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Year-end Council Plan Monitoring Report 2017/18
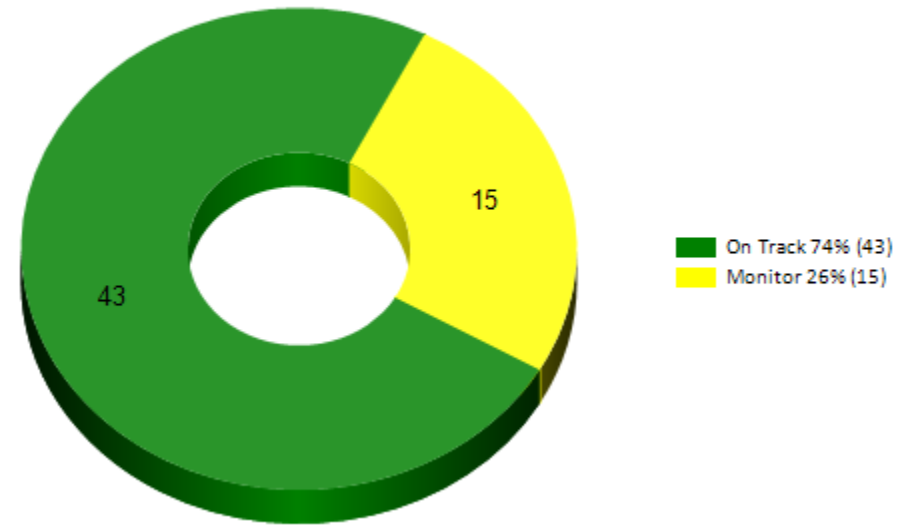
Flintshire County Council

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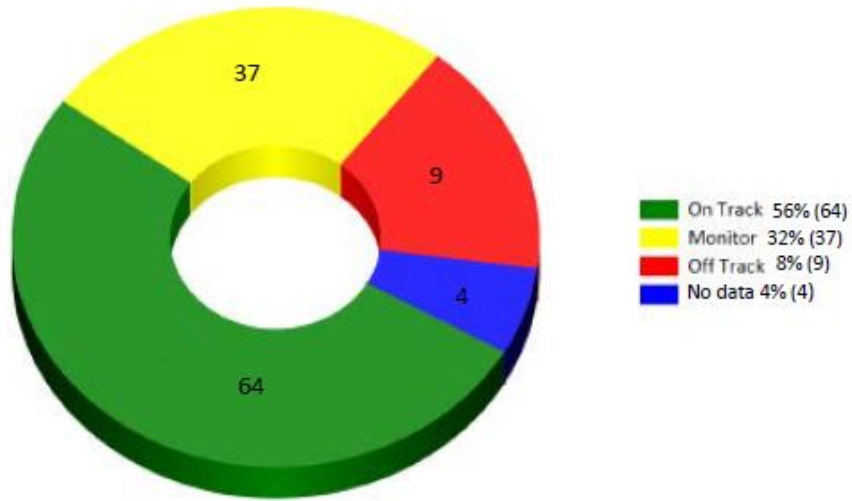Flintshire
COUNTY COUNCIL

Action Progress RAG Status

48   10

- On Track 83% (48)
- Monitor 17% (10)
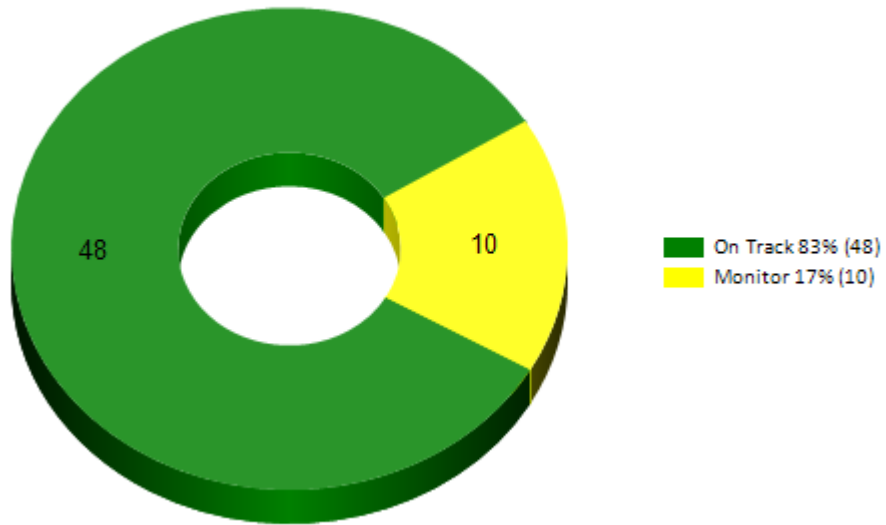
Action Outcome RAG Status

15   43

- On Track 74% (43)
- Monitor 26% (15)

KPI Performance RAG Status

🟩	On Track 56% (64)
🟨	Monitor 32% (37)
🟥	Off Track 8% (9)
🟦	No data 4% (4)

KPI Trend Status

🟩	Improved 68% (55)
🟨	Maintained 9% (7)
🟥	Downturned 23% (19)
🟦	Not Applicable (33)

Current Risk Status

Legend:
- Insignificant (1) 6% (3)
- Minor (2) 8% (4)
- Moderate (3) 63% (30)
- Major (4) 23% (11)
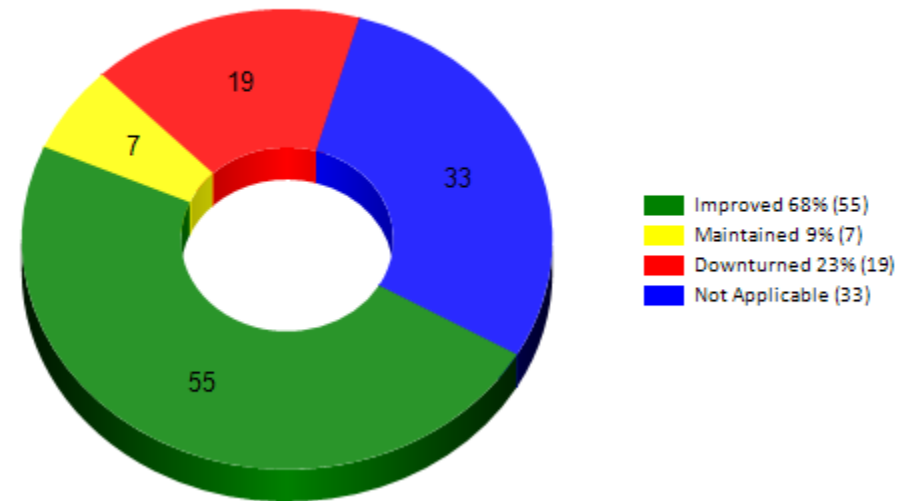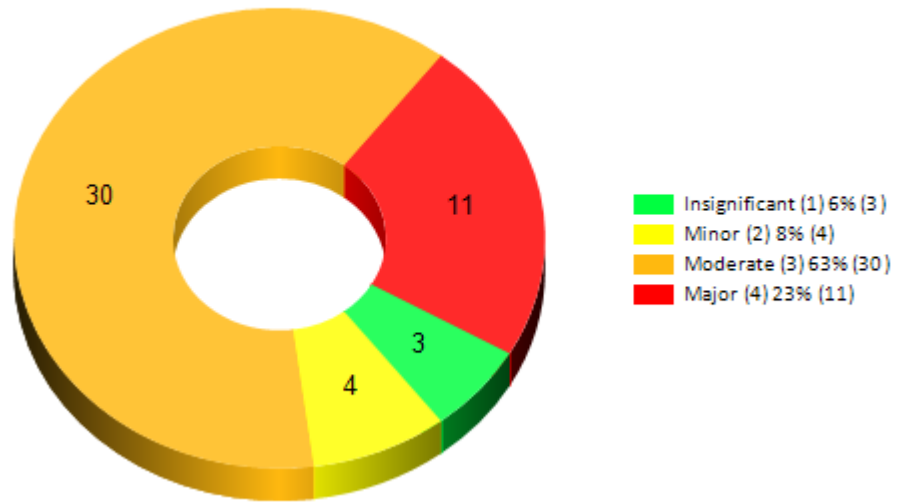
1. Supportive Council

Actions

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
1.1.1.1 Provide new social and affordable homes	Denise Naylor - Housing Programmes Support Manager	Completed	01-Apr-2017	31-Mar-2018	100.00%	GREEN	GREEN

ACTION PROGRESS COMMENTS:

The Council's Strategic Housing and Regeneration Programme (SHARP) has delivered 95 social and affordable homes in Connah's Quay, Leeswood, Mold and Flint during 2017/18. There are a further 31 units that will be completed and occupied during April 2018. This will see the completion of Phases 1 and 2 of SHARP which has delivered 138 units comprising 62 affordable homes which are managed by North East Wales Homes (NEW) Homes LTD and 76 council homes. A local lettings policy is applied when allocating tenancies for social and affordable housing which gives priority to people with a local connection and all properties are tenanted within 48 hours of handover from the developer.

Last Updated: 19-Apr-2018

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
1.1.1.2 Welsh Housing Quality Standard (WHQS) investment plan targets achieved	Sean O'Donnell - Contract Surveyor	Completed	01-Apr-2017	31-Mar-2018	100.00%	GREEN	GREEN

ACTION PROGRESS COMMENTS:

All WHQS Contracts have progressed into Year 3 (2017/18) of the 6 year Capital Programme with a smooth transition into their new Capital Districts (areas of work). Year 3 of the Capital Programme will be the last year where the majority of internal works are completed. For the past 3 years the team have procured, organised and delivered the installation of over 6,000 kitchens and over 5,500 bathrooms with only the Acceptable Fails remaining e.g. tenant refusal, no access. These will be targeted over the next 2 years. The Capital Works Team have allowed a 10% Acceptable Fail allowance into its delivery programme and budgets based upon previous data and this has been agreed with Welsh Government. Over the remaining years of the delivery programme, these Acceptable Fails will be completed either when the property becomes void or a tenant is able to have the works completed. The Capital Programme has now introduced new workstreams which will gradually replace the Internal workstream (kitchens and bathrooms). They will comprise of roofing works, window & door replacements along with wider community works such as car parking and communal footpaths. These new workstreams will have an increased impact on communities as they begin to transform the aesthetics and environment by regenerating and revitalising the roads, complexes and estates which form part of the works. The Capital Works Programme will be completed in Year 6 (2020-2021)

Last Updated: 19-Apr-2018

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
1.1.1.3 Develop solutions to the increasing frequency of unauthorised gypsy and traveller encampments	Melville Evans - Strategic Housing and Regeneration Programme (SHARP) Programme Manager	Completed	12-Jul-2017	31-Mar-2018	100.00%	GREEN	GREEN

ACTION PROGRESS COMMENTS:
A report on the provision of a transit site was considered by the Community and Enterprise Scrutiny Committee in December 2017. The committee supported the proposals to start the process of identifying suitable locations and investigations are currently underway. Local procedures have been developed for dealing with unauthorised Gypsy Traveller encampments on council land based on the Welsh Government's Managing Unauthorised Encampments Guidance. There are effective and responsive processes in place to manage unauthorised encampments and immediate action is taken for their removal in line with legal requirements.

Last Updated: 01-May-2018

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
1.1.2.1 Improve standards within the private rented sector	Lynne Fensome - Support Manager Environment	Ongoing	01-Apr-2017	31-Mar-2018	100.00%	GREEN	GREEN

ACTION PROGRESS COMMENTS:
The approach of the team is threefold; firstly encouraging a pro-active registration with Rent Smart Wales and giving appropriate advice as necessary. This informal approach is preferred to the enforcement route and has been successful. If landlords are reluctant or failing to meet the required standards and are failing to co-operate with the service then an enforcement stance will be taken. Secondly, the team investigate all reported cases of unsuitable living conditions and have taken remediation action where required. Thirdly, where enforcement action has been taken, this has been followed up to secure compliance but where persistent non-compliance exists legal action has followed.

Last Updated: 30-Apr-2018

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
1.1.2.2 Deliver the Council's housing growth needs	Denise Naylor - Housing Programmes Support Manager	Completed	01-Apr-2017	31-Mar-2018	100.00%	GREEN	GREEN

ACTION PROGRESS COMMENTS:
The Housing Revenue Account (HRA) 30 year business plan (2018 - 2048) has been agreed and plans to deliver 50 new build council properties per year to meet social housing needs. In addition the NEW Homes Business Plan is in the process of being developed and will set ambitions to deliver affordable rented properties.

Last Updated: 17-Apr-2018

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
1.1.2.3 Meeting the housing needs of vulnerable groups	Jacque Slee - Performance Lead – Social Services	In Progress	01-Apr-2017	31-Mar-2018	90.00%	AMBER	GREEN

ACTION PROGRESS COMMENTS:
Llys Raddington will provide 72 units for Extra Care. However, delays on the site have meant that the facility is not yet open. The facility is now expected to be open in Summer 2018.

Last Updated: 09-May-2018

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
1.2.1.1 Support Flintshire residents to better manage their financial commitments	Jen Griffiths - Benefits Manager	Completed	01-Apr-2017	31-Mar-2018	100.00%	GREEN	GREEN

ACTION PROGRESS COMMENTS:
During 2017/18 work was completed to identify all services who provide support with a view to aligning this wherever possible. Work focussed on personal budgeting support provided in connection with claims for Universal Credit and support and advice provided to assist tenants to manage their finances in order to maintain their commitments to rent and council tax.

Last Updated: 19-Apr-2018

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
1.2.1.2 Managing local impact of the full service under Universal Credit (UC) roll out	Jen Griffiths - Benefits Manager	Completed	01-Apr-2017	31-Mar-2018	100.00%	GREEN	GREEN

ACTION PROGRESS COMMENTS:
During 2017/18 training and awareness sessions were delivered across the County. Impacts continue to be monitored into 2018/19 to develop a record of issues and problems associated with Universal Credit which are far ranging both in terms of scale and impact.

Last Updated: 17-Apr-2018

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
1.2.1.3 Develop and deliver programmes that improve employability and help people to gain employment.	Niall Waller - Enterprise and Regeneration Manager	Completed	01-Apr-2017	31-Mar-2018	100.00%	GREEN	GREEN

ACTION PROGRESS COMMENTS:
The Communities First programme was refocussed for 2017/18 and all activities contributed towards improving employability. These include; the provision of intensive work-focussed training and work placements, support for people starting their own business, provision of tailored support to people from deprived neighbourhoods to take advantage of large company recruitment campaigns, and jobs clubs and fairs. In addition the Council runs the 'Lift' programme to support long-term unemployed people from workless households and the Communities 4 Work programme which provides intensive mentoring to those furthest from the labour market. We have also worked with our Street Scene colleagues to deliver a bespoke Pathway into Street Scene. This was a two week course and nine people attended. All nine have completed an application from employment with the Council and are currently looking at a possible interview. All Pathways support the employer and the clients, all the clients are assigned a Mentor and receive one-to-one support and guidance.

Last Updated: 30-Apr-2018

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
1.2.1.4 Develop and deliver programmes to improve domestic energy efficiency to reduce Co2 emissions and fuel poverty	Shelley Webber - Project Manager	In Progress	01-Apr-2017	31-Mar-2018	85.00%	AMBER	AMBER

ACTION PROGRESS COMMENTS:
Gas infill projects in Penyffordd and Wepre Court are nearing completion. The successful bid for Warm Homes funding for properties without central heating will enable the Council to do more to help vulnerable and fuel poor residents. Since January 2018 the Warm Homes Fund was officially launched and to date we have helped 15 households fuel switch to a more beneficial, energy efficient system. We have also visited residents with a view to help reduce energy bills and advise on energy saving measures. We have not fully completed this action due to a Welsh Government funding bid being unsuccessful and the Warm Homes Fund start date being delayed by two months.

Last Updated: 30-Apr-2018

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
1.2.1.5 Develop a strategy to address food poverty	Jen Griffiths - Benefits Manager	Completed	01-Apr-2017	31-Mar-2018	100.00%	GREEN	GREEN

ACTION PROGRESS COMMENTS:
The food poverty strategy has been drafted, it links community resilience work, the Community Benefits Strategy, and aligns closely with the Betsi Cadwaladr University Health Board (BCUHB) draft strategy. A steering group has been established and is working on the development of an action plan in line with the objectives set out in the strategy.

Last Updated: 14-May-2018

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
1.2.1.6 Assist residents of Flintshire to access affordable credit	Jen Griffiths - Benefits Manager	Completed	01-Apr-2017	31-Mar-2018	100.00%	GREEN	GREEN

ACTION PROGRESS COMMENTS:
Work has been completed with both credit unions in Flintshire, actively promoting the products and services that are on offer. The credit unions have agreed to be part of The Tackling Poverty Partnership group.

Last Updated: 13-Apr-2018

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
1.3.1.1 Ensure Care Home Provision within Flintshire enables people to live well and have a good quality of life.	Jane M Davies - Senior Manager, Safeguarding & Commissioning	Completed	01-Apr-2017	31-Mar-2018	100.00%	GREEN	GREEN

ACTION PROGRESS COMMENTS:
The extension of Marleyfield Care Home has been approved from a capital programme perspective, providing an allocation to fund the development. This project has now progressed to discussions on the feasibility of the site. A couple of options are being considered, with detailed costings being developed. We achieved approval for Integrated Care Fund capital funding to be allocated for the expansion over the next three years (£415K per year). This year's allocation was used to commission a feasibilty study for the expansion. We completed a Strategic Opportunity Review, and have secured agreement from Welsh Government that the Integrated Care Fund capital will be re-phased to fit in with our capital programme. We have secured funding from Cadwyn Clwyd to carry out a feasibility study on microcare services, which involve small teams of people providing domiciliary care. The Regional Domicilliary Framework has been completed and new provider contracts have been dispatched. We are expecting this to bring at least three new domiciliary providers into the County. The roll out of "Progress for Providers" to promote person centred care in residential homes continues.

Last Updated: 27-Apr-2018

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
1.3.1.2 Support greater independence for individuals with a frailty and/or disability, including those at risk of isolation.	Susie Lunt - Senior Manager, Integrated Services	Completed	01-Apr-2017	31-Mar-2018	100.00%	GREEN	GREEN

ACTION PROGRESS COMMENTS:
This year our Ageing Well Plan has focused on the development of age friendly and dementia friendly communities, the prevention of falls, opportunities for learning and employment for older people and support for support those in the community who feel lonely and isolated. We have been working through the Implementation Plan for the staged replacement of double staffed packages of care, in a targeted approach with care providers. In parallel with this the Council has invested in new single handling equipment which is less intrusive in the home. We are now collecting case studies to show how well this is working for people receiving care and support.

Last Updated: 19-Apr-2018

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
1.3.1.3 Improve outcomes for Looked After children	Craig Macleod - Senior Manager, Children's Services & Workforce	Completed	01-Apr-2017	31-Mar-2018	100.00%	GREEN	GREEN

ACTION PROGRESS COMMENTS:
This year a Corporate Parenting Strategy has been developed in consultation with Looked After Children and young people. The Strategy was presented to the Children's Services Forum in January and endorsed in principle with a view to presenting to the Joint Education and Social Services Scrutiny Committee in May 2018 for final approval. The Strategy sets out our commitments to Looked After Children. A separate pledge for care leavers has also been developed. Finding suitable placements for Looked After Children can be a real challenge, particularly for teenagers who have complex needs. There is a national shortage of foster care and residential provision and work has commenced on a regional footprint to look at potential medium term solutions. This work complements more local work to develop our strategic approach to securing permanent, stable homes for Looked After Children. A project between Social Services and Education relating to Out of County Placements has commenced. The project has 3 work streams that will develop a more detailed insight into: i) current and future placement need ii) options for support/placements and iii) the associated costs.

