

Public Document Pack

North Yorkshire County Council Children and Young Peoples Service - Executive Members & Corporate Director Meetings

Tuesday, 6 July 2021 / 1.00 pm

A G E N D A

1 **Apologies for Absence**

2 **Declarations of Interest**

Items for Corporate Director decision

- 3 Young People's Accommodation Pathway - Emergency & Extended Supported Lodgings element (Pages 3 - 6) (Pages 3 - 6) Presenting Officer – Mel Hutchinson

To seek approval to reprocur the Emergency and Extended Supported Lodgings contract element of pathway 2 within the Young Person's Accommodation Pathway.

- 4 Outdoor learning service fees (Pages 7 - 12) (Pages 7 - 12) Presenting Officer – Adrian Clarke

To approve a trial seasonal fees structure for residential school groups and increase other fees in line with inflation and financial procedures and to implement these charges and fees should the Council resume residential provision within the year.

- 5 Maintained Nursery Schools - Additional Covid Financial Support (Pages 13 - 18) (Pages 13 - 18) Presenting Officer – Howard Emmett

To approve the recommendations for the provision of the suggested additional Covid financial support to the Maintained Nursery Schools

Any Other Business

- 6 Strategic Plan for SEND provision Verbal update from Chris Reynolds

- 7 Date of future formal meetings

3 August 2021
14 September 2021
5 October 2021
3 November 2021
7 December 2021

Circulation:

Executive Members

Janet Sanderson
Patrick Mulligan

Officer attendees

Stuart Carlton
Howard Emmett

Presenting Officers

Mel Hutchinson
Adrian Clarke
Chris Reynolds

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NORTH YORKSHIRE COUNTY COUNCIL

CHILDREN AND YOUNG PEOPLE'S SERVICE

CORPORATE DIRECTOR'S MEETING WITH EXECUTIVE MEMBERS

6 JULY 2021

YOUNG PEOPLE'S PATHWAY REVIEW

1.0 PURPOSE OF REPORT

1.1 This report is to seek approval to reprocur the Emergency and Extended Supported Lodgings contract element of pathway 2 within the Young Person's Accommodation Pathway.

2.0 BACKGROUND

2.1 The Young People's Accommodation Pathway is a partnership between NYCC Children's and Young Peoples Service, District/Borough Housing Departments and provides preventative and reconnection support as well as supported accommodation to avoid young people becoming homeless. The YPP pathway provision is a service commissioned by NYCC and delivered by NYCC workers, Foundation Housing and SASH supported lodgings providers across three contracts which are as follows:

- Prevention and Reconnection (Pathway 1) – provided by NYCC and Foundation Housing
- Accommodation (Pathway 2):
 - Hostel and dispersed accommodation – provided by Foundation Housing
 - Emergency & Extended Supported Lodgings – provided by SASH

2.2 During 2019-2020, a review of the Young Person's Accommodation Pathway services took place with a view to identifying cashable savings and realign LA and District/Borough service responsibilities. District/Borough Council representatives were involved in developing revised service options within the project Group.

2.3 In September 2020, Management Board agreed the recommended options to take forwards (subject to Executive approval and public consultation) see attached report, however the project was subsequently put on hold for three months due to a request by the Lead Member of Harrogate Borough Council to provide the District and Borough Councils further time to work on an alternative proposal in order to make the required savings.

2.4 At the end of the three month pause a formal response was submitted by the Chief Executive of Harrogate Borough Council requesting that the project was put on hold until the outcome of LGR is known. The rationale for this is that potential savings could still be made at a later date with fewer disruptions and impact on the delivery of service. This was agreed by Management Board on 20th April 2021, with the condition that a working group is established with immediate effect to continue to collaboratively develop accommodation pathway options for the future (post LGR).

2.5 Impact

The impact of pausing the review affected original options for the three current YPP contracts which all end on 30th September 2021. The following advice has been sought from Legal and Procurement:

- Utilise the extension options already available within the current contract arrangements to extend the Pathway 1 Prevention/Reconnection contract and the Pathway 2 Accommodation contract (Foundation Housing) to a 1+1 agreement wef 01st October 2021. This has been approved by the Procurement Advisory Board
- Re-procure the third contract relating to Emergency & Extended Supported Lodgings (currently provided by SASH) on a 1+1 basis. Due to previously extending this contract, procurement is the only available option to maintain service delivery

2.6 The above will enable continued alignment of all services and the ability to align with Health and Adult Services housing procurement timeframes and a wider review of both CYPS and HAS housing contracts with a potential for increased cashable savings.

