	Jul 2021	AD: Education and Learning
8.010	Assess and address the impact of COVID on pupils with SEND, linked to increased numbers of EHCPs and specialist provision placements.	Jul 2021	AD: Education and Learning
8.011	Establish a task and finish group in partnership with Job Centre Plus (virtual youth hubs), co-located Troubled Families Employment Advisor, third sector organisations and relevant young people's services to support the DWP's national initiative to create employment opportunities for young people post Covid-19.	Jul 2021	AD: Early Help and Communities
8.012	Developing our approach, capacity and connectivity across partners in supporting welfare and preventing hardship, including providing coordinated debt and money management advice at the earliest stage possible.	Jul 2021	AD: Early Help and Communities
8.013	To undertake an equalities impact assessment and evidence based approach to ensure there is a child focused approach to recovery across the council.	Jul 2021	AD: Children's Social Care