Last Updated: 23-Apr-2018

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
1.4.1.1 Ensure that effective services to support carers are in place as part of collaborative social and health services	Susie Lunt - Senior Manager, Integrated Services	Completed	01-Apr-2017	31-Mar-2018	100.00%	GREEN	GREEN

ACTION PROGRESS COMMENTS:
The review of Carers services showed that services across Flintshire are meeting the needs of Carers in Flintshire well and that the funding services receive alongside Flintshire's has ensured that the needs of Carers are robustly met across the County. The review identified a few areas where collaborative work could further improve services, and from April 2018, service contracts for the services were amended to reflect the agreed outcomes of the review. Feedback from carers continues to be positive and Flintshire is now amending monitoring tools to better evidence the way in which services meet the outcomes of individuals. The Young Carers service in Flintshire has recently contributed to a regional piece of work where all Young Carers services across North Wales now use an agreed assessment form which incorporates the What Matters conversation tool. This will ensure that Young Carers across the region are meeting their personal outcomes and that services are consistent in their approach to assessment.

Last Updated: 19-Apr-2018

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
1.4.1.2 Further develop the use of Integrated Care Fund (ICF) to support effective discharge from hospital and ensure a smoother transition between Health and Social Care Services.	Susie Lunt - Senior Manager, Integrated Services	Completed	01-Apr-2017	31-Mar-2018	100.00%	GREEN	GREEN

ACTION PROGRESS COMMENTS:
In the financial year 2017/18, a total of 219 admissions were made into Step Up Step Down beds. Of the 203 people discharged in the year, 93 people were able to return home or to a relative's home. The Community Resource Team of multi-disciplinary professionals in the Single Point of Access has extended the time the service is available in the mornings and evenings. The re-phasing of agreed ICF capital funding has been agreed to fit with our capital programme. Welsh Government have confirmed the ongoing use of ICF revenue funding for existing projects. The Chair of the North Wales Regional Partnership Board and the Chief Executive of the Betsi Cadwaladr University Health Board (BCUHB) have created an agreement from partners on the allocation of funds to support delivery of medium term services.

Last Updated: 19-Apr-2018

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
1.4.1.3 Establish an Early Help Hub, involving all statutory partners and the third sector.	Craig Macleod - Senior Manager, Children's Services & Workforce	Completed	01-Apr-2017	31-Mar-2018	100.00%	GREEN	GREEN

ACTION PROGRESS COMMENTS:
The Early Help Hub now accepts direct referrals from partner agencies and professionals. The Children's Commissioner for Wales has formally agreed to launch the Early Help Hub on 8 June 2018. Since opening in July 2017 595 families who would not otherwise have met thresholds for statutory services have been referred to the Early Help Hub. A positive initial evaluation of the Hub has been received and it will be presented to the Strategic Board. The evaluation included interviews with families to gain insight on their experience of the Early Help Hub and the difference it made to their lives. A full evaluation of the Early Help Hub will be undertaken in the 2019 to provide a full evaluation of the resources deployed by agencies and the associated outcomes secured for families.

Last Updated: 02-May-2018

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
1.4.1.4 Further develop dementia awareness across the county.	Susie Lunt - Senior Manager, Integrated Services	Completed	01-Apr-2017	31-Mar-2018	100.00%	GREEN	GREEN

ACTION PROGRESS COMMENTS:
Flintshire has ten Dementia Cafes and four accredited Dementia Friendly Communities . We have 56 accredited Dementia Friendly Businesses, and additional organisations are achieving accreditation in the area; currently Aura Leisure and libraries and Theatr Clwyd are applying with support from Flintshire Social Services. The Intergeneration Project with learners and people living with dementia has been completed in seven schools. The Creative Conversation research study has improved skills in 18 Care Homes in creatively communicating with people living with dementia using the arts. The Older People's Commissioner for Wales praised the Creative Conversation research study in her recent response to our requirement for action in the 'A place to call Home' report.

Last Updated: 23-Apr-2018

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
1.5.1.1 Strengthen the arrangements within all council portfolios to have clear responsibilities to address safeguarding.	Fiona Mocko - Policy Advisor (Equalities and Cohesion)	Completed	01-Apr-2017	31-Mar-2018	100.00%	GREEN	GREEN

ACTION PROGRESS COMMENTS:
The Corporate Safeguarding Panel's initial work programme has been completed and the future work programme has been agreed. The Panel is meeting regularly ensuring the work programme is monitored. The Corporate Safeguarding policy is in place and is being implemented. All actions identified in the Internal Audit report have been completed or are in progress.

Last Updated: 14-May-2018

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
1.5.1.2 Ensure that our response rates to referrals remain within statutory targets	Jane M Davies - Senior Manager, Safeguarding & Commissioning	Completed	01-Apr-2017	31-Mar-2018	100.00%	GREEN	GREEN

ACTION PROGRESS COMMENTS:
Following a realignment of resources in the Safeguarding Unit 84% of Adult Safeguarding referrals are now being processed within the 7 day timescale. Those referrals processed outside the timescale are of a complex nature which are awaiting further information from a practitioner or agency. Early analysis of the impact of the Early Help Hub on our rate of childrens' referrals where "No Further Action" was taken indicates that our rate of child protection referrals resulting in 'no further action' has reduced from 55% to 30%, suggesting that the Early Help Hub is providing support to those families that do not meet the threshold for statutory intervention. A more detailed evaluation of the impact of the Early Help Hub has been commissioned for the forthcoming year. 91% of initial child protection conferences were completed within timescales; this was below our annual target of 95% but well above last year's performance of 74%, reflecting the efforts of the Safeguarding Unit to schedule conferences within the timescales wherever possible.

Last Updated: 19-Apr-2018

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
1.5.1.3 Develop a preventative approach towards Child Sexual Exploitation (CSE)	Jane M Davies - Senior Manager, Safeguarding & Commissioning	Completed	01-Apr-2017	16-Oct-2017	100.00%	GREEN	GREEN

ACTION PROGRESS COMMENTS:
North Wales Police Child Sexual Exploitation (CSE) videos have been shared at Senior Management Team meetings across the Authority and at the Corporate Safeguarding Panel. CSE awareness is also on the agenda for general safeguarding training to be delivered to all Scrutiny Committee members.

Last Updated: 25-Jan-2018

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
1.5.1.4 Identify and address the signs and symptoms of domestic abuse and sexual violence	Sian Jones - Public Protection Manager	In Progress	01-Apr-2017	31-Mar-2018	70.00%	AMBER	AMBER

ACTION PROGRESS COMMENTS:
Welsh Government require all Flintshire County Council staff to complete the Violence Against Women and Domestic Abuse and Sexual Violence Level 1 e-learning module. During 2017/18 a presentation was delivered to Change Exchange on the training requirements and Chief Officers and Service Managers were requested to initiate the roll-out throughout the organisation. As 60% of Council employees do not have access to a computer, face-to-face sessions commenced in January 2018. We are also currently exploring the possibility of face-to-face sessions with a theatre company. 2017/18 has seen an increase in the reporting levels of domestic abuse and sexual violence. Greater numbers of victims are coming forward to report current and historic incidents, which demonstrates an increased confidence in the statutory agencies.

Last Updated: 23-Apr-2018

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
1.5.1.5 Strengthen regional community safety through collaboration and partnership arrangements	Sian Jones - Public Protection Manager	Completed	01-Apr-2017	31-Mar-2018	100.00%	GREEN	GREEN

ACTION PROGRESS COMMENTS:
The North Wales Safer Communities' Board Plan has now been approved. This document sets out the priorities for the statutory partners for the next three year period. A work programme is included. Flintshire continues to occupy an active role in this forum, and on a local level has adopted the regional priorities through the work of the Flintshire Public Services Board.

Last Updated: 25-Jan-2018

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
1.5.1.6 Ensure we meet the requirements of the North Wales Contest Board	Sian Jones - Public Protection Manager	Completed	01-Apr-2017	31-Mar-2018	100.00%	GREEN	GREEN

ACTION PROGRESS COMMENTS:
The self assessment, which measures the Council's progress against the 'Prevent' duties, has been undertaken. Progress is reviewed on a regular basis at the Corporate Safeguarding Panel. The Panel continues to work on the areas of weakness highlighted in the self-assessment, and respond to any requests from the North Wales Contest Board, as and when required.

Last Updated: 10-Apr-2018

Performance Indicators

KPI Title	Previous Year Actual	Actual	Performance Indicator Trend	Target	Performance RAG
IP1.1.1.1M01 The numbers of new Council homes delivered through the SHARP programme	12	55	⬆	79	●●● AMBER

Lead Officer: Melville Evans - Strategic Housing and Regeneration Programme (SHARP) Programme Manager
Reporting Officer: Denise Naylor - Housing Programmes Support Manager
Aspirational Target:
Progress Comment: A total of 55 social units have been completed and transferred to the Council during 2017/18 at Connah's Quay, Flint, Leeswood and Mold. A further nine are due to be completed in Mold during April 2018. Construction has started on further sites in Connah's Quay and Shotton. Delays in meeting the completion target during 2017/18 are attributable to weather and delays in the pre-planning and pre-construction phases.

Last Updated: 30-Apr-2018

KPI Title	Previous Year Actual	Actual	Performance Indicator Trend	Target	Performance RAG
IP1.1.1.2M02 The numbers of new affordable homes delivered through the SHARP programme	0	40	⬆	62	●●● AMBER

Lead Officer: Melville Evans - Strategic Housing and Regeneration Programme (SHARP) Programme Manager
Reporting Officer: Denise Naylor - Housing Programmes Support Manager
Aspirational Target:
Progress Comment: A total of 40 units have been delivered during 2017/18 with the remaining 22 units to be completed and handed over before the end of April 2018. Overall the scheme will be completed before the contractual target of April 2018. Any slippage in projected target dates have been accounted for with the main reason being days lost due to weather and minor changes due to slight amendments to the build specification.

Last Updated: 30-Apr-2018

KPI Title	Previous Year Actual	Actual	Performance Indicator Trend	Target	Performance RAG
IP1.1.1.3M03 The number of properties managed by NEW Homes	61	63	↑	83	AMBER

Lead Officer: Melville Evans - Strategic Housing and Regeneration Programme (SHARP) Programme Manager
Reporting Officer: Denise Naylor - Housing Programmes Support Manager
Aspirational Target:
Progress Comment: As at the end of March 2018 the number of homes managed by NEW Homes reached 116. The development of new homes at The Walks site through the Strategic Housing and Regeneration Programme (SHARP) has seen an increase with 40 units being handed over in the current year and the remaining 22 to be completed by the end of April 2018. Any slippage in projected target dates has been accounted for with the main reason being days lost due to weather and minor changes due to slight amendments to the build specification.

Last Updated: 30-Apr-2018

KPI Title	Previous Year Actual	Actual	Performance Indicator Trend	Target	Performance RAG
IP1.2.1.1M01 The percentage of landlords and letting agents compliant with the Rent Smart Code of Practice	No Data	80.35	N/A	65	GREEN

Lead Officer: Lynne Fensome - Support Manager Environment
Reporting Officer: Lynne Fensome - Support Manager Environment
Aspirational Target:
Progress Comment: We are pro-actively encouraging landlords to register. Where there is deliberate non-compliance we are taking appropriate enforcement action either through direct action or referral to Rent Smart Wales

Last Updated: 20-Apr-2018

KPI Title	Previous Year Actual	Actual	Performance Indicator Trend	Target	Performance RAG
IP1.2.1.2M02 The percentage of landlords that have complied with improvement notices	No Data	71	N/A	80	AMBER

Lead Officer: Lynne Fensome - Support Manager Environment
Reporting Officer: Jenny Prendergast - Team Manager - Health & Safety Enforcement
Aspirational Target:
Progress Comment: The overall figure for the 12 month period is 71% with 38 improvement notices due to be complied with and 27 being complied with in the requisite period.
Last Updated: 20-Apr-2018

KPI Title	Previous Year Actual	Actual	Performance Indicator Trend	Target	Performance RAG
IP1.2.1.3M03 The percentage of tenants protected from unsuitable living conditions	No Data	100	N/A	100	GREEN

Lead Officer: Lynne Fensome - Support Manager Environment
Reporting Officer: Jenny Prendergast - Team Manager - Health & Safety Enforcement
Aspirational Target:
Progress Comment: Officers investigated 67 service requests in relation to complaints about living conditions. All cases were investigated and appropriate action taken. 381 service request were received and investigated over the 12 month reporting period.

Last Updated: 20-Apr-2018

KPI Title	Previous Year Actual	Actual	Performance Indicator Trend	Target	Performance RAG
IP1.2.2.1M01 The number of new affordable homes provided through the planning system	42	186	↑	50	GREEN

Lead Officer: Andrew Farrow - Chief Officer - Planning, Environment and Economy
Reporting Officer: Lynne Fensome - Support Manager Environment
Aspirational Target:
Progress Comment: The following affordable housing applications were approved in 2017/18:
Health Centre Buckley 24; Halkyn Road, Holywell 44; Ystadd Goffa, Flint 19; Holywell Extra Care 55; Allied Bakery Site, Saltney 13; Hoel y Goron, Leeswood 5; Maes y Meillion, Leeswood 8; Melrose Centre, Connah's Quay 9; Northop Hall 3; The Dairy Site, Connah's Quay 6.

Last Updated: 01-May-2018

KPI Title	Previous Year Actual	Actual	Performance Indicator Trend	Target	Performance RAG
IP1.2.2.2M02 The number of additional affordable units provided through the SHG Programme	24	226	↑	193	GREEN

Lead Officer: Melville Evans - Strategic Housing and Regeneration Programme (SHARP) Programme Manager
Reporting Officer: Denise Naylor - Housing Programmes Support Manager
Aspirational Target:
Progress Comment: This is an on-going target for the programme which was set at 193 at the beginning of the year to deliver over a three year period up to 2021. Additional funding has been awarded and the three year target has increased to 226 over the period.
Last Updated: 09-Apr-2018

KPI Title	Previous Year Actual	Actual	Performance Indicator Trend	Target	Performance RAG
IP1.2.2.3M03 (PAM/014) The number of new homes created as a result of bringing empty properties back into use	38	293	↑	220	🟢🟠🔴 GREEN

Lead Officer: Niall Waller - Enterprise and Regeneration Manager
Reporting Officer: Joseph Muxlow - Regeneration Programme Lead
Aspirational Target:
Progress Comment: The changes to empty properties Council Tax charges, as agreed in April 2017, have encouraged owners to bring the properties back into use. This policy had a large positive impact during the initial 6 months of the year with a reduced impact in the second 6 months. The changes in charges are expected to continue to contribution to bringing empty properties back into use.

Last Updated: 20-Apr-2018

KPI Title	Previous Year Actual	Actual	Performance Indicator Trend	Target	Performance RAG
IP1.2.3.1M01 (PAM/015) Average number of calendar days taken to deliver a DFG	248	281.44	↓	240	🟢🟠🔴 AMBER

Lead Officer: Niall Waller - Enterprise and Regeneration Manager
Reporting Officer: Joseph Muxlow - Regeneration Programme Lead
Aspirational Target:
Progress Comment: Due to high level of demand for Disabled Facilities Grants (DFGs) the Council instigated tight budget controls to manage expenditure. This has slowed progress in delivering some less urgent DFG works. The performance in achieving the DFG target is subject to considerable volatility especially in cases for children which are extremely complex to deliver. Over time, the average combined time taken for adult and child DFGs has tended to be in the 280 – 320 day range. To assist with this a more comprehensive monitoring programme has been put in place to identify and, wherever possible, address blockages in the system. A number of other measures, including a faster approach to commissioning work, have already been put in place this year.

Last Updated: 01-May-2018

KPI Title	Previous Year Actual	Actual	Performance Indicator Trend	Target	Performance RAG
IP1.2.3.2M02 The number of Flint Extra Care (Llys Raddington) units created	0	0	⬌	70	⬤⬤⬤ AMBER

Lead Officer: Carol Dove - SPoA Project Manager
Reporting Officer: Jacque Slee - Performance Lead – Social Services
Aspirational Target:
Progress Comment: Llys Raddington will provide 73 units for Extra Care. Completion was originally planned for Spring 2018 however the construction programme has experienced delays due to poor weather throughout the winter coupled with an industry wide shortage of bricklayers. The facility is now due to open in September 2018 and there is a high level of confidence in meeting this revised completion date. Social Services teams have adapted the plans for recruitment, allocation and mobilisation to align to the revised programme schedule

Last Updated: 14-May-2018

KPI Title	Previous Year Actual	Actual	Performance Indicator Trend	Target	Performance RAG
IP1.2.3.3M03 The number of Extra Care units provided across Flintshire	111	111	⬌	180	⬤⬤⬤ AMBER

Lead Officer: Neil Ayling - Chief Officer - Social Services
Reporting Officer: Jacque Slee - Performance Lead – Social Services
Aspirational Target:
Progress Comment: The deficit at the end of March reflects delays in the opening of Llys Raddington. Llys Raddington will provide 73 units for Extra Care. Completion was originally planned for Spring 2018 however the construction programme has experienced delays due to poor weather throughout the winter coupled with an industry wide shortage of bricklayers. The facility is now due to open in September 2018 and there is a high level of confidence in meeting this revised completion date. Social Services teams have adapted the plans for recruitment, allocation and mobilisation to align to the revised programme schedule.

Last Updated: 14-May-2018

KPI Title	Previous Year Actual	Actual	Performance Indicator Trend	Target	Performance RAG
IP1.3.1.1M01 Number of days to process new housing benefit claims	20	17.56	↑	20	●○○ GREEN

Lead Officer: Jen Griffiths - Benefits Manager
Reporting Officer: Suzanne Jones - Team Manager - Benefits and Council Tax Reduction Assessment
Aspirational Target:
Progress Comment: The service performance target for 2017/18 has been reached.

Last Updated: 13-Apr-2018

KPI Title	Previous Year Actual	Actual	Performance Indicator Trend	Target	Performance RAG
IP1.3.1.2M02 Number of days to process change of circumstances for housing benefit	32	24.33	↑	32	●○○ GREEN

Lead Officer: Jen Griffiths - Benefits Manager
Reporting Officer: Suzanne Jones - Team Manager - Benefits and Council Tax Reduction Assessment
Aspirational Target:
Progress Comment: The service performance target for 2017/18 has been reached.

Last Updated: 13-Apr-2018

KPI Title	Previous Year Actual	Actual	Performance Indicator Trend	Target	Performance RAG
IP1.3.1.3M03 The amount of additional income paid to Flintshire residents as a result of the work undertaken by the Council (£)	1500000	1404005.53	↓	1500000	●●○ AMBER

Lead Officer: Jen Griffiths - Benefits Manager
Reporting Officer: Jen Griffiths - Benefits Manager
Aspirational Target:
Progress Comment: Additional Income gained for residents of Flintshire through Social Security Benefits is measured using the work completed by the Welfare Rights Service and the Supporting People Service. During 2017/18 the contract from Macmillan was reallocated to Wrexham Citizen's Advice, so this information is not included here which accounts for the final outturn being below what was expected. For 2018/19 we are expecting to be able to bring this information back into the report.