2.7 Contract Value

The current Emergency & Extended Supported Lodgings contract value is detailed below:

Service	Service Provider	Further Narrative	Annual Cost (£)
Emergency & Extended Supported Lodgings	Safe and Sound Homes (SASH)	Funds 36 units per annum	285,954
Night Stop	Safe and Sound Homes (SASH)	Estimated 3 units per annum (NIGHTSTOP) - up to 800 nights in total	23,829

3.0 **ISSUES AND OPTIONS**

3.1 If approval to procure the current Emergency & Extended and Supported Lodgings (SASH) contract is not agreed the service would cease and a cohort of young people would be at risk of homelessness. Extending the SASH contract enables young adults aged 16-25 to have continued access to Emergency & Extended Supported Lodgings services.

3.2 Re-procuring the Emergency & Extended and Supported Lodgings contract comes with a risk of tight timeframes and limited interest from providers.

4.0 **ENVIRONMENTAL IMPACTS**

4.1 The YPP Review project will be rescoped to join up with HAS accommodation procurement timeframes and an Operational Group which will involve all District/Borough representatives of each area within the County. A Carbon Impact Assessment will be completed.

5.0 EQUALITIES

- 5.1 An Equality Impact Screening Tool initial assessment was completed and approved as part of the original YPP review. A detailed Equality Impact Assessment reflecting additional savings options will be completed as part of the wider review and a detailed assessment of equality impact for the preferred option would need to be carried out to determine any adverse impact on minority groups.

6.0 REQUIRED DECISIONS

- 6.1 Agreement to re-procure the Emergency & Extended Supported Lodgings service (1+1).

Report written by Mel Hutchinson, Head of Child Permanence and Family Reunification

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NORTH YORKSHIRE COUNTY COUNCIL

CHILDREN AND YOUNG PEOPLE'S SERVICE

CORPORATE DIRECTOR'S MEETING WITH EXECUTIVE MEMBERS

6th July 2021

OUTDOOR LEARNING SERVICE CHARGES AND FEES SEPTEMBER 2021 – AUGUST 2022

1.0 PURPOSE OF REPORT

- 1.1 To approve a trial seasonal fees structure for residential school groups and increase other fees in line with inflation and financial procedures.
- 1.2 To implement these charges and fees should the Council resume residential provision within the year.

2.0 ISSUES

- 2.1 The charges and fees for the school year September 2021 – August 2022 were not put forward for approval in September 2020 due to the coronavirus pandemic and the temporary hiatus in the strategic review.
- 2.2 Historically the service has on occasions operated an off peak and standard pricing structure and a differential price structure for in-county and out of county schools, however over the last 3-4 years this has been inconsistently applied.
- 2.3 As part of the strategic review, further work will be completed to consider pricing so that a future charges and fees structure will ensure that the service can meet financial KPIs. This charges and fees structure for future years will be brought to CYPLT for approval in the next annual cycle and will be subject to a decision made by the Executive at a later date.
- 2.4 Whilst the proposed fees and charges structure will provide a basis for the service to cover costs, as has been the case in previous years, it is acknowledged that further scrutiny of the cost base of the service would ensure robust charges are applied across the pricing structure, particularly for the stays / equipment hire which yield lower values of income.

3.0 PERFORMANCE IMPLICATIONS

- 3.1 It is acknowledged that this particular round of price increase considerations come at an exceptional point in time as (a) the centres look to recover from the impact of Covid and (b) pricing needs to stimulate usage of the centres during the 21-22 academic year at a point in time when the service is still working through a strategic review process.
- 3.2 Under normal circumstances the prices for any individual academic year would be set in the summer term of the previous academic year (i.e. summer 2020 consideration for 2021-22 academic year) to facilitate communication of prices in advance of inviting bookings.

- 3.3 Whilst the service has broken from that practice for this current academic year as a consequence of Covid, it will be important that
- timely consideration is given to setting charges for the academic year 2022-23 (subject to discussions about the scope of the service offer for that period) and that
 - any changes / trials in pricing policy are appropriately presented to provide maximum flexibility for future price setting
- 3.4 The proposal is that the annual year of residential operation, which makes up the majority of business should be split into three zones, with a focus on setting prices to stimulate additional usage in the mid and low zones.. Analysis of bookings and occupancy made as part of the strategic review have identified under occupied periods within parts of both the mid and low season.
- 3.5

Zone	Half terms
High season	Summer 2
Mid season	Autumn 1, Spring 2, Summer 1
Low season	Autumn 2, Spring 1

4.0 POLICY IMPLICATIONS

None

5.0 OPTIONS

- 5.1 To increase fees in line with inflation in accordance with the constitution and financial procedures.
- 5.2 To increase fees in line with inflation and for a trial period of one year concurrent with the strategic review, modify the fees and charges for school residential visits into a three season zoning structure.