Last Updated: 23-Apr-2018

KPI Title	Previous Year Actual	Actual	Performance Indicator Trend	Target	Performance RAG
IP1.3.2.1M01 (PAM/012) Percentage of households successfully prevented from becoming homeless	81.59	70.47	⬇	89	🔴🟠🔴 AMBER

Lead Officer: Katie Clubb - Community Support Services Manager
Reporting Officer: Suzanne Mazzone - Supporting People Manager
Aspirational Target:
Progress Comment: Flintshire has achieved positive outcomes for 70.47% of customers over the year. Whilst this is below the target set at 89% it is within the variance set. There have been some significant challenges this year for homeless prevention. Welfare reform changes and the availability of suitable properties within the private rented sector has limited the options available for customers. The service is continuing to develop new and innovative working practices to assist with early intervention and prevention of homelessness.

Last Updated: 09-May-2018

KPI Title	Previous Year Actual	Actual	Performance Indicator Trend	Target	Performance RAG
IP1.3.2.2M02 The number of people on UC that have received personal budgeting support	No Data	424	N/A	590	🟢🟠🔴 AMBER

Lead Officer: Jen Griffiths - Benefits Manager
Reporting Officer: Dawn Barnes - Training Officer
Aspirational Target:
Progress Comment: Our Personal Budgeting & Support looks at a range of options to help customers become more financially independent by creating and maintaining manageable household budgets. It enables early identification of customers who require immediate support (including Discretionary Assistance Fund, foodbank vouchers and signposting for specialist support). Additional elements include discussions about the changes to the benefits system and moving from weekly to monthly payments, applying for alternative payment arrangements, and contacting the Universal Credit Service Centre to arrange payment of the housing element directly to where there is a risk of eviction. The provision of personal budgeting support for customers in receipt of Universal Credit was expanded during 2017/18 and the service was delivered in more locations across the County. In order to increase uptake in 2018/19, new approaches to reminding and encouraging customers to attend their appointments will be put into place in conjunction with colleagues in the Job Centre.

Last Updated: 14-May-2018

KPI Title	Previous Year Actual	Actual	Performance Indicator Trend	Target	Performance RAG
IP1.3.2.3M03 The number of people on UC that have received digital support	No Data	2162	N/A	640	🟢🔴🔴 GREEN

Lead Officer: Jen Griffiths - Benefits Manager
Reporting Officer: Dawn Barnes - Training Officer
Aspirational Target:
Progress Comment: Assisted Digital Support is delivered by Flintshire Connects and the demand for this service has far exceeded expectations. The level of support required varies considerably for each customer from basic support to more complicated application and claim management assistance.

Last Updated: 13-Apr-2018

KPI Title	Previous Year Actual	Actual	Performance Indicator Trend	Target	Performance RAG
IP1.3.3.1M01 Number of people completing programmes commissioned by the Council which deliver job and training outcomes	323	628	⬆	400	🟢🔴🔴 GREEN

Lead Officer: Niall Waller - Enterprise and Regeneration Manager
Reporting Officer: Sharon Jones - Communities First Cluster Delivery Manager East
Aspirational Target:
Progress Comment: Three programmes are included within this out-turn figure; Communities First, Communities 4 Work, and LIFT all of which are funded by Welsh Government. The programmes provide a mixture of one to one mentoring, employer engagement, work-focussed training, confidence building, and encouragement for enterprise.

Last Updated: 20-Apr-2018

KPI Title	Previous Year Actual	Actual	Performance Indicator Trend	Target	Performance RAG
IP1.3.4.1M01 Annual reduction of domestic fuel bills for residents of Flintshire (£)	288000	97303	⬇	140000	🟢🔴🔴 RED

Lead Officer: Niall Waller - Enterprise and Regeneration Manager
Reporting Officer: Shelley Webber - Project Manager
Aspirational Target:
Progress Comment: Funding to support households has been greatly reduced by external funders this year and has contributed to the low annual figures.

Last Updated: 16-Apr-2018

KPI Title	Previous Year Actual	Actual	Performance Indicator Trend	Target	Performance RAG
IP1.3.4.2M02 The number of residents supported to lower their energy tariff	No Data	124	N/A	150	AMBER

Lead Officer: Niall Waller - Enterprise and Regeneration Manager
Reporting Officer: Shelley Webber - Project Manager
Aspirational Target:
Progress Comment: Average savings achieved for households April 2017 to December 2017 was £213, January 2018 was £104, February 2018 was £194 and March 2018 £223. Service is demand-led so numbers of households supported tends to fluctuate.

Last Updated: 17-Apr-2018

KPI Title	Previous Year Actual	Actual	Performance Indicator Trend	Target	Performance RAG
IP1.3.4.3M03 The number of people receiving the warm home discount	No Data	108	N/A	50	GREEN

Lead Officer: Niall Waller - Enterprise and Regeneration Manager
Reporting Officer: Shelley Webber - Project Manager
Aspirational Target:
Progress Comment: The approach is now based on a more holistic assessment of households needs and cross referral between agencies.

Last Updated: 20-Apr-2018

KPI Title	Previous Year Actual	Actual	Performance Indicator Trend	Target	Performance RAG
IP1.3.4.4M04 The number of private sector homes receiving efficiency measures	227	196	⬇	140	GREEN

Lead Officer: Niall Waller - Enterprise and Regeneration Manager
Reporting Officer: Shelley Webber - Project Manager
Aspirational Target:
Progress Comment: The majority of the efficiency measures were installations of boilers, full heating systems, and insulation through the Affordable Warmth Crisis Fund, with match funding for additional systems brought in through ECO and Nest.

Last Updated: 15-Apr-2018

KPI Title	Previous Year Actual	Actual	Performance Indicator Trend	Target	Performance RAG
IP1.3.4.5M05 The number of people who receive a full healthy homes healthy people / affordable warmth / HHSRS home visit and tailored service	No Data	547	N/A	500	GREEN

Lead Officer: Niall Waller - Enterprise and Regeneration Manager
Reporting Officer: Shelley Webber - Project Manager
Aspirational Target:
Progress Comment: Following the launch of Warm Homes Fund, home visits have significantly increased.

Last Updated: 20-Apr-2018

KPI Title	Previous Year Actual	Actual	Performance Indicator Trend	Target	Performance RAG
IP1.3.4.6M06 The number of Council homes receiving energy efficiency measures	650	105	⬇	300	RED

Lead Officer: Niall Waller - Enterprise and Regeneration Manager
Reporting Officer: Shelley Webber - Project Manager
Aspirational Target:
Progress Comment: Targets have not been met due to Welsh Government funding not being available which would have match funded External Wall Insulation (EWI) schemes. This has limited the number of Council homes benefiting from energy efficiency measures.

Last Updated: 14-May-2018

KPI Title	Previous Year Actual	Actual	Performance Indicator Trend	Target	Performance RAG
IP1.4.1.1M01 The number of care homes who have implemented the new Progress for Providers Programme	No Data	20	N/A	20	GREEN

Lead Officer: Nicki Kenealy - Contracts Team Manager
Reporting Officer: Jacque Slee - Performance Lead – Social Services
Aspirational Target:
Progress Comment: 'Progress for Providers' enables care homes to assess themselves against the Flintshire bronze, silver and gold standards in person-centred care. There is a programme of tools, documentation and training that care homes work through to achieve each standard, with the objective of improving the quality of life and outcomes for people living in residential care. Flintshire have been nominated for a Social Care Accolade for this programme. Our annual target was to enroll 20 homes on the programme this year; we have achieved this, although one care home subsequently closed, leaving 19 active participants.
Last Updated: 23-Apr-2018

KPI Title	Previous Year Actual	Actual	Performance Indicator Trend	Target	Performance RAG
IP1.4.1.2M02 The percentage of care homes registered on the programme that have achieved the bronze standard for Progress for Providers	No Data	52.6	N/A	50	GREEN

Lead Officer: Nicki Kenealy - Contracts Team Manager
Reporting Officer: Jacque Slee - Performance Lead – Social Services
Aspirational Target:
Progress Comment: 10 out of the 19 care homes currently enrolled on Progress for Providers have achieved the bronze standard certification. This is a medium term programme, and homes are at different stages. The other 9 homes will continue to work towards the bronze standard in 2018/19.

Last Updated: 12-Apr-2018

KPI Title	Previous Year Actual	Actual	Performance Indicator Trend	Target	Performance RAG
IP1.4.1.3M03 The percentage of care homes that have achieved bronze standard who have also achieved silver standard for Progress for Providers	No Data	0	N/A	25	RED

Lead Officer: Nicki Kenealy - Contracts Team Manager
Reporting Officer: Jacque Slee - Performance Lead – Social Services
Aspirational Target:
Progress Comment: 10 care homes are working towards the silver standard, and although none have yet achieved this ambitious target, we would expect some of these homes to achieve silver by March 2019. This will continue to be monitored into the 2018/19 Council Plan.

Last Updated: 14-May-2018

KPI Title	Previous Year Actual	Actual	Performance Indicator Trend	Target	Performance RAG
IP1.4.1.4M04 Sustaining existing care homes within Flintshire	No Data	26	N/A	26	GREEN

Lead Officer: Dawn Holt - Commissioning Manager
Reporting Officer: Jacque Slee - Performance Lead – Social Services
Aspirational Target:
Progress Comment: There are currently 26 care homes for adults (includes residential, EMI and nursing) in Flintshire. We are sustaining the number of homes in despite the pressures in the market, by concentrated input. However, the market remains volatile.
Last Updated: 10-Apr-2018

KPI Title	Previous Year Actual	Actual	Performance Indicator Trend	Target	Performance RAG
IP1.4.1.5M05 The percentage occupancy within Flintshire care homes	No Data	95.3	N/A	95	GREEN

Lead Officer: Dawn Holt - Commissioning Manager
Reporting Officer: Jacque Slee - Performance Lead – Social Services
Aspirational Target:
Progress Comment: This is based on vacancy rate in the last week of the quarter. Both the number of residential homes and the occupancy rate have remained stable to date over 2017/18.

Last Updated: 10-Apr-2018

KPI Title	Previous Year Actual	Actual	Performance Indicator Trend	Target	Performance RAG
IP1.4.2.1M01 (PAM/024) Percentage of adults satisfied with their care and support	82	No Data	N/A	85	

Lead Officer: Susie Lunt - Senior Manager, Integrated Services
Reporting Officer: Jacque Slee - Performance Lead – Social Services
Aspirational Target:
Progress Comment: The national outcomes framework is for all people who need care and support and carers who need support, their families and friends, and for all services undertaking social services functions under the Act; e.g. local authorities, social enterprises, co-operatives, user led services, the third sector and the independent sector. As part of the National Outcomes Framework, Welsh Government have developed a series of questionnaires which ask people who receive care and support how they feel about their wellbeing.

Data was collected by local authorities for 2016/17, but because of issues in the first year of collection, Welsh Government decided not to publish. Local Authorities are now in the process of collecting data for 2017/18, with the expectation that the national data will be published in Autumn 2018.

Last Updated: 27-Apr-2018

KPI Title	Previous Year Actual	Actual	Performance Indicator Trend	Target	Performance RAG
IP1.4.2.2M02 The number of extra hours provided for advice and support through the Single Point of Access	40	50	↑	47	🟢🔴🔴 GREEN

Lead Officer: Jane M Davies - Senior Manager, Safeguarding & Commissioning
Reporting Officer: Jacque Slee - Performance Lead – Social Services
Aspirational Target:
Progress Comment: Further planned increases to SPOA opening times for weekends will require a relocation of the service.

Last Updated: 19-Apr-2018

KPI Title	Previous Year Actual	Actual	Performance Indicator Trend	Target	Performance RAG
IP1.4.2.3M03 The percentage of employees trained in Person Centred Care in line with the Social Services and Well-being act (Wales) 2014	20	100	↑	25	🟢🔴🔴 GREEN

Lead Officer: Jane M Davies - Senior Manager, Safeguarding & Commissioning
Reporting Officer: Jacque Slee - Performance Lead – Social Services
Aspirational Target:
Progress Comment: We are currently in phase 2 of the programme for Person-Centred Care practice and personal outcomes, as it is rolled out across Wales.

Last Updated: 20-Apr-2018

KPI Title	Previous Year Actual	Actual	Performance Indicator Trend	Target	Performance RAG
IP1.4.3.2M02 (PAM/029) Percentage of children in care who had to move 2 or more times	12.9	9.33	↑	10	🟢🔴🔴 GREEN

Lead Officer: Craig Macleod - Senior Manager, Children's Services & Workforce
Reporting Officer: Jacque Slee - Performance Lead – Social Services
Aspirational Target:
Progress Comment: 14 children have moved more than twice since April of this year. For most of these children, moves were in accordance with the child's plan. It is a priority to place children in stable placements wherever possible.
Last Updated: 16-Apr-2018

KPI Title	Previous Year Actual	Actual	Performance Indicator Trend	Target	Performance RAG
IP1.4.3.3M03 Percentage of children assessed by CAMHS within 28 days by BCUHB	No Data	100	N/A	95	●●● GREEN

Lead Officer: Craig Macleod - Senior Manager, Children's Services & Workforce
Reporting Officer: Jacque Slee - Performance Lead – Social Services
Aspirational Target:
Progress Comment: No data has been provided by Child & Adolescent Mental Health Service at the year-end point. The last position from the Betsi Cadwaladr University Health Board was that there was no waiting list and the end of December 2017.

Last Updated: 27-Apr-2018

KPI Title	Previous Year Actual	Actual	Performance Indicator Trend	Target	Performance RAG
IP1.5.1.1M01 Number of adult carers identified.	867	1185	↑	900	●●● GREEN

Lead Officer: Dawn Holt - Commissioning Manager
Reporting Officer: Jacque Slee - Performance Lead – Social Services
Aspirational Target:
Progress Comment: Many people who need care and support prefer to be cared for by someone close to them, rather than a paid carer. It is critical that we support unpaid carers, without whom many people would be unable to remain in their own homes through later life. All carers identified are offered an assessment of their needs in their own right, as distinct from the needs of the person they care for, either with ourselves or with one of our commissioned services, according to their preference.

Last Updated: 19-Apr-2018

KPI Title	Previous Year Actual	Actual	Performance Indicator Trend	Target	Performance RAG
IP1.5.1.2M02 (PAM/026) Percentage of carers that feel supported	67	No Data	N/A	75	●●●

Lead Officer: Dawn Holt - Commissioning Manager
Reporting Officer: Jacque Slee - Performance Lead – Social Services
Aspirational Target:
Progress Comment: The national outcomes framework is for all people who need care and support and carers who need support, their families and friends, and for all services undertaking social services functions under the Act; e.g. local authorities, social enterprises, co-operatives, user led services, the third sector and the independent sector. As part of the National Outcomes Framework, Welsh Government have developed a series of questionnaires which ask people who receive care and support how they feel about their wellbeing.

Data was collected by local authorities for 2016/17, but because of issues in the first year of collection, Welsh Government decided not to publish. Local Authorities are now in the process of collecting data for 2017/18, with the expectation that the national data will be published in Autumn 2018.

Last Updated: 27-Apr-2018

KPI Title	Previous Year Actual	Actual	Performance Indicator Trend	Target	Performance RAG
IP1.5.2.1M01 (PAM/025) Number of people kept in hospital while waiting for social care per 1,000 population aged 75+	3.01	1.89	↑	1.78	●●● AMBER

Lead Officer: Janet Bellis - Localities Manager
Reporting Officer: Jacque Slee - Performance Lead – Social Services
Aspirational Target: 1.78
Progress Comment: The Council and the Betsi Cadwaladr University Health Board (BCUHB) work together on a case by case basis to ensure prompt discharge. The target rate is equivalent to 24 delays in the year. There were 25 delays last year, the longest wait being 29 days, the average being 8 days, and the shortest wait being 1 day.

Last Updated: 23-Apr-2018

KPI Title	Previous Year Actual	Actual	Performance Indicator Trend	Target	Performance RAG
IP1.5.3.1M01 Percentage of child protection referrals that result in "no further action".	37.6	30	↑	35	⬤⬤⬤ GREEN

Lead Officer: Craig Macleod - Senior Manager, Children's Services & Workforce
Reporting Officer: Jacque Slee - Performance Lead – Social Services
Aspirational Target: 30.00
Progress Comment: Early analysis of the impact of the Early Help Hub on our rate of children's referrals where "No Further Action" was taken indicates that our rate of child protection referrals resulting in no further action has reduced from 55% to 30%. This suggests that the Early Help Hub is providing support to those families that do not meet the threshold for statutory intervention. A more detailed evaluation of the impact of the Early Help Hub has been commissioned for the forthcoming year.

Last Updated: 20-Apr-2018

KPI Title	Previous Year Actual	Actual	Performance Indicator Trend	Target	Performance RAG
IP1.5.4.1M01 The number of dementia cafes in Flintshire	3	10	↑	6	⬤⬤⬤ GREEN

Lead Officer: Dawn Holt - Commissioning Manager
Reporting Officer: Jacque Slee - Performance Lead – Social Services
Aspirational Target: 6.00
Progress Comment: Flintshire has 10 dementia cafes (Mold, Buckley, Connahs Quay, Sealand and Queensferry, Saltney, Holywell, Mostyn, Flint) and there is one Alzheimer's Society lead cafe in Broughton. Leeswood has also started a Memory Café.

Last Updated: 13-Apr-2018

KPI Title	Previous Year Actual	Actual	Performance Indicator Trend	Target	Performance RAG
IP1.5.4.2M02 The number of dementia friendly communities in Flintshire	2	4	↑	3	⬤⬤⬤ GREEN

Lead Officer: Dawn Holt - Commissioning Manager
Reporting Officer: Jacque Slee - Performance Lead – Social Services
Aspirational Target: 6.00
Progress Comment: There are four accredited Dementia Friendly Communities in Fliintshire (Mold, Flint, Buckley and Saltney) and five more are working towards accreditation (Alyn Villages, Holywell, Connahs Quay, Sealand and Ysciefiog).
Last Updated: 23-Apr-2018

KPI Title	Previous Year Actual	Actual	Performance Indicator Trend	Target	Performance RAG
IP1.6.1.1M01 Increased referral rates from services other than Social Services	6	14	↑	30	AMBER

Lead Officer: Jane M Davies - Senior Manager, Safeguarding & Commissioning
Reporting Officer: Jacque Slee - Performance Lead – Social Services
Aspirational Target: 30.00
Progress Comment: 14 referrals have been received from other portfolio areas this year. This represents a 57% increase on last year, but has not met our ambitious target. As the action to increase safeguarding awareness is rolled out across the Authority we should see a rise in the number of referrals received from areas outside of Social Services. This total for 2017/18 does not include referrals from Youth Justice to Children's Services.

Last Updated: 14-May-2018

KPI Title	Previous Year Actual	Actual	Performance Indicator Trend	Target	Performance RAG
IP1.6.1.2M02 The number of officers who have completed the specialist 'AFTA Thought' safeguarding awareness training.	0	437	↑	350	GREEN

Lead Officer: Neil Ayling - Chief Officer - Social Services
Reporting Officer: Fiona Mocko - Policy Advisor (Equalities and Cohesion)
Aspirational Target: 700.00
Progress Comment: Two AFTA Thought workshops were delivered in January 2018. A total of 437 employees attended this training during 2017/18, exceeding the original target of 350.

Last Updated: 12-Apr-2018

KPI Title	Previous Year Actual	Actual	Performance Indicator Trend	Target	Performance RAG
IP1.6.2.1M01 Percentage of adult protection enquiries completed within 7 days	75.61	84.32	↑	78	GREEN

Lead Officer: Jayne Belton - Team Manager - Safegaurding
Reporting Officer: Jacque Slee - Performance Lead – Social Services
Aspirational Target:
Progress Comment: Enquiries completed outside the 7 days are those that are not straightforward and are waiting for additional information. New, tighter processes are in place so that less complex enquires are dealt with within the timescale.
Last Updated: 20-Apr-2018

KPI Title	Previous Year Actual	Actual	Performance Indicator Trend	Target	Performance RAG
IP1.6.2.2M02 Percentage of initial child protection conferences due in the year and held within timescales	74	91.06	↑	95	⬤⬤⬤ AMBER

Lead Officer: Jayne Belton - Team Manager - Safegaurding
Reporting Officer: Jacque Slee - Performance Lead – Social Services
Aspirational Target:
Progress Comment: The Safeguarding Unit make every effort to schedule conferences within timescales. Seven families in the year had their initial conference delayed, either because of family commitments or because of delays in receiving agency reports.