6.0 FINANCIAL IMPLICATIONS

- 6.1 The strategic review work undertaken has taken into account an estimate of 2.5% inflation across the service - and the average rates of increase do comply with the requirement to at least increase the charges in line with inflation.
- 6.2 The analysis of the appropriate discounts for the low price zones, and the level of price elasticity must involve a degree of subjectivity. For modelling purposes, we have assumed that the level of price increases would be:

Zone	Price change	Demand change
High season	+5% of mid season	0%
Mid season	Rise with inflation	0%
Low season	-10% of mid season	10%
All other prices	Rise with inflation	

6.3 It has been assumed that the impact on demand would be as follows:-

Zone	Change
High season	0%
Mid season	0%
Low season	+10%

6.3 Fees are per person and are charged to all young people. For school groups additional adults above prescribed places allocated to groups according to numbers of young people are charged for accommodation and bed and breakfast but make no contribution to the cost of teaching.

Charges and fees for groups which vary outside of the standard arrival and departure dates are considered to be low in number. Authorisation to apply adapted charges will be made by an appropriate senior manager in the Education and Skills Leadership Team.

Year	5 day / 4 night	% increase	3 day / 2 night	% increase
2015/2016	£269		£161	
2016/2017	£275	2%	£165	2%
2017/2018	£299	9%	£175	6%
2018/2019	£325	9%	£189	8%
2019/2020	£339	4%	£210	11%
2020/2021	£349	3%	£215	2%
2021/2022 (Mid)	£358	2.5%	£220	2.5%

6.5 Modular components with current and two proposed options.

Component	2020/2021	2021-2022 Mid (where applicable)
One night residential	£125	£128
Two night residential	£215	£220
Three night residential	£289	£296
Four night residential	£349	£358
Accommodation	£22	£23
Breakfast	£6.80	£7
Lunch	£5.80	£6
Dinner	£11	£11
Three successive meals	£23.60	£24
Administrative charge	£22	£23
Non –residential per group of 12		
Full day activity	£345	£354
Half day activity	£195	£200

6.6 Staff training courses.

Analysis of staff training course costs has indicated that a variable increase in costs should be implemented in excess of inflation. These is due to three reasons:

a) external registration fees payable through the service

- b) additional time required to process award verifications or other preparation time
- c) an increase where market prices will allow, and due to smaller delegate numbers, specialist courses can be run sustainably.

Course	2020/2021	2021/2022 Proposed	% increase
Forest School (3 day)	£240	£270	12.5
Forest School Level 3 (5 day)	£400	£425	6
Open Award Registration	£72	£150	208
Forest School Complete	new	£800	-
Mountain Leader (5 day)	£340	£475	40
Hill & Moorland Leader (3 day)	£210	£220	5
Lowland Leader (2 day)	£160	£190	18
Other National Governing Body courses would follow the same pricing structure for 5, 3 and 2 day courses, some courses require additional registration fees bespoke to the awarding body, but paid directly to them by the delegate.			
MIDAS (full day 4 candidates)	£360	£420	17

- 5.7 All of this income generates the overall position in the table below – which indicates an increase of 3.3% across the service (above the rate of inflation). The forecast is based on occupancy as per the last unaffected year; however it should be noted that the impact of the pandemic and resultant demand for outdoor learning residential visits is not yet fully understood.

Aggregate Position £'000			
	Bewerley Park	East Barnby	Total
Base	1182	854	2036
Forecast 21-22	1214.5	889	2103.5
% Growth	1,028	1,041	1,033

- 6.8 As discussed above one risk is that the price structure for low price zone do not generate any additional demand and the consequence of the pricing policy is simply that the service generates less income on the same level of usage.
- 6.9 Modelling has been undertaken to test the potential scale of this risk and that scenario indicates that the income level would be circa £42k lower than the scenario that assumes price discounts generate increases in demand / usage. Under this scenario the aggregate level of income across the service would increase slightly between 20-21 and 21-22.