Last Updated: 16-Apr-2018

KPI Title	Previous Year Actual	Actual	Performance Indicator Trend	Target	Performance RAG
IP1.6.2.3M03 Percentage of reviews of children on the child protection register due in the year and held within timescales	98.1	98.26	↑	98	⬤⬤⬤ GREEN

Lead Officer: Jane M Davies - Senior Manager, Safeguarding & Commissioning
Reporting Officer: Jacque Slee - Performance Lead – Social Services
Aspirational Target: 98.00
Progress Comment: The Safeguarding Unit make every effort to schedule conferences within timescales when capacity allows. Three families in the year had reviews rescheduled to fit in with court commitments or arrangements for unborn children. One family's conference was due in the Christmas period and was scheduled in early January.

Last Updated: 16-Apr-2018

KPI Title	Previous Year Actual	Actual	Performance Indicator Trend	Target	Performance RAG
IP1.6.3.1M01 The percentage of portfolio senior management teams that have viewed the North Wales Police CSE information videos	No Data	100	N/A	25	⬤⬤⬤ GREEN

Lead Officer: Fiona Mocko - Policy Advisor (Equalities and Cohesion)
Reporting Officer: Fiona Mocko - Policy Advisor (Equalities and Cohesion)
Aspirational Target: 100.00
Progress Comment: All Senior Management Teams have now viewed the videos.
Last Updated: 12-Apr-2018

KPI Title	Previous Year Actual	Actual	Performance Indicator Trend	Target	Performance RAG
IP1.6.4.1M01 Percentage of employees who have completed the level 1 e-learning training package to meet the requirements of the Domestic Abuse and and Sexual Violence National Training Framework	No Data	11.59	N/A	25	RED

Lead Officer: Sian Jones - Public Protection Manager
Reporting Officer: Heather Johnson - Learning and Development Adviser
Aspirational Target: 50.00
Progress Comment: Total number of employees who completed the Welsh Government approved training is 676 . As 60% of employees do not have access to a P.C. or laptop alternative delivery methods such as face-to-face sessions, Chrome and possibly Audio book sessions will continue to be offered. We will continue to promote completion of the e-learning module whenever possible.

Last Updated: 30-Apr-2018

KPI Title	Previous Year Actual	Actual	Performance Indicator Trend	Target	Performance RAG
IP1.6.4.2M02 The number of reported incidents of Domestic Abuse and Sexual Violence	1502	2926	↑	0	GREEN

Lead Officer: Sian Jones - Public Protection Manager
Reporting Officer: Sian Jones - Public Protection Manager
Aspirational Target:
Progress Comment: Changes to improve the integrity of crime recording processes has led to recording more crime from the same number of public calls, and that other routes for recording crime have improved in their effectiveness, including identifying additional crimes within existing incidents, recording historical offences and third party reports. These changes have affected domestic related crime more than overall victim based crime, with increased amounts of manually created and historical crime being evident. National trends indicate that increases are not isolated to Flintshire but are part of a national picture. This improvement in crime recording and the continuation of dealing effectively with what is recorded should be seen as directly supporting the Police and Crime Commissioner's Police and Crime Plan in wanting greater confidence for victims of domestic abuse in reporting crime, and easier methods of doing so.

Last Updated: 20-Apr-2018

KPI Title	Previous Year Actual	Actual	Performance Indicator Trend	Target	Performance RAG
IP1.6.4.3M03 The number of domestic abuse incidents reported to North Wales Police	1101	2483	↑	0	🟢🔴🔴 GREEN

Lead Officer: Sian Jones - Public Protection Manager
Reporting Officer: Sian Jones - Public Protection Manager
Aspirational Target:
Progress Comment: Changes to improve the integrity of crime recording processes has led to recording more crime from the same number of public calls, and that other routes for recording crime have improved in their effectiveness, including identifying additional crimes within existing incidents, recording historical offences and third party reports. These changes have affected domestic related crime more than overall victim based crime, with increased amounts of manually created and historical crime being evident. National trends indicate that increases are not isolated to Flintshire but are part of a national picture. This improvement in crime recording and the continuation of dealing effectively with what is recorded should be seen as directly supporting the Police and Crime Commissioner's Police and Crime Plan in wanting greater confidence for victims of domestic abuse in reporting crime, and easier methods of doing so.

Last Updated: 20-Apr-2018

KPI Title	Previous Year Actual	Actual	Performance Indicator Trend	Target	Performance RAG
IP1.6.4.4M04 The number of incidents of sexual assaults reported to North Wales Police	400	443	↑	0	🟢🔴🔴 GREEN

Lead Officer: Sian Jones - Public Protection Manager
Reporting Officer: Sian Jones - Public Protection Manager
Aspirational Target:
Progress Comment: Changes to improve the integrity of crime recording processes has led to recording more crime from the same number of public calls, and that other routes for recording crime have improved in their effectiveness, including identifying additional crimes within existing incidents, recording historical offences and third party reports. These changes have affected domestic related crime more than overall victim based crime, with increased amounts of manually created and historical crime being evident. National trends indicate that increases are not isolated to Flintshire but are part of a national picture. This improvement in crime recording and the continuation of dealing effectively with what is recorded should be seen as directly supporting the Police and Crime Commissioner's Police and Crime Plan in wanting greater confidence for victims of domestic abuse in reporting crime, and easier methods of doing so.

Last Updated: 20-Apr-2018

RISKS

Strategic Risk

RISK TITLE	LEAD OFFICER	SUPPORTING OFFICERS	INITIAL RISK RATING	CURRENT RISK RATING	TREND ARROW	RISK STATUS
Homelessness will remain a growing area of demand due to the current economic climate	Katie Clubb - Community Support Services Manager		Amber	Amber	⬌	Open

Potential Effect: Homelessness remains an area of risk. The lack of suitable, settled accommodation for those on welfare benefits has caused delays in being able to achieve positive outcomes for customers.

Management Controls: The Council has been awarded in year funding to assist with additional measures to develop Landlord incentives within the private rented sector. We have also been awarded funding to develop a night shelter during the winter months.

Progress Comment: Homelessness remains a risk as a result of a number of factors. The introduction of welfare reforms and Universal Credit has created additional barriers to being able to successfully discharge duties to customers. The number of people presenting to the authority for help has increased during each quarter. Vacant posts in the team have been filled and new staff have been fully trained within their roles. This should see more outcomes achieved. Additional funding has been granted to develop Landlord incentives within the private rented sector and also to consider a Housing First pilot.

Last Updated: 23-Apr-2018

RISK TITLE	LEAD OFFICER	SUPPORTING OFFICERS	INITIAL RISK RATING	CURRENT RISK RATING	TREND ARROW	RISK STATUS
The supply of affordable housing will continue to be insufficient to meet community needs	Melville Evans - Strategic Housing and Regeneration Programme (SHARP) Programme Manager	Denise Naylor - Housing Programmes Support Manager	Red	Amber	⬇	Open

Potential Effect: i) Increase in homelessness
ii) Increased pressure on the Housing Options Team
iii) Increase in people sleeping rough

Management Controls: A Housing Strategy Manager is in post to monitor and manage Section 106 and Social Housing Grant programmes. There are robust programme management arrangements for the Strategic Housing and Regeneration Programme (SHARP)

Progress Comment: The Housing Strategy Manager works in partnership with the RSLs (Registered Social Landlords), the SHARP (Strategic Housing and Regeneration Programme) team and developers to inform the type and tenure of any: new build; acquisitions and ultimately identify gaps for future investment. This is achieved through a process of pulling together information from the SARTH (Single Access Route to Housing), the affordable housing register and the Homelessness team, ensuring the demand informs supply. There is a shortfall in affordable housing as identified in the Local Housing Market Assessment, but the housing which is being provided is focused on meeting the needs of those in urgent housing need.

Last Updated: 18-Apr-2018

RISK TITLE	LEAD OFFICER	SUPPORTING OFFICERS	INITIAL RISK RATING	CURRENT RISK RATING	TREND ARROW	RISK STATUS
Department for Works and Pension's Welfare Reform Programme, including Universal Credit full service implementation which would place increasing demand on the Council for affordable and social housing	Jenni Griffith - Flintshire Connects Manager	Denise Naylor - Housing Programmes Support Manager, Suzanne Mazzone - Supporting People Manager	Amber	Amber	⬇	Open

Potential Effect: Increased homelessness
Management Controls: Developing innovative housing schemes that will aim to provide housing at a cost that under 35's can meet. The Common Housing Register recognises affordability as a housing need and gives priority to those who are suffering financial hardship in terms of housing costs due to the impacts of welfare reforms
Progress Comment: Applicants who are affected by bedroom tax are given urgent priority for rehousing to more affordable accommodation.
The proposed property for the shared housing pilot received full planning permission and work has been undertaken to establish demand. Due to Government changes and the withdrawal of plans to introduce shared room rate for under 35s the demand in social housing for shared accommodation has lessened. Applicants contacted expressed a preference for self contained properties and we were unable to establish demand for the shared housing pilot. This will of course have an effect on the demand for affordable one bedroom properties.

Last Updated: 30-Apr-2018

RISK TITLE	LEAD OFFICER	SUPPORTING OFFICERS	INITIAL RISK RATING	CURRENT RISK RATING	TREND ARROW	RISK STATUS
Reduction of land supply for council housing construction	Melville Evans - Strategic Housing and Regeneration Programme (SHARP) Programme Manager	Denise Naylor - Housing Programmes Support Manager	Amber	Green	⬇	Closed

Potential Effect: i) Reduction in number of units delivered
Management Controls: On-going work to maximise the use of Council land and other publically owned land. Privately owned sites are reviewed for their potential use and purchase.
Progress Comment: Potential land for development of housing through the Strategic Housing and Regeneration Programme (SHARP) has been identified which, if viable, could reach the target of 500 new social and affordable houses by 2021.

Last Updated: 20-Apr-2018

RISK TITLE	LEAD OFFICER	SUPPORTING OFFICERS	INITIAL RISK RATING	CURRENT RISK RATING	TREND ARROW	RISK STATUS
Capital borrowing limits for council housing	Melville Evans - Strategic Housing and Regeneration Programme (SHARP) Programme Manager	Denise Naylor - Housing Programmes Support Manager	Amber	Amber	↔	Open

Potential Effect: A reduction in the construction and delivery of Council houses
Management Controls: i) Seek unallocated borrowing approvals by Welsh Government
ii) seek underspent borrowing approval held by other councils
iii) seek increase in borrowing cap with the UK Government through the Growth Deal
Progress Comment: Discussions are in progress between the Council and Welsh Government to secure additional borrowing approval. Welsh Government has unallocated borrowing head room for council owned properties. There has been a Welsh Government consultation on the approach to lifting the borrowing cap. Further information will be available in the Summer 2018. For affordable rental properties the NEW Homes Business Plan will explore funding opportunities.

Last Updated: 18-Apr-2018

RISK TITLE	LEAD OFFICER	SUPPORTING OFFICERS	INITIAL RISK RATING	CURRENT RISK RATING	TREND ARROW	RISK STATUS
Customer expectations for the timeliness of adaptations undertaken through Disabled Facilities Grants (DFGs) may not be met due to competing demands on resources	Niall Waller - Enterprise and Regeneration Manager		Amber	Amber	↑	Open

Potential Effect: There will be a reputational risk to the Council if adaptations fail to meet the expectations of customers. This in increased because of the national ranking of performance by Welsh Government.
Management Controls: i) Monitoring and management of adaptation cases.
ii) Ongoing process review.
iii) Continually seek ways to further increase cost-efficiency
iv) Increase in budget allocation to meet demand
Progress Comment: The performance on DFG timescales has been an area of challenge over time. There are projects underway to improve performance including rolling out use of the new adaptations procurement framework and further process improvements. However, demand upon the DFG budget required a slow down of the least urgent cases in the latter part of 2017/2018 which will impact upon average time scales for DFGs.

Last Updated: 16-Apr-2018

RISK TITLE	LEAD OFFICER	SUPPORTING OFFICERS	INITIAL RISK RATING	CURRENT RISK RATING	TREND ARROW	RISK STATUS
Availability of sufficient funding to resource key priorities	Niall Waller - Enterprise and Regeneration Manager	Melville Evans - Strategic Housing and Regeneration Programme (SHARP) Programme Manager	Amber	Red	⬆	Open

Potential Effect: Customers will wait longer to receive adaptation work in their homes
Management Controls: Monthly monitoring of adaptations budgets and consideration of the business case for an increased budget allocation.
Progress Comment: All budgets are monitored monthly to ensure there is sufficient availability for funding key priorities. However, as demography and expectations change with reduced resources the Council is continually reviewing opportunities to meet requirements. The Council was forced to delay the least urgent Disabled facilities Grant (DFG) cases in the latter part of 2017/18 due to demand on the service.

Last Updated: 23-Apr-2018

RISK TITLE	LEAD OFFICER	SUPPORTING OFFICERS	INITIAL RISK RATING	CURRENT RISK RATING	TREND ARROW	RISK STATUS
Universal Credit Full Service roll out - negative impact upon Council services	Jen Griffiths - Benefits Manager	Dawn Barnes - Training Officer	Amber	Amber	⬌	Open

Potential Effect: Potential increased in rent arrears and decrease of Council Tax collection.
Potential increased risk of homelessness and need for accommodation.
Increased demand in existing support services
Management Controls: Welfare Reform is undoubtedly impacting services and this is being monitored via the UC Operational Board. Rent Arrears have increased and there is work on-going to identify the reason for this, i.e. is it due to delays in payments or tenants not paying their rent out of their UC money. We are focusing on early identification and intervention and have increased communication across the teams and portfolios to support this work.
Council Tax Collection is under pressure, we are unable to directly link this to UC or welfare reform, however, welfare reform will undoubtedly contribute to this. We are currently reviewing the claims process for Council Tax Reduction Scheme to make the process easier and quicker. We have not seen a direct link between presentations for homelessness at this stage, however, this remains a risk and we will continue to provide early intervention to prevent this and monitor the situation closely.
In addition, Flintshire's Universal Credit Operational Board is established to bring together all FCC support services that may be impacted to co-ordinate a response and review current practices to maximise support by reducing duplication.
Progress Comment: During 2017/18 rent arrears increased and there is work on-going to identify the reason for this. During 2018/19 focus will be on early identification and intervention to prevent the problem from escalating. Council Tax Collection has been under pressure, however, collection rates in 2017/18 have not been impacted. Work will continue to closely monitor Universal Credit impacts on Council Services.

Last Updated: 20-Apr-2018

RISK TITLE	LEAD OFFICER	SUPPORTING OFFICERS	INITIAL RISK RATING	CURRENT RISK RATING	TREND ARROW	RISK STATUS
Demand for advice and support services will not be met	Jen Griffiths - Benefits Manager	Suzanne Mazzone - Supporting People Manager	Amber	Amber	↔	Open

Potential Effect: The impact of Welfare Reform on Flintshire households increasing the demand for advice and support to levels beyond what resource can handle in a timely manner.
Management Controls: The Flintshire Advice and Support Gateways are ensuring residents in need of help are referred to an appropriate service provider and maximising effective use of resources as far as possible.
Progress Comment: During 2017/18 demand has continued to increase for advice and support services within the County. The development of the Welfare Response Team has assisted with the implementation of Universal Credit. Referrals to wider support services increased during the year and increasing numbers of residents are presenting with underlying debt issues. Managers across Customer Services, Neighbourhood Housing and Revenues and Benefits are continuing to work together to develop early intervention strategies.

Last Updated: 13-Apr-2018

RISK TITLE	LEAD OFFICER	SUPPORTING OFFICERS	INITIAL RISK RATING	CURRENT RISK RATING	TREND ARROW	RISK STATUS
Debt levels will rise if tenants are unable to afford to pay their rent or council tax	Jen Griffiths - Benefits Manager	Sheila Martin - Income Team Leader	Amber	Red	↑	Open

Potential Effect: With the introduction of universal credit and reduction in benefits being paid it is anticipated that tenants will struggle to maintain their payments increasing the level of debts owed to the Council for Rent and Council Tax.
Management Controls: Reviews of procedures are being carried out to try and mitigate the impact however a full estimate of impact cannot yet be confirmed.
Progress Comment: The first year of Universal Credit full service has resulted in an increase in rent arrears for our tenants. Council Tax collection rates, however, appear to be unaffected at this stage. Work will continue in 2018/19 to target early intervention for tenants claiming Universal Credit to tackle rent arrears and to encourage payment of rent to avoid new or escalating arrears in order to ensure that homelessness is prevented wherever possible and rent collection is maximised.

Last Updated: 20-Apr-2018

RISK TITLE	LEAD OFFICER	SUPPORTING OFFICERS	INITIAL RISK RATING	CURRENT RISK RATING	TREND ARROW	RISK STATUS
The local economy will suffer if residents have less income to spend	Jen Griffiths - Benefits Manager	Suzanne Mazzone - Supporting People Manager	Amber	Amber	↔	Open

Potential Effect: Local economy will suffer as people can only just afford to spend on essential items
Management Controls: The council is continuing to support residents to access advice and support to enable them to better manage their financial situation.
Progress Comment: Welfare Rights and Supporting People teams worked with residents during the year to explore areas of income maximisation for residents of the county.

Last Updated: 13-Apr-2018

RISK TITLE	LEAD OFFICER	SUPPORTING OFFICERS	INITIAL RISK RATING	CURRENT RISK RATING	TREND ARROW	RISK STATUS
Delivery of social care is insufficient to meet increasing demand	Jane M Davies - Senior Manager, Safeguarding & Commissioning	Jacque Slee - Performance Lead – Social Services	Amber	Yellow	⬇	Open

Potential Effect: People would be likely to experience increased waiting times or be unable to access services, with a resulting negative impact on the reputation of the Council.
Management Controls: Developing the market for residential and nursing care
Extending the opening hours for single point of access
Implemententing Community Resouce Team
Developing community resilience
Implementing an Early Help Hub for children and families
Progress Comment: Recommendations have been approved to explore the extension of Marleyfield (32 beds for intermediate care and discharge to assess). This expansion will also help to support the medium term development of the nursing sector. The Single Point of Access has already extended the time the service is available from in the mornings and work is near completion to extend the closing time and introduce weekend working. The multi agency Early Help Hub for children and families is in operation.

Last Updated: 23-Apr-2018

RISK TITLE	LEAD OFFICER	SUPPORTING OFFICERS	INITIAL RISK RATING	CURRENT RISK RATING	TREND ARROW	RISK STATUS
Demand outstrips supply for residential and nursing home care bed availability	Jane M Davies - Senior Manager, Safeguarding & Commissioning	Jacque Slee - Performance Lead – Social Services	Red	Red	⬌	Open

Potential Effect: Increase is hospital admissions and delayed transfers. Increased pressure on primary care services leading to deteriorating relationship with local partners.
Management Controls: Working with Corporate colleagues to use capital investment to support the development of our in-house provision.
Outcomes from the 'Invest to Save' Project Manager made available together with a short, medium and long term plan to support the care sector.
Quick wins from the 'Invest to Save' Project Manager to be implemented.
Increase bed and extra care capacity for dementia/ learning disabilities.
Develop specialist respite for Early Onset Dementia.
Identify and create market change and dynamics, generate more competition, new providers for all ages including children and LD.
Assist with local housing (subsidised?) for specified employees in social care i.e. direct care staff.
Joint marketing and recruitment campaign, including portals, sharing of candidates, shared approach.
Progress Comment: The expansion of Marleyfield to support the medium term development of the nursing sector is ongoing. The re-phasing of Integrated Care Fund capital to fit in with our capital programme has been agreed by Welsh Government. There are several active workstreams, including the development of resources to support the sector, diagnostic reviews for providers and a Care Conference which was held in February hosted by Business Wales. A ministerial visit is scheduled for May 2018.