- 6.10 Secondly it will be important that the revised pricing structure is communicated as being a pilot pricing policy - to minimise the risk of customers being dissatisfied if the policy is not continued into 2022-23
- 6.11 Whilst a detailed exercise to review the break-even position in the service has not been undertaken as part of this review exercise (given the intense work being undertaken in the strategic review), and given that the service does operate at close to break even, it is considered that the pricing proposals under discussion in this paper would not jeopardise that position.
- 6.12 It does however need to be acknowledged that no work has been undertaken to assess the benchmarking position this year. Detailed work was undertaken last year and it is proposed that this is reviewed again more fully in any consideration of charges for the 2022-23 academic year.

7.0 LEGAL IMPLICATIONS

- 7.1 Proposals are in line with the constitution and financial procedures.

8.0 CONSULTATION UNDERTAKEN AND RESPONSES

None

9.0 IMPACT ON OTHER SERVICES ORGANISATIONS

None

10.0 RISK MANAGEMENT IMPLICATIONS

None

11.0 HUMAN RESOURCES IMPLICATIONS

None

12.0 EQUALITIES IMPLICATIONS

None

13.0 ENVIRONMENTAL IMPACTS/BENEFITS

None

14.0 COMMUNITY SAFETY IMPLICATIONS

None

15.0 REASONS FOR RECOMMENDATIONS

- 15.1 To allow a trial period of seasonal pricing to provide supporting evidence for the strategic review.
- 15.2 To propose an increase of at least inflation for the forthcoming school year in line with financial procedures.

16.0 RECOMMENDATION

- 16.1 To approve the charges and fees as listed for the Outdoor Learning Service for September 2021 to August 2022 which will be enacted should the Council recommence residential provision within the year.

STUART CARLTON
CORPORATE DIRECTOR – CHILDREN AND YOUNG PEOPLE'S SERVICE

Report prepared by Amanda Newbold, Assistant Director, Education & Skills

NORTH YORKSHIRE COUNTY COUNCIL

CHILDREN AND YOUNG PEOPLE'S SERVICE

DIRECTOR'S MEETING WITH CYPS EXECUTIVE MEMBERS

6th July 2021

MAINTAINED NURSERY SCHOOLS – ADDITIONAL COVID FINANCIAL SUPPORT

1.0 PURPOSE OF THE REPORT

- 1.1 This report presents the findings from a financial review undertaken with each of the three maintained nursery schools in order to determine the financial impact in the 2020/21 financial year of the Covid pandemic on each individual establishment.
- 1.2 CYPS Executive Members are asked to consider the report findings and approve the recommendations for the provision of additional financial support to the three maintained nursery schools to assist them with the financial challenges associated with the Covid pandemic. Any financial support provided will be funded from the local NYCC Early Years Covid Support Fund.

2.0 BACKGROUND

- 2.1 The Local Authority is aware of the significant financial challenges that the three maintained nursery schools within North Yorkshire have faced as a result of the Covid pandemic. The maintained nursery schools are wholly reliant on early years' income for their operations. In addition to offering funded provision, these establishments also offer privately funded provision, which can form a major proportion of their income. The early years' sector has experienced reductions in the levels of privately funded provision required by parents, particularly during the initial months of the Covid pandemic.
- 2.2 Whilst the maintained nursery schools have been able to access the CJRS, they have been unable to access other Government Covid financial support mechanisms that have been available to the wider schools and early years sectors. The following sources of additional financial support have been available to the wider sector, but have not been able to be accessed by maintained nursery schools:

Financial Support	Available to:
Increased premises related costs (including utilities and resources needed to keep the school open, such as hygiene services) associated with keeping schools open during the Easter and/or summer half term holidays, for vulnerable children and the children of critical workers, over and above the costs that schools would have faced in other circumstances	Schools
Additional cleaning (March 2020 to July 2020) – required due to confirmed or suspected coronavirus (COVID-19)	Schools

cases, in line with COVID-19: cleaning of non-healthcare settings guidance, over and above the cost of existing cleaning arrangements	
Coronavirus (COVID-19) workforce fund to support schools with costs of staff absences from 1 November 2020 to 31 December 2020 Schools able to claim where prerequisite criteria, financial reserves criteria and workforce absence rate criteria met.	Schools
Small Business Grant Scheme to support small businesses that already pay little or no business rates because of small business rate relief (SBRR), rural rate relief (RRR) and tapered relief. This will provide a one-off grant of £10,000 to eligible properties	Private, voluntary & independent early years sector
A business rates holiday for nurseries in England for the 2020 to 2021 tax year. Properties benefitting from the relief are occupied by providers on Ofsted's Early Years Register, and are wholly or mainly used for the provision of the Early Years Foundation Stage. Billing authorities may not grant the relief to themselves	Private, voluntary & independent early years sector
COVID-19 Loan Schemes backed by Government	Private, voluntary & independent early years sector
NYCC Covid Support Fund – this was specific funding available to private, voluntary and independent settings who remained open and had children of critical workers and vulnerable children attending during the week commencing 20th April 2020 (when most children were not allowed to attend early years settings). This support was provided to assist with the loss of income associated with remaining open and covered a 6 week period.	Private, voluntary & independent early years sector

3.0 FINANCIAL AND NON-FINANCIAL IMPACT OF THE COVID PANDEMIC ON THE MAINTAINED NURSERY SCHOOLS

3.1 The forecast revenue balance as at 31st March 2021 (as per the Autumn 2020 Revised Budget submission to the LA) and the actual revenue balance as at 31st March 2021 for each maintained nursery school is detailed below:

Maintained Nursery School	Forecast Revenue Balance as at 31/03/2021 (£'000)	Actual Revenue Balance as at 31/03/2021 (£'000)	Variance (£)
Childhaven	-82.4	-78.2	+4.2
Brougham Street	57.1	69.2	+12.1
Otley Street	1.0	13.1	+12.1

3.2 Each nursery school was asked to provide a response on specific financial areas to understand the impact of Covid 19 during the financial year 2020/21. The findings are shown below:-

	Childhaven £'000	Brougham Street £'000	Otley Street £'000
Reduction (-) in private income for 2020/21 compared to pre-Covid estimated private income level for the financial year.	-18.8	-112.8	-20.9
Reduction (-) / gain (+) in DfE funded place income for 2020/21* compared to 2019/20	-15.9	+6.0	+8.2
Additional premises costs associated with opening in Easter and Summer half term holiday periods	Not open	£0	Not open
Additional Cleaning Costs associated with confirmed or suspected Covid cases - March 2020 to July 2020	-1.2	-0.5	-0.2
Other Additional Costs Incurred As A Direct Result of the Covid Pandemic In The 2020/21 Financial Year			
- Staffing	-27.4	-34.3	-0.6
- Resources / Furniture	-0.2		
- Food	-2.8		
- Other	-0.5		
Mitigating Actions Taken			
- Use of CJRS (furlough scheme)	0.1	65.6	10.5
- Other (please see Appendix A for details)			
Total Direct Financial Impact	-66.7	-76.0	-3.0

*Additional DfE funding was paid to all early years providers in both the Summer term and Autumn term to support all providers. In Summer 2020, providers were paid based on "normal attendance" for the headcount week. In Autumn 2020, providers were paid on the higher of Autumn 2019 or Autumn 2020 headcount hours.

- 3.3 Based on the information provided, it is suggested that the following additional financial support mechanisms that were available to the wider early years' sector during the Covid pandemic are relevant for consideration in respect of determining the level any additional financial support to be paid to the three maintained nursery schools:

	Childhaven £'000	Brougham Street £'000	Otley Street £'000
Increased premises related costs associated with keeping schools open during the Easter and/or summer half term holidays	Not open	0	Not open

Additional cleaning (March 2020 to July 2020) – required due to confirmed or suspected coronavirus (COVID-19) cases	1.2	0.5	0.2
A business rates holiday for nurseries in England for the 2020 to 2021 tax year.	10.5	9.0*	2.1
NYCC Covid Support Fund – this was specific funding available to private, voluntary and independent settings who remained open and had children of critical workers and vulnerable children attending during the week commencing 20th April 2020 (support paid for 6 week period)	Not open	3.1	Not open
Suggested Additional Covid Financial Support to be provided the Maintained Nursery Schools	11.7	12.6	2.3

* Rates element of shared site charge

- 3.4 The suggested additional Covid financial support for the maintained nursery schools as detailed in 3.3 above seeks to achieve parity with the levels of additional financial support that has been available to the wider schools and early years' sector.
- 3.5 The maintained nursery schools were also invited to provide details any non-financial impacts of the Covid pandemic that they wished to highlight through the financial review process. The comments received are detailed in Appendix 1.
- 3.6 The Schools Forum have considered the findings of the review and have endorsed the provision of the additional Covid financial support to the Maintained Nursery Schools detailed in 3.3 of this report.