Last Updated: 30-Apr-2018

RISK TITLE	LEAD OFFICER	SUPPORTING OFFICERS	INITIAL RISK RATING	CURRENT RISK RATING	TREND ARROW	RISK STATUS
Annual allocation of the Integrated Care Fund (ICF) - Short term funding may undermine medium term service delivery	Susie Lunt - Senior Manager, Integrated Services	Jacque Slee - Performance Lead – Social Services	Red	Amber	⬇	Open

Potential Effect: Insufficient funding to sustain medium term service delivery.
Management Controls: Seeking agreement from partners on allocation of funds to deliver medium term services
Progress Comment: The re-phasing of agreed Integrated Care Fund (ICF) capital funding has been agreed to fit with our capital programme. Welsh Government have confirmed the ongoing use of ICF revenue funding for existing projects. The Chair of the North Wales Regional Partnership Board and the Chief Executive of the Betsi Cadwaladr University Health Board (BCUHB) have created an agreement around the allocation of funds to support delivery of medium term services.

Last Updated: 20-Apr-2018

RISK TITLE	LEAD OFFICER	SUPPORTING OFFICERS	INITIAL RISK RATING	CURRENT RISK RATING	TREND ARROW	RISK STATUS
Early Help Hub cannot deliver effective outcomes	Craig Macleod - Senior Manager, Children's Services & Workforce	Jacque Slee - Performance Lead – Social Services	Green	Green	↔	Closed

Potential Effect: Children and families who do not meet the threshold for a statutory services will not be appropriately directed to alternative services.
Management Controls: Agreed information sharing protocol in place
Activity data in place and scrutinised
Steering body to meet regularly to ensure that resources are being appropriately deployed
Progress Comment: The Early Help Hub now accepts direct referrals from partner agencies and professionals. The Children's Commissioner for Wales has formally agreed to launch the Early Help Hub on June 2018. A a positive initial evaluation of the Early Help Hub has been received and it will be presented to the Strategic Board on the 26th April 2018. The evaluation included interviews with families to gain insight on their experience of the Early Hep Hub and the outcomes secured for them.

Last Updated: 23-Apr-2018

RISK TITLE	LEAD OFFICER	SUPPORTING OFFICERS	INITIAL RISK RATING	CURRENT RISK RATING	TREND ARROW	RISK STATUS
Rate of increase of adult safeguarding referrals will outstrip current resources	Jane M Davies - Senior Manager, Safeguarding & Commissioning	Jacque Slee - Performance Lead – Social Services	Red	Amber	⬇	Open

Potential Effect: National timescales for processing safeguarding enquiries will not be met, resulting in potential delays for people requiring safeguarding interventions and impact on reputation of the Council.

Management Controls: Realign response to front door referrals by utilising resources within First Contact and Intake, in order to free up time to allow the Safeguarding Managers to effectively delegate tasks.

Progress Comment: Responsibilities within Adult Safeguarding and First Contact and Intake have been realigned, with no additional resource. Safeguarding Managers are able to effectively delegate tasks for high priority cases; this ensures that those enquiries that do not meet timescales are of a lower priority.

Last Updated: 13-Apr-2018

RISK TITLE	LEAD OFFICER	SUPPORTING OFFICERS	INITIAL RISK RATING	CURRENT RISK RATING	TREND ARROW	RISK STATUS
Deprivation of Liberty Safeguarding (DoLS) assessment waiting list increases	Jane M Davies - Senior Manager, Safeguarding & Commissioning	Jacque Slee - Performance Lead – Social Services	Amber	Amber	⬌	Open

Potential Effect: Increased waiting times for DoLS assessments and impact on reputation of the Council.

Management Controls: Realignment of responsibilities in the teams to meet increasing demand.

Progress Comment: Actions taken to realign the responsibilities of the teams to meet the demands of the increase in adult safeguarding enquiries may have the unwanted effect of increasing the waiting list for DoLS assessments. Work has recently been undertaken to review the individuals awaiting a DoLS assessment. In addition, work is being undertaken to review community DoLS applications and incorporate these within the existing waiting list, and DoLS for children needs to be considered. In due course this will have an impact on the number of cases on the waiting list. The waiting list continues to be actively managed, with urgent and review authorisations being prioritised.

Last Updated: 19-Apr-2018

RISK TITLE	LEAD OFFICER	SUPPORTING OFFICERS	INITIAL RISK RATING	CURRENT RISK RATING	TREND ARROW	RISK STATUS
Knowledge and awareness of safeguarding not sufficiently developed in all portfolios	Fiona Mocko - Policy Advisor (Equalities and Cohesion)	Jane M Davies - Senior Manager, Safeguarding & Commissioning	Red	Red	↔	Open

Potential Effect: Employees will not recognise when adults and children are at risk and will not take appropriate action.
Management Controls: Safeguarding workshops were held during Safeguarding Week in November 2017 and in January 2018; a safeguarding awareness training programme is now in place ensuring regular training opportunities are available to employees. Safeguarding is also included as part of the induction process.
Progress Comment: Safeguarding is included within the corporate induction procedures , ensuring new employees can recognise the signs and know how to make a report.
Safeguarding awareness workshops were delivered during National Safeguarding Week in November 2017 and further training was delivered in January 2018. A safeguarding page is available on the intranet providing resources to support employees and managers.

Last Updated: 12-Apr-2018

RISK TITLE	LEAD OFFICER	SUPPORTING OFFICERS	INITIAL RISK RATING	CURRENT RISK RATING	TREND ARROW	RISK STATUS
Failure to implement safeguarding training may impact on cases not being recognised at an early stage.	Fiona Mocko - Policy Advisor (Equalities and Cohesion)		Red	Red	↔	Open

Potential Effect: Employees will not identify potential safeguarding issues.
Referrals will not be made through the right channels which may delay investigation or result in evidence being contaminated.
Management Controls: Safeguarding training is included in induction programme ensuring all new employees receive training.
Attendance on safeguarding training is a standing agenda item on the Corporate Safeguarding Panel.
Progress Comment: Safeguarding is included in the corporate induction ensuring all new employees have a basic understanding of safeguarding. Safeguarding training is provided regularly ensuring employees have the opportunity to access appropriate training. Types of safeguarding training provided and attendance by Portfolio are monitored at the Corporate Safeguarding Panel.

Last Updated: 19-Apr-2018

2 Ambitious Council

Actions

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
2.1.1.1 The Regional Economic Growth Deal will be submitted to UK and Welsh Governments this year and will set out the main priorities for economic development across North Wales	Niall Waller - Enterprise and Regeneration Manager	Completed	01-Apr-2017	31-Mar-2018	100.00%	GREEN	GREEN

ACTION PROGRESS COMMENTS:
The Council is playing a major role in the development of the Growth Deal for North Wales. The Economic Ambition Board has established working groups to develop each element of the bid including; skills and employment, infrastructure and housing, business growth and transport improvements. Outline business cases for all projects are currently being prepared for submission to both Governments in April 2018.

Last Updated: 16-Apr-2018

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
2.1.1.2 Guide the development of the Deeside Enterprise Zone (DEZ) and Northern Gateway mixed use development site, ensuring developments maximise economic and social value for the County and that they deliver the commitments made in the Regional Economic Growth Deal.	Niall Waller - Enterprise and Regeneration Manager	Completed	01-Apr-2017	31-Mar-2018	100.00%	GREEN	GREEN

ACTION PROGRESS COMMENTS:
The Council is represented on the Deeside Enterprise Zone Board and has provided a supporting function to the Board as required and to businesses in the Enterprise Zone. The Council has provided a responsive support service to potential investors both in the Enterprise Zone and outside. The Council has actively worked with the two landowners for the Northern Gateway site to encourage development to come forward and to steer development towards those investments which offer the greatest value to the economy of Flintshire. Welsh Government have recently announced investment of £20m in the development of the North Wales Advanced Manufacturing Institute which will be located on two campuses in Deeside.

Last Updated: 16-Apr-2018

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
2.1.1.3 Develop a long term strategic approach to Council's economic estate/land	Neal Cockerton - Chief Officer - Housing and Assets	Ongoing	01-Apr-2017	31-Mar-2018	-	GREEN	AMBER

ACTION PROGRESS COMMENTS:
This work stream relates to the need to undertake a strategic review of our industrial and commercial estate to ensure it is fit for purpose, provides key economic drivers, supports the aspirations of the council and supports local business. Work has been commissioned through specialist property advisers and a draft report has been submitted and reviewed by Officers. The final report is being concluded and will be issued to Officers by the end of May 2018. Activity flowing from this report will be considered fully and an action plan developed to manage follow through on key aspects of the report which support and have key linkage to the Councils wider strategic aims and objectives as defined in the Council Plan and Medium Term Financial Strategy.

Last Updated: 30-Apr-2018

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
2.1.1.4 Expand the scale and quality of apprenticeships both regionally and locally.	Denise Naylor - Housing Programmes Support Manager	Completed	01-Apr-2017	31-Mar-2018	100.00%	GREEN	GREEN

ACTION PROGRESS COMMENTS:
The Council has produced and distributed a film which encourages people to consider an apprenticeship in a STEM (Science, Technology, Engineering, Maths) field. This has been distributed widely within the county to reach as many young people as possible and has been viewed over 1,791 times via the online link. Building on this success a new film is being produced which focusses on the care services and encourages young people to consider an apprenticeship and future career in this sector. To promote apprenticeships in the construction industry, the Council has been working closely with Wates, the Strategic Housing and Regeneration Programme (SHARP) development partner to recruit apprentices in this sector. Monitoring of apprenticeship numbers attached to the major construction projects continues (Welsh Housing Quality Standards (WHQS) and SHARP) and the Council is engaged with the local college over the provision of learning attached to apprenticeships.

Last Updated: 23-Apr-2018

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
2.1.1.5 Develop a new approach to supporting town centre vitality and regeneration that maximises their role as shop windows for the County.	Niall Waller - Enterprise and Regeneration Manager	In Progress	01-Apr-2017	31-Mar-2018	60.00%	AMBER	AMBER

ACTION PROGRESS COMMENTS:
Initial scoping work is underway to look at options for the town centres in Flintshire including learning from other areas. This will continue into 2018/19 as resources are identified for more detailed development work.
Last Updated: 23-Apr-2018

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
2.1.1.6 Ensure that the development of regional and local transport strategy initiatives maximises the potential for economic benefits and improve access to employment and tourism destinations.	Niall Waller - Enterprise and Regeneration Manager	Completed	01-Apr-2017	31-Mar-2018	100.00%	GREEN	GREEN

ACTION PROGRESS COMMENTS:

The Council developed the Deeside Plan early in 2017 which sets out ambitions for a transport infrastructure that will maximise the potential for economic growth. The Council, in partnership with Welsh Government, is assessing the viability of different options to improve the infrastructure for cars, rail passengers and cyclists. Welsh Government have recently announced investment in the transport infrastructure in Deeside to improve the public transport infrastructure and to develop a new strategic route to link the A494 to the A55.

Last Updated: 18-Apr-2018

Performance Indicators

No KPIs available

RISKS

Strategic Risk

RISK TITLE	LEAD OFFICER	SUPPORTING OFFICERS	INITIAL RISK RATING	CURRENT RISK RATING	TREND ARROW	RISK STATUS
Infrastructure investment does not keep pace with needs and business is lost to the economy	Andrew Farrow - Chief Officer - Planning, Environment and Economy	Niall Waller - Enterprise and Regeneration Manager	Amber	Amber	⬇	Open

Potential Effect: Infrastructure is essential to facilitating economic growth in Flintshire. If infrastructure is not improved then investment opportunities will be jeopardised and new jobs will not be created. Overloaded infrastructure will also increase the likelihood of business investment being lost to better serviced areas.
Management Controls: i) The Council will play a leading role in regional structures promoting economic growth.
ii) The Council will set out a clear plan for local infrastructure to meet regional and local needs.
Progress Comment: The North Wales Growth Deal will include a package of strategic infrastructure investment projects. At the local level the Deeside Plan sets out a strategy for transport investment to maximise the benefit of economic growth. Welsh Government has already announced major investment in strategic road infrastructure and in public transport to help deliver this strategy.

Last Updated: 23-Apr-2018

RISK TITLE	LEAD OFFICER	SUPPORTING OFFICERS	INITIAL RISK RATING	CURRENT RISK RATING	TREND ARROW	RISK STATUS
Support for businesses in Flintshire doesn't meet their needs and fails to encourage investment	Andrew Farrow - Chief Officer - Planning, Environment and Economy	Niall Waller - Enterprise and Regeneration Manager	Amber	Amber	↔	Open

Potential Effect: Businesses feed back that they highly value the service provided by the Council to help them to navigate wider support and overcome barriers to growth. Business networking activity delivered by the Council also assist businesses to work and trade together. Reduction of this support may make the County less successful as a location for business.
Management Controls: i) The Council will continue to engage businesses and help them to access support.
ii) The Council will provide opportunities for businesses to network and support one another.
Progress Comment: The business development service in Flintshire remains responsive to business needs. The Council works closely alongside Welsh Government and other agencies to provide a co-ordinated service.

Last Updated: 17-Apr-2018

RISK TITLE	LEAD OFFICER	SUPPORTING OFFICERS	INITIAL RISK RATING	CURRENT RISK RATING	TREND ARROW	RISK STATUS
The stability of local and sub-regional economies	Andrew Farrow - Chief Officer - Planning, Environment and Economy	Niall Waller - Enterprise and Regeneration Manager	Amber	Amber	⬌	Open

Potential Effect: Instability in the local and regional economies would lead to reduced business investment and significant job losses.
Management Controls: Maintain an intelligence base on potential risks and mitigation measures.
Progress Comment: The Council continues to monitor changes and trends in the UK and regional economies that may have an impact on Flintshire's economy. The main area of uncertainty, Brexit, remains difficult to predict and quantify whilst the negotiated settlement with the European Union remains unknown.

Last Updated: 17-Apr-2018

RISK TITLE	LEAD OFFICER	SUPPORTING OFFICERS	INITIAL RISK RATING	CURRENT RISK RATING	TREND ARROW	RISK STATUS
The region having a sufficient voice at Welsh Government and UK Government levels to protect its interests	Andrew Farrow - Chief Officer - Planning, Environment and Economy	Niall Waller - Enterprise and Regeneration Manager	Amber	Yellow	⬇	Open

Potential Effect: Decisions are taken on national and regional economic issues, infrastructure investment or other programmes which do not meet the needs of the Flintshire economy.
Management Controls: Play a major role in the North Wales Economic Ambition Board, Mersey Dee Alliance and the Rail Task Force.
Progress Comment: The Council has a lead role in developing the role and functions of the North Wales Economic Ambition Board and is closely involved in the work of the Mersey Dee Alliance. The Council also represents the region on the Rail Task Force and supports the All Party Parliamentary Group on transport. The Council is closely involved in the development of the outline projects for the regional Growth Deal and both the Leader of the Council and Chief Executive play a leading role in the development of the new shadow Joint Committee for North Wales.

Last Updated: 23-Apr-2018

3 Learning Council

Actions

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
3.1.1.1 Develop Education and Integrated Youth Services	Vicky Barlow - Interim Senior Manager - School Improvement	Completed	01-Apr-2017	31-Mar-2018	100.00%	GREEN	GREEN

ACTION PROGRESS COMMENTS:
The Education and Youth Portfolio has continued to work in partnership with the Regional School Improvement Service (GwE) to achieve the best possible educational outcomes for all learners. The Interim Senior Manager for School Improvement has worked collaboratively with the GwE Core Leads for Primary, Special and Secondary schools to provide targeted support for schools. Priorities have been focused on improving wellbeing and standards by developing curriculum and assessment, improving teaching and learning and building leadership capacity. Flintshire schools have had access to an increased professional development offer through GwE which also now includes a regional offer for the development of digital competency.

Last Updated: 17-Apr-2018

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
3.1.1.2 Enhance skills to improve employment opportunities	Jeanette Rock - Principal Education Officer Inclusion	In Progress	01-Apr-2017	31-Mar-2018	50.00%	AMBER	GREEN

ACTION PROGRESS COMMENTS:
Welsh Government has developed a Digital Competency Framework (DCF) and a working group has been established to support improved outcomes for more able and talented pupils. The group has focused on skill development and offers sessions to support the improvement and development of areas such as communication skills. A suite of vocational options has been offered to Key Stage 4 pupils across Flintshire schools. These offer accredited courses along with qualifications in Teamwork, Personal Development in the Community and Employability Skills. Welsh Government are promoting an initiative called the Junior Apprenticeship. This enables young people in Key Stage 4 to access a full vocational programme with a view to continuing onto a formal apprenticeship in the field of study. Flintshire schools have also engaged in a range of free vocational workshops through the 'Have a Go' initiative. These provide the opportunity for learners to engage in a range of practical activities. Coleg Cambria are running a Construction Academy which offers young people between the ages of 16 and 18 a chance to gain skills and experience in the construction industry. Local construction companies are engaged in this initiative and will provide work experience.

Last Updated: 25-Apr-2018

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
3.1.1.3 Implementing the Welsh Government pilot of the 30 hour childcare offer.	Gail Bennett - Early Intervention Services Manager	Completed	01-Apr-2017	31-Mar-2018	100.00%	GREEN	GREEN

ACTION PROGRESS COMMENTS:
The initial Early Implementation Schedule is complete. Weekly, monthly and termly monitoring reports are sent to Welsh Government. There are three grants; Administration, Childcare Settings, and Special Educational Needs. The application process is electronic and can only be accessed if the child is living at an address in an eligible area. Since September 2017 payments to Settings have been processed in a timely manner. Expansion has been made into other areas. Requests have been made to Welsh Government for full expansion to cover all of Flintshire from April 2018. Welsh Government have acknowledged Flintshire's effective implementation of this pilot.

Last Updated: 18-Apr-2018

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
3.1.1.4 Families First Collaborative Programme	Ann Roberts - Families First Lead / Youth Services Manager	Completed	01-Apr-2017	31-Mar-2018	100.00%	GREEN	GREEN

ACTION PROGRESS COMMENTS:
For 2017/18 the portfolio's aim was to achieve Welsh Government Funding to enable the Council to re-commission a full Families First Programme. The funding (approx £1.6 million) is now achieved and fully commissioned for an April 2018 start in line with Welsh Government's agreed transition time. The third sector has been key to delivery and has been engaged in all development and provision. This includes utilising third sector buildings and producing efficiencies for the Council. The programme has ensured that the new provision is a resource for the Early Help Hub, which is an innovative multi-agency approach to deliver on the Well-being Act. The programme will add value to other provision and will offer early intervention and targeted support.

Last Updated: 18-Apr-2018

Performance Indicators

KPI Title	Previous Year Actual	Actual	Performance Indicator Trend	Target	Performance RAG
IP 3.1.1.10 M10 (PAM/008) Percentage of pupil attendance in secondary schools	94.3	93.9	⬇	94.9	AMBER

Lead Officer: Jeanette Rock - Principal Education Officer Inclusion
Reporting Officer: Jeanette Rock - Principal Education Officer Inclusion
Aspirational Target:
Progress Comment: Levels of authorised absence have increased across secondary schools. There has been an increase in the levels of individuals accessing specialist intervention who struggle to engage and also an increase in the levels of exclusion across schools. These factors combined with illness and holidays has resulted in the overall reduction in attendance.

Last Updated: 17-Apr-2018

KPI Title	Previous Year Actual	Actual	Performance Indicator Trend	Target	Performance RAG
IP3.1.1.11M11 (PAM/009) Percentage of year 11 leavers not in education, training, or employment.	1.1	1.7	⬇	1.1	AMBER

Lead Officer: Jeanette Rock - Principal Education Officer Inclusion
Reporting Officer: Jeanette Rock - Principal Education Officer Inclusion
Aspirational Target:
Progress Comment: Levels of Year 11 leavers not in education, training or employment (NEET) remain low. There is a slight increase compared with last year (six individuals) who were not in an outcome; the majority of these were Tier 2 - Individuals who were unable to engage.

Last Updated: 18-Apr-2018

KPI Title	Previous Year Actual	Actual	Performance Indicator Trend	Target	Performance RAG
IP3.1.1.12 M12 Percentage reduction in first time entrance to the youth justice system	3	25	↑	15	●○○ GREEN

Lead Officer: James Warr - Youth Justice Manager
Reporting Officer: Louisa Greenly - Performance Management & Information Officer
Aspirational Target: 20.00
Progress Comment: There were six First Time Entrants in this period. This was the same as in the previous reporting period and a small reduction from the same period in 2016/17 which saw eight First Time Entrants. The reduction equates to 25% due to the small numbers in the cohort. The Bureau process together with collaboration with the Early Help Hub has maintained the focus on identifying and assessing those young people most at risk of offending, and diverting them away from the criminal justice system through interventions and family support. Interventions may include looking at diversion away from anti-social behaviour, anger management, looking at the consequences of crime and victim empathy sessions.

Last Updated: 25-Apr-2018

KPI Title	Previous Year Actual	Actual	Performance Indicator Trend	Target	Performance RAG
IP3.1.1.13 M13 The percentage of young people under 16 years old in the youth justice system offered education, training or employment.	71	79	↑	80	●●○ AMBER

Lead Officer: James Warr - Youth Justice Manager
Reporting Officer: Louisa Greenly - Performance Management & Information Officer
Aspirational Target:
Progress Comment: 79% of the young people of statutory school age who had open programmes (prevention and statutory) were in receipt of 25 hours Education, Training and Employment (ETE). The service maintains close links with colleagues in Education and quickly identifies through assessment where ETE provision may be an issue. The Youth Justice System will work towards securing education and training placements according to the individual needs of the child, acknowledging that in some cases, 25 hours is not appropriate.

Last Updated: 19-Apr-2018

KPI Title	Previous Year Actual	Actual	Performance Indicator Trend	Target	Performance RAG
IP3.1.1.14 M14 The percentage of young people aged 16 – 18 in the youth justice system offered education, training or employment	14.5	51	↑	60	AMBER

Lead Officer: James Warr - Youth Justice Manager
Reporting Officer: Louisa Greenly - Performance Management & Information Officer
Aspirational Target: 80.00
Progress Comment: It is always a challenge to facilitate a return to education in those young people above statutory school age, particularly those in the Youth Justice arena. The service has developed links with education providers and colleges across the region. The Youth Justice Service encourages these young people back into training and education by offering alternatives to mainstream school or college. For example, those young people completing unpaid work programmes are able to complete vocational qualifications in Health and Safety, Construction etc. as well as completing CV's and application forms, with the aim of improving their employability and therefore, deterring them from future offending.

Last Updated: 19-Apr-2018

KPI Title	Previous Year Actual	Actual	Performance Indicator Trend	Target	Performance RAG
IP3.1.1.15 M15 The percentage of attendance across the portfolio PRU	64	68.1	↑	70	AMBER

Lead Officer: Chris Shaw - Head Teacher - PRU
Reporting Officer: Chris Shaw - Head Teacher - PRU
Aspirational Target: 75.00
Progress Comment: There was an overall increase in the attendance across the Portfolio of Pupil Referral Units (PPRU) in 2016/17 as compared with the previous academic year. Despite not reaching the target, this is a positive outcome as the pupils attending the provision have a range of complex needs which can impact on their ability to sustain engagement with academic provision. As in previous years, the lowest attendance rates remain within the secondary sector of the PPRU and work has been undertaken to implement a revised curriculum to support increased engagement in 2017/18.

Last Updated: 23-Apr-2018

KPI Title	Previous Year Actual	Actual	Performance Indicator Trend	Target	Performance RAG
IP3.1.1.16M16 The percentage of year 13 learners who complete level three courses in Maths within Flintshire Schools	27	No Data	N/A	29	

Lead Officer: Vicky Barlow - Interim Senior Manager - School Improvement
Reporting Officer: Vicky Barlow - Interim Senior Manager - School Improvement
Aspirational Target: 30.00
Progress Comment: This was a new performance measure introduced during the current cycle. The percentage of year 13 learners who completed level 3 in 2017 was used as the baseline data to set the target. The outcome data for this performance indicator will not be available until August 2018.

Last Updated: 25-Apr-2018

KPI Title	Previous Year Actual	Actual	Performance Indicator Trend	Target	Performance RAG
IP3.1.1.17M17 The percentage of year 13 learners who complete level three courses in Science within Flintshire Schools	16	No Data	N/A	18	

Lead Officer: Vicky Barlow - Interim Senior Manager - School Improvement
Reporting Officer: Vicky Barlow - Interim Senior Manager - School Improvement
Aspirational Target: 20.00
Progress Comment: This was a new performance measure introduced during the current cycle. The percentage of year 13 learners who completed level 3 in 2017 was used as the baseline data to set the target. The outcome data for this performance indicator will not be available until August 2018

Last Updated: 25-Apr-2018

KPI Title	Previous Year Actual	Actual	Performance Indicator Trend	Target	Performance RAG
IP3.1.1.1M01 (PAM/003) Percentage of pupils achieving the expected outcome at the end of the Foundation Phase (FPOI)	86.9	89.5	↑	89.9	GREEN

Lead Officer: Vicky Barlow - Interim Senior Manager - School Improvement
Reporting Officer: Vicky Barlow - Interim Senior Manager - School Improvement
Aspirational Target: 90.80
Progress Comment: Outcomes in the Foundation Phase made good progress in 2017 in all indicators at the expected level. The performance of Flintshire schools was 2.2% above the 2017 national average for Wales. Flintshire's ranked position was 5th out of the 22 Local Authorities, with an improvement of eight ranked places from 2016.
Last Updated: 30-Apr-2018

KPI Title	Previous Year Actual	Actual	Performance Indicator Trend	Target	Performance RAG
IP3.1.1.2M02 Percentage of pupils who receive free school meals, achieving the expected outcome at the end of the Foundation Phase (FPOI)	71.5	75.7	↑	78.7	AMBER

Lead Officer: Vicky Barlow - Interim Senior Manager - School Improvement
Reporting Officer: Vicky Barlow - Interim Senior Manager - School Improvement
Aspirational Target:
Progress Comment: The performance of pupils entitled to free school meals improved by 4.2% on 2016. This remains a key focus area for improvement in order to further reduce the gap between the performance of pupils entitled to free school meals and those who are not.

Last Updated: 12-Apr-2018

KPI Title	Previous Year Actual	Actual	Performance Indicator Trend	Target	Performance RAG
IP3.1.1.3M03 (PAM/004) Percentage of pupils achieving the expected outcome at the end of key stage 2. (CSI)	90.1	91	↑	91.3	GREEN

Lead Officer: Vicky Barlow - Interim Senior Manager - School Improvement
Reporting Officer: Vicky Barlow - Interim Senior Manager - School Improvement
Aspirational Target: 93.10
Progress Comment: Outcomes in key stage 2 made good progress in 2017 at the expected level. Performance in 2017 has improved by 3.1% from 2015. This is equal to the expected benchmarked position nationally.

Last Updated: 12-Apr-2018

KPI Title	Previous Year Actual	Actual	Performance Indicator Trend	Target	Performance RAG
IP3.1.1.4M04 Percentage of pupils who receive free school meals, achieving the expected outcome at the end of key stage 2. (CSI)	82.3	77.9	↓	74.7	GREEN

Lead Officer: Vicky Barlow - Interim Senior Manager - School Improvement
Reporting Officer: Vicky Barlow - Interim Senior Manager - School Improvement
Aspirational Target: 93.10
Progress Comment: The performance of pupils entitled to free school meals is lower than in the previous year but is above the target set for this cohort. This remains a key focus area for improvement in order to further reduce the gap between the performance of pupils entitled to free school meals and those who are not.

Last Updated: 24-Apr-2018

KPI Title	Previous Year Actual	Actual	Performance Indicator Trend	Target	Performance RAG
IP3.1.1.5M05 (PAM/005) Percentage of pupils achieving the expected outcome at the end of key stage 3. (CSI)	88.27	89.5	↑	90.9	⬤⬤⬤ AMBER

Lead Officer: Vicky Barlow - Interim Senior Manager - School Improvement
Reporting Officer: Vicky Barlow - Interim Senior Manager - School Improvement
Aspirational Target: 93.30
Progress Comment: Outcomes in key stage 3 made good progress in 2017 at the expected level.   Flintshire's ranked position was 5th out of the 22 Local Authorities with an improvement of one place from 2016.

Last Updated: 12-Apr-2018

KPI Title	Previous Year Actual	Actual	Performance Indicator Trend	Target	Performance RAG
IP3.1.1.6M06 Percentage of pupils who receive free school meals achieving the expected outcome at the end of key stage 3.	76.2	71.7	↓	80.2	⬤⬤⬤ AMBER

Lead Officer: Vicky Barlow - Interim Senior Manager - School Improvement
Reporting Officer: Vicky Barlow - Interim Senior Manager - School Improvement
Aspirational Target: 82.10
Progress Comment: The gap between pupils entitled to free school meals and those who are not achieving the expected outcome at Key Stage 3 had been closing steadily over the last five years however, the performance of pupils entitled to free school meals has fallen by 4.5% on 2016. This remains a key focus area for improvement.

Last Updated: 19-Apr-2018

KPI Title	Previous Year Actual	Actual	Performance Indicator Trend	Target	Performance RAG
IP3.1.1.7M07 (PAM/006) Percentage of pupils achieving the expected outcome at the end of key stage 4. Level 2 inclusive threshold 5 GCSE A* - C incl E/W and Maths	61.5*	57	⬇	59.9*	🟢🟠🔴 AMBER

Lead Officer: Vicky Barlow - Interim Senior Manager - School Improvement
Reporting Officer: Vicky Barlow - Interim Senior Manager - School Improvement
Aspirational Target: 86.00
Progress Comment: Performance for this key indicator at Key Stage 4 placed Flintshire 9th across Wales. Changes in the content, structure and assessment methodology of some GCSE examinations, including English, Welsh and mathematics, which are being reported for the first time this year, have impacted on the overall results across Wales for 2017. These changes make it difficult to make meaningful comparisons to the results from 2016.

Last Updated: 12-Apr-2018

* These figures differ from data contained in the 'How we measure' document to rectify an error in the original data

KPI Title	Previous Year Actual	Actual	Performance Indicator Trend	Target	Performance RAG
IP3.1.1.8M08 Percentage of pupils who receive free school meals achieving the expected outcome at the end of key stage 4. Level 2 inclusive threshold 5 GCSE A* - C incl E/W and Maths	33.1	25.2	⬇	38.6	🟢🟠🔴 RED

Lead Officer: Vicky Barlow - Interim Senior Manager - School Improvement
Reporting Officer: Vicky Barlow - Interim Senior Manager - School Improvement
Aspirational Target:
Progress Comment: Pupils entitled to free school meals achieved below the Wales average in 2017 for this indicator at Key Stage 4. This remains a key focus area for improvement.

Last Updated: 12-Apr-2018

KPI Title	Previous Year Actual	Actual	Performance Indicator Trend	Target	Performance RAG
IP3.1.1.9 M09 (PAM/007) Percentage of pupil attendance in primary schools	94.7	94.8	↑	95.3	⬤ AMBER

Lead Officer: Vicky Barlow - Interim Senior Manager - School Improvement
Reporting Officer: Vicky Barlow - Interim Senior Manager - School Improvement
Aspirational Target:
Progress Comment: There has been a slight increase in attendance across the Primary sector as compared with last year. The key reasons for absence remain pupil illness and holidays.

Last Updated: 17-Apr-2018

KPI Title	Previous Year Actual	Actual	Performance Indicator Trend	Target	Performance RAG
IP3.1.2.1M01 The number of training opportunities created through major capital programmes	32	20	↓	9	⬤ GREEN

Lead Officer: Melville Evans - Strategic Housing and Regeneration Programme (SHARP) Programme Manager
Reporting Officer: Denise Naylor - Housing Programmes Support Manager
Aspirational Target:
Progress Comment: A variety of work experience opportunities and placements have been generated through the Strategic Housing and Regeneration Programme (SHARP) throughout the year providing construction site experience. A Building Futures programme which ran in partnership with Wates and Flintshire Communities First provided work skills and construction site experience leading to successful employment outcomes for all participants. Construction site experience is coming to an end for two further trainees and through a joined up approach support is being provided to help gain permanent employment.

Last Updated: 24-Apr-2018

KPI Title	Previous Year Actual	Actual	Performance Indicator Trend	Target	Performance RAG
IP3.1.2.2M02The number of apprenticeships started during 2017/18 through major capital programmes	15	13	⬇	10	🟢🟠🔴 GREEN

Lead Officer: Melville Evans - Strategic Housing and Regeneration Programme (SHARP) Programme Manager
Reporting Officer: Denise Naylor - Housing Programmes Support Manager
Aspirational Target:
Progress Comment: The number of apprenticeships started through the Strategic Housing and Regeneration Programme (SHARP) and Welsh Housing quality Standards (WHQS) major capital schemes during 2017/18 reached 13. All apprenticeships relate to the construction industry Levels 2 and 3 in a range of subjects including Joinery, Brickwork, Scaffolding and Electrical. Overall, 43 construction apprenticeships have been generated since SHARP and WHQS started.

Last Updated: 24-Apr-2018

KPI Title	Previous Year Actual	Actual	Performance Indicator Trend	Target	Performance RAG
IP3.1.3.1M01 The number of registered settings to deliver the Childcare offer	No Data	163	N/A	122	🟢🟠🔴 GREEN

Lead Officer: Gail Bennett - Early Intervention Services Manager
Reporting Officer: Gail Bennett - Early Intervention Services Manager
Aspirational Target:
Progress Comment: 163 early years childcare providers are registered for the Offer, with a mixed economy of private day nurseries, playgroups and child-minders. Approximately 50% are active as all settings interested have been advised to register in preparation for full roll out. Work is being carried out with the providers to ensure their retention and sufficiency in the Sector.

Last Updated: 24-Apr-2018

KPI Title	Previous Year Actual	Actual	Performance Indicator Trend	Target	Performance RAG
IP3.1.3.2M02 The number of children accessing the Childcare offer	No Data	564	N/A	748	AMBER

Lead Officer: Gail Bennett - Early Intervention Services Manager
Reporting Officer: Gail Bennett - Early Intervention Services Manager
Aspirational Target:
Progress Comment: As an Early Implementer Authority, one of seven in Wales, Flintshire has had a phased rollout, with each electoral ward being approved by Welsh Government and Cabinet (initial areas, plus two expansions in November and January). The aspirational target of 748 was established by Welsh Government using a predictive take-up formulae, which was unknown due to the number of variables. The Flintshire calculated target was 441 based upon the electoral wards approved by Welsh Government for 2017/18. The number of applications received from September to March 2018 was 564 digital applications – this is the highest single authority figure for Wales. Of the 564 applications received, 514 applications were approved; 7 deemed ineligible; and 43 pending awaiting further information from parents. Families have benefited in financial terms by £622,134, with a further £29,576 funding special education needs. In March, £140 972 was paid to the childcare sector for eligible families. Due to the success of early implementation in Flintshire, the Childcare Offer will be available across the whole Authority effective 1 May 2018.

Last Updated: 14-May-2018

KPI Title	Previous Year Actual	Actual	Performance Indicator Trend	Target	Performance RAG
IP3.1.4.1M01 The number of people accessing the Families First programme	7700	5554	⬇	6200	AMBER

Lead Officer: Ann Roberts - Families First Lead / Youth Services Manager
Reporting Officer: Ann Roberts - Families First Lead / Youth Services Manager
Aspirational Target:
Progress Comment: The Families First Programme came to the end of its initial five year cycle at the end of 2017/18. A new programme has been re-commissioned and refocuses projects to engage with the three service areas of Parenting, Services to Young People, and Disability. Projects were required to go through a competitive procurement process on a new consortia basis to retain an interest in working with Families First. The drop in interventions in the final quarter was mainly due to a nil return from one provider due to staffing changes but was also affected by projects undertaking either exit strategy tasks or using time & resources to re-shape / re-imagine provision in readiness for the new Families First programme commencing in April 2018.

Last Updated: 18-Apr-2018

RISKS

Strategic Risk

RISK TITLE	LEAD OFFICER	SUPPORTING OFFICERS	INITIAL RISK RATING	CURRENT RISK RATING	TREND ARROW	RISK STATUS
Those schools who do not recognise their need for improvement and external support	Vicky Barlow - Interim Senior Manager - School Improvement	Jeanette Rock - Principal Education Officer Inclusion	Amber	Amber	⬇	Open

Potential Effect: Downturn in school performance and under achievement . Increase in the number of schools in Estyn category of concern/need of significant improvement
Management Controls: The Council will work with schools through the Schools Standards Monitoring Group. Challenge and support will be provided through the regional school improvement partner GwE
Progress Comment: The Council has a Service Level Agreement in place with GwE - the regional school improvement service. Fortnightly Quality Board meetings are in place between the Senior Manager for School Improvement and GwE Core Leads for primary and secondary. There is also a half -termly Local Authority Standards Board. The Council is represented at the regional Quality Board for standards and the GwE Management Board. Annual review of categorisation process for all schools has been completed with no appeals from schools in the local authority. Business plans are reviewed regularly.

Last Updated: 19-Apr-2018

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

Potential Effect: Reduced stakeholder confidence in Education services.
Downturn in school performance and under achievement .
Increase in the number of schools in Estyn category of concern/need of significant improvement
Management Controls: The Council will work with schools through the Schools Standards Monitoring Group.
 Leadership development will be provided through the regional school improvement partner GwE for leadership across the system at all levels.
School Governor development programme. Schools collaborate and federate
Bespoke Leadership development programme in place for schools through the Regional School Improvement Service - for current and aspiring leaders at all levels.
Progress Comment: Each primary, secondary and special school has support through a designated Supporting Improvement Adviser. The Regional School Improvement Service (GwE)leadership development programme is being further developed for across the region and with bespoke programme developing for Flintshire schools which is being offered during the spring term. This is for current and aspiring leaders at all levels. Focused professional development has been offered during 2017 - 2018 for Deputy Headteachers and Acting Headteachers. New and Acting Headteachers are also engaged in the regional development programme for new headteachers.
Support is provided to Governing Bodies through Local Authority / GwE partnership protocol for recruitment to senior leadership posts.