4.0 RECOMMENDATIONS

- 4.1 The Corporate Director – CYPS in consultation with the Executive Member for Education and Skills is asked:
- a. To approve the recommendations for the provision of the suggested additional Covid financial support to the Maintained Nursery Schools as detailed in section 3.3 of this report. The additional financial support will be funded from the local NYCC Covid Early Years Support Fund.
 - b. To note the comments provided by the maintained nursery schools in respect of the non-financial impacts of the Covid pandemic that they wished to highlight through the financial review process, as detailed in Appendix 1 to this report.

Howard Emmett
Assistant Director – Strategic Resources

Appendix 1

1. Summary of Other Mitigating Actions Taken:

Maintained Nursery School	Other Mitigating Actions
Childhaven	None detailed
Brougham Street	<p>Cover for nursery teacher and Childcare manager provided by the Head with holidays owed - 20 days. Note this has not been quantified as a cost to pay</p> <p>Training courses attended on Saturday's with Time taken off in lieu so as to not disrupt bubbles/ need to use agency staff</p> <p>Reduced training attendance</p> <p>Change to staff cleaning the rooms to keep Covid safe and direct Cleaning Service's to prioritise communal areas within the Children's centre</p>
Otley Street	Breakfast club covered by Headteacher

2. Comments received in respect of non-financial impacts of the Covid pandemic which the maintained nursery schools wished to highlight through the financial review process

Comment:
During the Spring term, 1 teacher and 1 GTA were absent from school for 6 weeks. Both cited stress and anxiety caused by COVID-19 as a direct cause of the absence from work.
Mental health, well-being and stress (headteachers) Given that Childhaven is run in a co-headship model, making key decisions in a pandemic required both headteachers to work way beyond their usual hours / days. The added pressure of having to make a joint decision on things as well as numerous out of hours and late night meetings with unions took its toll.
Mental health, well-being and stress (staff) The most recent lockdown hit staff very hard and the section 44 guidance from unions put the whole staff team in an awkward and very stressful situation. Many staff reluctantly returned to work for the sake of the nursery and children, making their working life very stressful.
Emotional well-being (children) Whilst the children have been keen to return to nursery, their emotional needs have been far greater, stretching staff far further than the norm in terms of having to maintain ratios whilst giving additional support.
Language and communication (children) Despite more time at home with adults, those children who are 'at risk' of low achievement due to poor language skills appear to be further behind. As mentioned above, these children need intensive language support at

<p>a time when financially we can provide only minimum ratios. This is stressful for all.</p>
<p>A higher proportion of vulnerable children on roll with a consequently more time needed for the Head to attend Child Protection meetings / Child in Need meetings. Increased number of referrals to Early Help Team. Increased number of children presenting with a lower developmental level in communication and language, PSED and Physical Development (Prime Areas of learning) given their chronological age. Further staff training and support required in order to deal with this increased need in vulnerable children. Increased support provided for vulnerable parents with often a first line call for issues such as domestic violence / debt / relationship breakdown</p>
<p>Apart from the staff furloughed on 80% of salary, the remaining staff working worked throughout the pandemic under high levels of stress and anxiety in order to enable the nursery to remain open. This included as a Hub in Easter 2020 and May half term 2020 and continued to offer services to vulnerable children and critical worker families in the absence of open Early-Years provision. Private Nursery providers meanwhile were able to close, receive furlough funding, rates relief and Local Authority additional grant funding. Primary and Secondary schools have had the benefit of centrally funded programmes in order to mitigate against some of the impacts of the pandemic, whereas Maintained Nursery Schools have not benefitted from any specific funding centrally, beyond the CJRS.</p>
<p>A need to devote a significant amount of time managing Health and Safety, the writing of Risk Assessments and sharing the information with staff and families. To keep up with the constantly changing nature of the requirements and advice for both schools and EY settings. To share these with staff when they are updated. To change operational practice to ensure the safety of children, staff and families - such as entrance and exit to the building in a multi-service Council building</p>
<p>To support staff mental health, ensure support is available for individuals who are experiencing high levels of anxiety. To make alterations as and where necessary and ensure that staff feel valued, supported and safe at work.</p>
<p>Supporting families who are experiencing particularly high levels of financial stress due to the pandemic - liaising with support groups such as CAB / CAP / SFB in order to ensure that families receive the support they need.</p>