Last Updated: 19-Apr-2018

RISK TITLE	LEAD OFFICER	SUPPORTING OFFICERS	INITIAL RISK RATING	CURRENT RISK RATING	TREND ARROW	RISK STATUS
Impact of Additional Learning Needs reforms	Jeanette Rock - Principal Education Officer Inclusion	Vicky Barlow - Interim Senior Manager - School Improvement	Red	Amber	↓	Open

Potential Effect: Schools and the Local Authority are unable to meet the requirements placed on them by the forthcoming Additional Learning Needs and Education Tribunal (Wales) Bill resulting in the need for additional resource in terms of specialist services and provision.
Management Controls: Portfolio Strategy 2016/17 to map out progress of the legislative reforms and facilitate a timely response.
Use of Welsh Government Innovation Project funding to develop awareness and skills of key school-based staff and Local Authority Officers ahead of the implementation of the Bill.
Progress Comment: Following a halt in the progress of the Additional Learning Needs (ALN) and Education Tribunal (Wales) Bill before the Summer break, this is now progressing and Stage 2 of the legislative process has been completed. The Bill will now move into Stage 3 for detailed consideration by all Assembly Members. Work continues on the Draft Code of Practice alongside the progression of the Bill and four ALN Transformation Leads have recently been appointed to support Local Authorities, schools and other agencies to be ready for the reforms. The anticipated implementation date is 2019 and as a result the potential financial risk associated with the reforms is low for 2017/18 but careful monitoring needs to continue given the possible future implications.
The Bill received Royal Assent in January 2018 and became the Additional Learning Needs and Education Tribunal (Wales) Act 2018. The implementation date has been revised to September 2020, with 2019 being the publication date for the draft Code of Practice. Four regional ALN Transformational Leads have been appointed to oversee and support the implementation of the Act and they took up post in March. An audit tool has been generated for local authorities to complete; this will give greater insight into the risks posed by the Act across the intervening two year period prior to implementation in 2020.

Last Updated: 23-Apr-2018

RISK TITLE	LEAD OFFICER	SUPPORTING OFFICERS	INITIAL RISK RATING	CURRENT RISK RATING	TREND ARROW	RISK STATUS
Local employers and learning providers do not work closely enough to identify and meet the skills based needs of the future	Vicky Barlow - Interim Senior Manager - School Improvement	Niall Waller - Enterprise and Regeneration Manager	Amber	Amber	↔	Open

Potential Effect: Employers will increasingly struggle to fill vacancies and may leave the area. Young people will not be able to benefit from the growth of the local economy and may need to move away to secure employment that matches their skills. If the skills base fails to match employer needs in the future then the area will struggle to compete for investment.
Management Controls: Encourage links between schools and local companies. Develop initiatives both locally and regionally to reduce the gap between young peoples' aspirations and the labour market, especially in Science, Technology, Engineering & Maths (STEM) topics and enterprise.
Progress Comment: In addition to current work to link schools, learners and employers there are a number of proposals for further work being developed as part of the North Wales Growth Deal including an enhanced careers offer and further STEM support for schools. In addition, learning provision is guided by the Regional Skills Strategy which sets out the needs of the economy.

Last Updated: 16-Apr-2018

RISK TITLE	LEAD OFFICER	SUPPORTING OFFICERS	INITIAL RISK RATING	CURRENT RISK RATING	TREND ARROW	RISK STATUS
Sustainability of funding streams	Claire Homard - Senior Manager - School Improvement	Vicky Barlow - Interim Senior Manager - School Improvement	Red	Red	↔	Open

Potential Effect: Reduced capacity to deliver targeted support to schools.
Management Controls: Intelligence on grant regime
Progress Comment: The sustainability of grant funding remains a major and live risk. The Council has received notification of an 7.69% cut to the Education Improvement Grant, resulting in a real terms reduction of approximately quarter of a million pounds. This grant funds a range of posts within schools e.g. Foundation Phase Support Staff and central service delivery within the portfolio. There is limited guidance available at the current time from Welsh Government (WG) to be able to strategically plan for the implementation of this cut. Additionally, other grants e.g. Small and Rural School grant which was made available this year do not appear on the grant schedule for 2018/19. The School Uniform Grant for yr 7 pupils entitled to Free School Meals has also been withdrawn without prior notification, leaving a potential cost pressure for the Council or schools to absorb. There remains considerable concern about the future of the Minority Ethnic Achievement Grant (MEAG) as Welsh Government advised it had been transferred into the Revenue Support Grant. The Welsh Local Government Association (WLGA) have challenged this and discussions at the highest level at WG are continuing. Currently only £7.5m of the original £12.5m grant for all Local Aauthorities in Wales has been confirmed. A cut in funding will result in reduced service delivery in the portfolio, where demand for pupil support is increasing.

Last Updated: 09-May-2018

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

Potential Effect: Higher teacher ratios, unfilled places, backlog maintenance pressures, inefficient estate
Management Controls: Continuation of school modernisation programme, will reduce unfilled places, reduce backlog maintenance, remove unwanted fixed costs and infrastructure
Progress Comment: Reducing unfilled school places via school organisation change is an ongoing process. School change projects can take between three and five years from inception to delivery before reductions of unfilled places can be realised. This continues to be an ongoing process linked to the school modernisation programme. To supplement this the Council will continue to work closely with schools to consider innovative ways for reduction in capacity on a school by school basis (i.e. alternative use of school facilities by other groups) with the objective of meeting national targets of circa 10% unfilled places in all school sectors.

Last Updated: 12-Apr-2018

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

Potential Effect: The fabric of Education and Youth buildings will continue to decline

Management Controls: Continuation of School Modernisation Programme, Continuation of Repairs & Maintenance planned maintenance programme, Capital Business Cases for School improvement, implementation of Band A and Band B 21st Century Schools programmes

Progress Comment: Continuation of the School Modernisation programme is one of the strategic options available to address the repair and maintenance backlog. The programme continuation will also i) Support a reduction of unfilled places ii) Provide a more efficient school estate and concentrate resources on teaching by removal of unwanted fixed costs in infrastructure and leadership iii) Ensure that the condition and suitability of the school estate is improved. Additionally, in future years capital business cases will be submitted through the Council process to supplement the 21st Century Schools investment programme.

Last Updated: 12-Apr-2018

4 Green Council
Actions

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
4.1.1.1 Improve, protect and enhance the built environment	Lynne Fensome - Support Manager Environment	In Progress	01-Apr-2017	31-Mar-2018	75.00%	AMBER	AMBER

ACTION PROGRESS COMMENTS:
The Draft Flintshire Built Heritage Strategy was presented to the Planning Strategy Group in March 2018 where it was endorsed and agreed for further development of the strategy to prepare it for wider stakeholder and public consultation.

Last Updated: 20-Apr-2018

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
4.1.1.2 Manage our natural environment and accessible green-space networks to deliver health, well-being and resilience goals.	Lynne Fensome - Support Manager Environment	Completed	01-Apr-2017	31-Mar-2018	100.00%	GREEN	GREEN

ACTION PROGRESS COMMENTS:
We have completed all projects set out within the Environment and Sustainable Development grant application, including flood defence, biodiversity duty and green-space enhancement. The allocation of the grant is also being used to deliver Flintshire's Greenspace Strategy, improve green-space facilities to encourage access, enjoyment and well-being and to facilitate engagement through arts in the community.

Last Updated: 13-Apr-2018

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
4.1.1.3 Maximising the potential of Council assets for energy efficiency: Control/reduction of Council energy consumption and thereby cost.	Sadie Smith - Energy Conservation Engineer	Completed	01-Apr-2017	31-Mar-2018	100.00%	GREEN	GREEN

ACTION PROGRESS COMMENTS:
The battery storage system at Ysgol Abermorddu is due to be completed by the end of April 2018. It will be operational for the peak generation period across the summer. The potential for battery storage at Brookhill and Standard solar farms/landfills is being explored. A contractor has been appointed to carry out lighting upgrades to seven schools and Wepre Park Visitors Centre which will be completed during the summer. The lighting project at Westwood Primary School was completed and has been converted to LED. To facilitate better control of heating and hot water a number of sites can now gain remote access to the heating systems. This also allows Officers to check that heating systems are turned off during school holidays. Heating control systems have been upgraded in Bryn Garth CP School, Northop Hall CP School, Westwood CP School and Aston Family Centre. The business case and financial modelling for solar PV at Flint Landfill and Crumps Yard is in progress and the final business cases will be presented to Cabinet in June 2018.

Last Updated: 27-Apr-2018

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
4.1.1.4 Maximise the recovery and recycling of waste with a view to reducing the reliance on landfill.	Harvey Mitchell - Waste and Ancillary Services Manager	In Progress	01-Apr-2017	31-Mar-2018	75.00%	AMBER	AMBER

ACTION PROGRESS COMMENTS:
Ongoing recycling awareness campaigns and an interim residual waste treatment contract have ensured that Council remains committed to maximising recovery opportunities and diversion from landfill where possible.

Last Updated: 02-May-2018

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
4.1.1.5 Strengthen regional air quality collaboration to help promote better health and well-being outcomes	Sian Jones - Public Protection Manager	Completed	01-Apr-2017	31-Mar-2018	100.00%	GREEN	GREEN

ACTION PROGRESS COMMENTS:
A regional air quality assessment on behalf of the North Wales local authorities has been undertaken which meets our statutory requirements by submitting the report to Welsh Government by 30th September 2017. The need to develop a local strategy has been highlighted by the Public Services Board, and work is underway to identify how Flintshire can further improve air quality. The Environment theme has now been adopted as a priority for the Public Services Board and the Flintshire Well-being Plan is due to be published in May 2018.

Last Updated: 25-Apr-2018

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
4.1.1.6 Identification of the Local Development Plan preferred strategy	Lynne Fensome - Support Manager Environment	Completed	01-Apr-2017	31-Mar-2018	100.00%	GREEN	GREEN

ACTION PROGRESS COMMENTS:
The preferred strategy for the Local Development Plan (LDP) was approved and published for consultation for a six week period between November and December 2017. Consultation responses were presented to the Planning Strategy Group in February 2018 and minor amendments were approved. The Preferred Strategy provides a firm basis for more detailed work which will feed into the Deposit LDP.

Last Updated: 25-Apr-2018

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
4.2.1.1 Access and use available grant funding to support Council priorities for accessing employment, health and leisure and education.	Katie Wilby - Transportation and Logistics Manager	Completed	01-Apr-2017	31-Mar-2018	100.00%	GREEN	GREEN

ACTION PROGRESS COMMENTS:
All work for 2017/18 has been completed in line with grant funding awarded for the Local Transport Fund and Local Transport Network Fund; active travel scheme designs (cycling/walking) on Zone 3; traffic modelling, business case development and outline scheme designs for B5129 bus corridor; Quality Bus Partnership workshops and development; public transport infrastructure and vehicle procurement in Deeside. Additional funding is required for 2018/19 to undertake additional schemes and complete work on existing schemes.

Last Updated: 02-May-2018

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
4.2.1.2 Prioritise the Council's road infrastructure for repairs and maintenance and implement programmes of work within available funding in order to improve the resilience, efficiency and reliability of the transport network.	Barry Wilkinson - Highways Networks Manager	Completed	01-Apr-2017	31-Mar-2018	100.00%	GREEN	GREEN

ACTION PROGRESS COMMENTS:
The highway network has been reviewed and assessed for investment need and repairs. The capital programme for preventative maintenance has been developed, tendered and implemented across the network.

Last Updated: 15-Jan-2018

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
4.2.1.3 Work closely with the communities to develop innovative and sustainable community based transport schemes.	Katie Wilby - Transportation and Logistics Manager	In Progress	01-Apr-2017	31-Mar-2018	85.00%	AMBER	AMBER

ACTION PROGRESS COMMENTS:
Pilot schemes are underway in Higher Kinnerton-Broughton; Penyffordd-Buckley; Northop Hall-Connah's Quay and Treuddyn-Llanfynydd. Work is ongoing with the Town/Community Councils in Holywell, Trelawnyd, Carmel, and Whitford to develop the remaining pilot schemes. Next steps to develop the strategic core bus network and longer term local transport arrangements to be agreed during 2018/19.

Last Updated: 02-May-2018

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
4.2.1.4 Deliver a compliant, safe and integrated transport service	Katie Wilby - Transportation and Logistics Manager	In Progress	01-Apr-2017	31-Mar-2018	80.00%	AMBER	AMBER

ACTION PROGRESS COMMENTS:
The Integrated Transport Unit (ITU) has administered a transformational review of the Council's passenger transport services over the last 2 years to ensure that all routes are compliant. The service has moved to a new method of procurement known as a Dynamic Purchasing System (DPS), allowing new suppliers to apply to join at any point during its lifetime. Work is underway with Procurement team to develop Proactis system as a contract management tool to monitor contractor performance, health and safety compliance, risk assessments, driver DBS (criminal records) checks, and insurance checks. Further work is required during 2018/19 for re-procurement of college transport routes (Coleg Cambria) and mandatory training for operators, drivers, and passenger assistants.

Last Updated: 02-May-2018

Performance Indicators

KPI Title	Previous Year Actual	Actual	Performance Indicator Trend	Target	Performance RAG
IP4.1.3.1M01 Percentage of environmentally efficient front line operational vehicles to Euro 6 standard.	No Data	89.35	N/A	80	GREEN

Lead Officer: Lynne Fensome - Support Manager Environment
Reporting Officer: Barry Wilkinson - Highways Networks Manager
Aspirational Target:
Progress Comment: A schedule is in place to re-new the majority of vehicles to Euro 6 Standard. The size of the fleet will reduce over time due to more efficient utilisation of the current fleet providing efficiencies for the Council.

Last Updated: 01-May-2018

KPI Title	Previous Year Actual	Actual	Performance Indicator Trend	Target	Performance RAG
IP4.1.3.2M02 Number of street furniture and street light units replaced with LED lighting.	No Data	10799	N/A	6000	GREEN

Lead Officer: Lynne Fensome - Support Manager Environment
Reporting Officer: Darell Jones - Operations Manager (North and Streetlighting)
Aspirational Target: 6000.00
Progress Comment: The total number of lanterns replaced over the year is 10,799. The number of lanterns changed has exceeded target and will allow the project to be delivered within the projected timeframe the final amount of lanterns will be installed during April and May 2018. Energy and CO2 savings are being realised as reported by our energy supplier with savings in real terms being made as predicted. A 16% increase in base energy costs has been placed upon the service by the energy supplier which is effecting the actual amount saved yet the KWhrs savings is being seen. Phase two of the lantern replacement programme will commence shortly with a view to change a further 6,500 LED Lanterns.

Last Updated: 25-Apr-2018

KPI Title	Previous Year Actual	Actual	Performance Indicator Trend	Target	Performance RAG
IP4.1.3.3M03 Reduce our carbon footprint across our Council buildings (non housing)	3.69	34.48	↑	4	🟢⚫⚫ GREEN

Lead Officer: Lynne Fensome - Support Manager Environment
Reporting Officer: Sadie Smith - Energy Conservation Engineer
Aspirational Target:
Progress Comment: figures are weather correct and represent a whole year saving (April 17-March 18). The percentage reduction can be attributed to:
i) The transfer of leisure centres and libraries to Aura who were historically high consumers of energy.
ii) The transfer of heating fuel at Ysgol Terrig and Ysgol Parc y Llan from LPG to natural gas has contributed to the reduction as LPG has a higher carbon emission factor than gas.
iii) The general reduction in the number of assets has had a positive effect, for example, the closure of two schools and community asset transfers.
iv) the transfer of a number of social services sites to another organisation
v) ongoing savings from energy efficiency and renewable energy technologies
vi) the colder weather in February and March has meant that the weather correction factor for 17/18 was higher than the baseline figure in 2007/08. This has not been the case for the last few years where winters have been mild; so weather correction has had no effect on the heating consumption data.

Last Updated: 25-Apr-2018

KPI Title	Previous Year Actual	Actual	Performance Indicator Trend	Target	Performance RAG
IP4.1.4.1M01 (PAM/030) Percentage of waste reused, recycled or composted	68.13	69.12	↑	68	🟢⚫⚫ GREEN

Lead Officer: Lynne Fensome - Support Manager Environment
Reporting Officer: Harvey Mitchell - Waste and Ancillary Services Manager
Aspirational Target:
Progress Comment: Data for year-end is not yet available as it will not be validated by Welsh Government until June 2018. Data that has been entered is indicative based on past trends.

Last Updated: 02-May-2018

KPI Title	Previous Year Actual	Actual	Performance Indicator Trend	Target	Performance RAG
IP4.1.4.2M02 Average recycling rate across all HRC sites	77	77.52	↑	80	AMBER

Lead Officer: Lynne Fensome - Support Manager Environment
Reporting Officer: Harvey Mitchell - Waste and Ancillary Services Manager
Aspirational Target:
Progress Comment: Data for year-end is not yet available as it will not be validated by Welsh Government until June 2018. Data that has been entered is indicative based on past trends.

Last Updated: 02-May-2018

KPI Title	Previous Year Actual	Actual	Performance Indicator Trend	Target	Performance RAG
IP4.2.1.1M01 The number of projects and services delivered through national grant funded schemes	No Data	6	N/A	6	GREEN

Lead Officer: Lynne Fensome - Support Manager Environment
Reporting Officer: Lee Shone - Road Safety Officer
Aspirational Target:
Progress Comment: Of the 5 Welsh Government funded schemes two were funded through 'Safe Routes In Communities' and three were funded through the Road Safety Grant. An additional Safer Routes scheme was provided through Slippage funding which was awarded late in the financial year.

Last Updated: 27-Apr-2018

KPI Title	Previous Year Actual	Actual	Performance Indicator Trend	Target	Performance RAG
IP4.2.2.1M01 (PAM/020) Percentage of A roads in overall poor condition	1.5	1.3	↑	5	GREEN

Lead Officer: Lynne Fensome - Support Manager Environment
Reporting Officer: Steven Parry - Technical Officer
Aspirational Target:
Progress Comment: Scanner Surveys of road conditions took place in October 2017 and findings made available to the Council in November 2017. These results show a slight improvement overall on the previous year.
Last Updated: 02-May-2018

KPI Title	Previous Year Actual	Actual	Performance Indicator Trend	Target	Performance RAG
IP4.2.2.2M02 (PAM/021) Percentage of B roads in overall poor condition	1.3	1.1	↑	5	⬤⬤⬤ GREEN

Lead Officer: Lynne Fensome - Support Manager Environment
Reporting Officer: Steven Parry - Technical Officer
Aspirational Target:
Progress Comment: Scanner Surveys of road conditions took place in October 2017 and findings made available to the Council in November 2017. These results show a slight improvement overall on the previous year.

Last Updated: 02-May-2018

KPI Title	Previous Year Actual	Actual	Performance Indicator Trend	Target	Performance RAG
IP4.2.2.3M03 (PAM/022) Percentage of C roads in overall poor condition	5	5.3	↓	7	⬤⬤⬤ GREEN

Lead Officer: Lynne Fensome - Support Manager Environment
Reporting Officer: Steven Parry - Technical Officer
Aspirational Target:
Progress Comment: Scanner Surveys of road conditions took place in October 2017 and findings made available to the Council in November 2017. These results show a slight increase in C roads in poor condition from the previous year.

Last Updated: 02-May-2018

KPI Title	Previous Year Actual	Actual	Performance Indicator Trend	Target	Performance RAG
IP4.2.2.4M04 Percentage of inspections undertaken to ensure reinstatements meet the required standards	14.25	17.59	↑	14	●●● GREEN

Lead Officer: Lynne Fensome - Support Manager Environment
Reporting Officer: Lynne Fensome - Support Manager Environment
Aspirational Target:
Progress Comment: These inspections are undertaken while roadworks are taking place to ensure satisfactory completion. Any non-conformities are identified and rectified while the initial works take place, reducing the need for remedial works in the future. The percentage of inspections undertaken during quarter 4 have increased, this is because of the number of major utility schemes currently taking place and significant utility activity on our highway network . Resources have been allocated to this task to ensure roadworks taking place are carried out to specification.

Last Updated: 25-Apr-2018

KPI Title	Previous Year Actual	Actual	Performance Indicator Trend	Target	Performance RAG
IP4.2.3.1M01 The number of community based transport schemes developed against plan	1	4	↑	5	●●● AMBER

Lead Officer: Lynne Fensome - Support Manager Environment
Reporting Officer: Ceri Hansom - Integrated Transport Unit Manager
Aspirational Target:
Progress Comment: Four of the five community transport schemes are now operational and established. They are; Higher Kinnerton to Broughton Retail Park (commenced February 2017); Northop Hall to Connahs Quay (commenced August 2017); Penyffordd to Buckley (commenced October 2017); Cymau to Broughton Retail Park (commenced November 2017). The fifth scheme, to serve the rural communities in the Holywell area, is designed and has been agreed with Holywell Town Council and is set to begin in May/June 2018. The scheme was put on hold until the delivery of the Council's own minibuses purchased with a grant from the Rural Communities Development Fund.

Last Updated: 25-Apr-2018

KPI Title	Previous Year Actual	Actual	Performance Indicator Trend	Target	Performance RAG
IP4.2.4.1M01 Percentage of contracts awarded that are financially compliant	No Data	86.95	N/A	100	AMBER

Lead Officer: Lynne Fensome - Support Manager Environment
Reporting Officer: Ceri Hansom - Integrated Transport Unit Manager
Aspirational Target:
Progress Comment: 278 routes (school, adult social care, local bus routes) have been through a compliant tendering exercise.

Last Updated: 27-Apr-2018

KPI Title	Previous Year Actual	Actual	Performance Indicator Trend	Target	Performance RAG
IP4.2.4.2M02 The percentage of safety compliant checks delivered	No Data	75.68	N/A	100	AMBER

Lead Officer: Lynne Fensome - Support Manager Environment
Reporting Officer: Ceri Hansom - Integrated Transport Unit Manager
Aspirational Target:
Progress Comment: 75.68% of safety compliant checks have now been completed. Daily monitoring and compliance checks are taking place on site at schools and day care centres.

Last Updated: 27-Apr-2018

RISKS

Strategic Risk

RISK TITLE	LEAD OFFICER	SUPPORTING OFFICERS	INITIAL RISK RATING	CURRENT RISK RATING	TREND ARROW	RISK STATUS
Reduction of the Single Environment Grant	Tom Woodall - Access and Natural Environment Manager	Lynne Fensome - Support Manager Environment	Amber	Amber	↔	Open

Potential Effect: Income targets not met
Potential reduction could impact staffing resource to maintain service delivery
Management Controls: Raised as a pressure for 2017/18.
Progress Comment: Welsh Government have reduced the Environmental and Sustainable Development grant by £110k for 2017/18.   This was better than the forecasted expectation therefore the allocations across the two portfolios have been maintained and projects continue to be delivered. However this remains a risk in that the quality of the bid submissions needs to be maintained to ensure full draw down of the grant. Further reductions for 2018/19 will again lead to a potential reduction in services that can be delivered. We await the notification of the grant for 2018/19.
For 2018/19 waste and flood allocations are to be removed from the Single Revenue Grant (SRG) . Resources will be allocated to support Local Environment Quality (LEQ) and Natural Resources Management (NRM) through the existing SRG mechanism .

Last Updated: 13-Apr-2018

RISK TITLE	LEAD OFFICER	SUPPORTING OFFICERS	INITIAL RISK RATING	CURRENT RISK RATING	TREND ARROW	RISK STATUS
Limitations on suitable Council sites with sufficient area for larger scale renewables schemes and suitable connections to the electric grid	Sadie Smith - Energy Conservation Engineer	Lynne Fensome - Support Manager Environment	Amber	Amber	↔	Open

Potential Effect: Failure to meet Carbon Reduction target
Management Controls: Continue to review the availability of sites
Progress Comment: We are continuing with an ongoing review of the available sites, particularly in terms of the agricultural estate and the viability of these sites. Two sites have been prioritised as the most suitable sites and grid connection offers accepted. We have developed a good working relationship with Scottish Power Energy Networks which has allowed for informal discussions to take place ahead of formal plans being submitted. This helps in workload capacity of the team and in moving forward with the prioritised sites. Alternatives to grid connections are also considered as part of the process to provide more innovative solutions. This includes selling to a large user which may be a more financially viable option given the costs of connecting to the grid and ultimately delivers both greater financial savings and greater income opportunities.

Last Updated: 25-Apr-2018

RISK TITLE	LEAD OFFICER	SUPPORTING OFFICERS	INITIAL RISK RATING	CURRENT RISK RATING	TREND ARROW	RISK STATUS
Funding will not be secured for priority flood alleviation schemes	Ruairi Barry - Senior Engineer	Lynne Fensome - Support Manager Environment	Red	Red	⬌	Open

Potential Effect: Flooding of homes and businesses across the county
Potential homelessness
Management Controls: Review our approach to funding capital projects
Progress Comment: Measure 10 of Flintshire's Local Risk Management Strategy is to "*identify projects and programmes which are affordable, maximising capital funding from internal and external sources*". The Flood Risk Management Team continues to identify and secure funding for priority flood alleviation schemes. It is recognised that skills and resources within the Team need to be developed to ensure the programme of local prioritised schemes and improvement works can be sustainably funded and delivered. A service review is intended to create a more effective approach/structure that balances the ability to secure funding for flood alleviation works with the delivery of statutory duties under the Flood and Water Management Act.

Last Updated: 19-Apr-2018

RISK TITLE	LEAD OFFICER	SUPPORTING OFFICERS	INITIAL RISK RATING	CURRENT RISK RATING	TREND ARROW	RISK STATUS
Customer expectations around the delivery of flood alleviation schemes are not effectively managed	Ruairi Barry - Senior Engineer	Lynne Fensome - Support Manager Environment	Yellow	Yellow	⬌	Open

Potential Effect: Reduced public confidence to effectively manage flood risk
Management Controls: Review our approach to funding capital projects
Progress Comment: The Council has powers under Section 14 of the Land Drainage Act 1991 to undertake works "*so far as may be necessary for the purpose of preventing flooding or mitigating the damage caused by flooding in their area".* A programme of local schemes has been developed in line with national guidance and transparent risk based priority criteria. The programme is to be continually updated and will be communicated via published Flood Risk Management Plans (FRMPs) to assist in managing customer expectations around the delivery of schemes. Skills and resources within the Team will to be developed and focused to ensure the programme is deliverable. A service review will identify a more effective approach/structure that balances the delivery of flood alleviation works with undertaking statutory duties under the Flood and Water Management Act.

Last Updated: 19-Apr-2018

RISK TITLE	LEAD OFFICER	SUPPORTING OFFICERS	INITIAL RISK RATING	CURRENT RISK RATING	TREND ARROW	RISK STATUS
Lack of holistic air quality data across the region leading to on cost for the Council to manage its own review	Dave L Jones - Pollution Control Officer	Lynne Fensome - Support Manager Environment	Yellow	Green	↓	Closed

Potential Effect: Knock on effect for capacity within the team to manage own review
Management Controls: Full engagement with the regional project
Progress Comment: All six North Wales authorities have now contributed to the regional report and the findings have been accepted by Welsh Government.

Last Updated: 25-Apr-2018

RISK TITLE	LEAD OFFICER	SUPPORTING OFFICERS	INITIAL RISK RATING	CURRENT RISK RATING	TREND ARROW	RISK STATUS
Insufficient funding to ensure our highways infrastructure remains safe and capable of supporting economic growth	Barry Wilkinson - Highways Networks Manager	Lynne Fensome - Support Manager Environment	Amber	Amber	↔	Open

Potential Effect: Deteriation of the condition of highways in Flintshire
Management Controls: Focussed investment through the funding of schemes that maintain or reduce the pace of deterioration of the condition of the main highway infrastructure.
Road Safety Scheme identification for improvement to routes through available funding.
Maximize funding received through the quality of the bid submission by aligning submissions to follow successful bid model techniques.
Progress Comment: Preventative and corrective work has been completed across a number of improvement and maintenance schemes of the highest ranked sites within the network as planned, in accordance with available funding. Priority is given to the areas of the network that require the investment whilst considering the local infrastructure. The service area intends to make best use of available funds and apply them to the areas of the network that requires the investment whilst considering the surrounding local infrastructure.

Last Updated: 25-Apr-2018

RISK TITLE	LEAD OFFICER	SUPPORTING OFFICERS	INITIAL RISK RATING	CURRENT RISK RATING	TREND ARROW	RISK STATUS
Sufficient funding will not be found to continue to provide subsidised bus services.	Ceri Hansom - Integrated Transport Unit Manager	Lynne Fensome - Support Manager Environment	Amber	Amber	↔	Open

Potential Effect: Decrease in bus services to residents, particularly in rural areas
Management Controls: Develop services so that they become more commercially viable
Progress Comment: Withdrawal of subsidies could affect viability of some marginal commercial bus services impacting on people with disabilities, younger people, people employed on low wages, who are unable to drive, and those who may have no alternative choice of travel. There is also a potential impact on rural communities, where no alternative transport services exist and there is heavy reliance on private cars for travel.

Last Updated: 20-Apr-2018

RISK TITLE	LEAD OFFICER	SUPPORTING OFFICERS	INITIAL RISK RATING	CURRENT RISK RATING	TREND ARROW	RISK STATUS
Supply chain resilience	Katie Wilby - Transportation and Logistics Manager	Lynne Fensome - Support Manager Environment	Amber	Amber	↔	Open

Potential Effect: Transport services cannot be provided
Management Controls: i) Management of safety compliance checks.
ii) Management of financially compliant contracts
Progress Comment: The control measures have been put in place to mitigate against another major transport services provider going into administration or not able to meet the required operating standards. New processes have been established and officers are carrying out both safety compliance checks and also finance compliance checks on contractors

Last Updated: 02-May-2018

RISK TITLE	LEAD OFFICER	SUPPORTING OFFICERS	INITIAL RISK RATING	CURRENT RISK RATING	TREND ARROW	RISK STATUS
Adverse weather conditions on the highway network	Barry Wilkinson - Highways Networks Manager	Lynne Fensome - Support Manager Environment	Amber	Red	↑	Open

Potential Effect: Increase in cost to future planned repairs as network deteriorates beyond that can be rectified by planned maintenance
Increase in insurance claims
Management Controls: Targeting funding on those schemes that maintain or reduce the pace of deterioration of the condition of the main highway infrastructure.
Progress Comment: The risk trend has increased due to the severity of the winter increasing the likelihood of the risk occurring. Road conditions throughout the County are detrimentally affected following poor winter weather and, given the severity of this winter period, the local network has been adversely affected by road surface defects and potholes. Repairing the Council's roads is a priority for the service and resources were provided to identify and then prioritise the roads in need of repair. Additional funds, resources and contractors were deployed across the county over several weeks in efforts to repair the network as the defect were if identified. Schemes for the resurfacing and permanent patching contracts have been prioritised for the summer period, which will commence in June 2018. This more expensive and permanent repair to the road surface is part of the annually planned maintenance regime.

Last Updated: 01-May-2018

RISK TITLE	LEAD OFFICER	SUPPORTING OFFICERS	INITIAL RISK RATING	CURRENT RISK RATING	TREND ARROW	RISK STATUS
Lack of community support for transport options	Ceri Hansom - Integrated Transport Unit Manager	Lynne Fensome - Support Manager Environment	Yellow	Yellow	↔	Open

Potential Effect: i) Planned programme of community transport hubs not delivered. iii) Decreased passenger numbers on bus services.
iii) Increase in individual car usage
Management Controls: Realistic deliverable programme for 2017/18 of 4 Community Transport Hubs that have been supported by the local communities and Town and Community Councils
Progress Comment: Community based transport services can play an important part in an integrated passenger transport provision and transport network. Community Benefit clauses included in all new transport routes awarded (except local bus). This is a free service provided by the successful tenderer as a Community Benefit. A minimum of 1.5% of mileage per annum is required from each tenderer (capped at 150 miles per annum). Delivery is dependent on the ability and willingness of the local communities and transport operators to support and deliver sustainable transport arrangements.

Last Updated: 20-Apr-2018

5 Connected Council

Actions

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
5.1.1.1 Build stronger social enterprises with the sector itself leading development of the sector	Ian Bancroft - Chief Officer - Strategic Programmes	In Progress	01-Apr-2017	31-Mar-2018	60.00%	GREEN	GREEN

ACTION PROGRESS COMMENTS:
To help grow the sector and sustain itself specific contracts and community benefits work is being targeted at the sector. The development of a range of tools such as Community Shares is underway that enable existing social enterprises to grow and develop. Projects that are applicable for Community Shares have been identified and a business case format for these has been developed. Social enterprises attended the Flintshire Business awards and for the first time won a significant award. Wider plans for developing tools for the social enterprise sector have been shared with the Public Services Board and is forming part of their Community Resilience Action Plan. Funding has been secured for extending the post of the Social Enterprise Officer and work is currently taking place to develop an action plan for the next 12 months.

Last Updated: 25-Apr-2018

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
5.1.1.2 Grow the capacity of the social enterprise sector and Alternative delivery Models (ADMs) to become more self-sustaining.	Ian Bancroft - Chief Officer - Strategic Programmes	In Progress	01-Apr-2017	31-Mar-2018	85.00%	GREEN	GREEN

ACTION PROGRESS COMMENTS:
Work has taken place with key social enterprises to strengthen their business plans. This includes establishing two new social enterprises of a significant scale operating in Flintshire through the Alternative Delivery Models (ADMs) and Community Asset Transfer Programme. Aura Leisure and Libraries and Holywell Leisure Centre were established and have been operating from the 1st September and 1st April respectively. Meetings have been held with organisations who had had asset transfers between 2015 -2017 and first year reports have been provided on community benefits. Second Year Review Meetings were held in March 2018. With the establishment of the Home Farms Trust contract (HFT) which began on 1st February 2018, three Alternative Delivery Models (ADM's) have been established to operate council services in the past 12 months. These are Aura Leisure and Libraries and NEWydd Catering and Cleaning. To ensure the organisations become more sustaining, regular review meetings are taking place including formal partnership boards. A number of meetings and reviews have now been completed with the remainder to be completed by the summer.

Last Updated: 25-Apr-2018

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
5.1.1.3 Implement the Digital Strategy and resources to meet future customer needs	Richard Ashley - IT Business Relationship Manager	Completed	01-Apr-2017	31-Mar-2018	100.00%	GREEN	GREEN

ACTION PROGRESS COMMENTS:
The first year of the five year Digital Strategy programme of work has concluded. Progress remains steady across all six work streams to identify those projects that can and should be progressed as a matter of priority, and a number have already identified their priorities for inclusion in the action plan. The Digital Customer work stream has been the subject of much work and this is to be the primary focus for the Digital Strategy going forward due to the opportunities it brings to the public and potential for savings to be made.

Last Updated: 20-Apr-2018

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
5.1.1.4 Ensuring and delivering community benefits	Ian Bancroft - Chief Officer - Strategic Programmes	In Progress	01-Apr-2017	31-Mar-2018	80.00%	GREEN	AMBER

ACTION PROGRESS COMMENTS:
The Council has developed a new Community Benefits Strategy which was approved by Cabinet in October 2017. A new Community Benefits Delivery Plan template has been developed which will assist the service commissioners to identify and target relevant Community Benefits. A new Commissioning Form has also been developed which requires Commissioners to complete for all contracts above £25,000 and the completed form is scrutinized by the Corporate Procurement Service for Community Benefits inclusion. During Quarter 4 14 projects under £1m were procured of which 5 projects included Community Benefits which represents 36% of the total contracts procured under £1m. Due to reporting difficulties we are not able to quantify figures prior to Quarter 4. Considerable progress has been made in delivering social value for contracts below £1m and we expect this momentum to continue in the 2018/19 Financial Year as the use of the Delivery Plan template is used more widely.

Last Updated: 27-Apr-2018

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
5.1.1.5 Enabling the third sector to maximise their contribution.	Ian Bancroft - Chief Officer - Strategic Programmes	In Progress	01-Apr-2017	31-Mar-2018	80.00%	GREEN	AMBER

ACTION PROGRESS COMMENTS:
Community Benefits Strategy developed with specific social objectives that enable the social sector to show their unique delivery and value against. Flintshire Local Voluntary Council (FLVC) and the Communities First Social Enterprise Officer are delivering specific support to the sector including supporting the establishment of community asset transfers. As part of the Resilience theme for the Public Services Board, work involving key organisations in the areas of Holywell, Shotton, and Flint is being prioritised and showcased. Work is continuing to enable commissioners to procure to the third sector.

Last Updated: 16-Apr-2018

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
5.1.1.6 Ensure our Armed Forces Community and their families are not disadvantaged when accessing Council Services	Karen Armstrong - Corporate Business and Communications Executive Officer	In Progress	01-Apr-2017	31-Mar-2018	75.00%	GREEN	AMBER

ACTION PROGRESS COMMENTS:
The partnership group driving the work of Flintshire's Armed Forces Covenant forward has made good progress over the year. Developments and achievements within the Council include; a new policy for Reservists in the Council to be supported with an additional two weeks annual leave to attend services-related training; revision of the Council's Recruitment Policy to include a guaranteed interview to all veterans meeting the essential criteria; an agreement is now in place to capture data from schools about pupils from serving or veteran families in order to understand the scale of support needed and to plan support, including funding; co-ordination and support of Covenant funding applications within local communities. In addition North Wales Fire and Rescue Services signed up to Flintshire's Covenant in 2017/18 and the first Annual report was endorsed by full County Council. The two Armed Forces Liaison Officers appointed for regional co-ordination of the 6 County Covenants have positively impacted on the good progress made. The outcomes of the progress made this year have still to be determined, hence the Amber 'Outcome' rating.

Last Updated: 25-Apr-2018

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
5.1.1.7 Getting Flintshire active through partnership objectives via the Public Services Board	Karen Armstrong - Corporate Business and Communications Executive Officer	In Progress	01-Apr-2017	31-Mar-2018	75.00%	GREEN	AMBER

ACTION PROGRESS COMMENTS:
The Public Services Board's (PSB) Well-being Plan has five priority areas of work: Community Resilience, Healthy and Independent Living, Environment, Community Safety, and Economy and Skills. The Community Resilience priority has a number of work-streams, one of which is 'Getting Flintshire moving'. This priority area is led by Public Health Wales with two specific activities around reducing sedentary behaviour; one of which is focused on the scale of impact that could be made across the public sector as a major employer and within specific community areas (as pilots). A list of key drivers to support this activity has been developed and will be worked through with Public Services Board (PSB) partners. This is a longer term project which has not shown immediate impact in-year, hence the amber rating for outcome.

Last Updated: 25-Apr-2018

Performance Indicators

KPI Title	Previous Year Actual	Actual	Performance Indicator Trend	Target	Performance RAG
IP5.1.2.1M01The monetary value of efficiency supported by ADMs (£M)	No Data	0.44	N/A	0.5	AMBER

Lead Officer: Ian Bancroft - Chief Officer - Strategic Programmes
Reporting Officer: Ian Bancroft - Chief Officer - Strategic Programmes
Aspirational Target:
Progress Comment: This relates to the savings made by NEWydd and Aura since their transfer on 1 May 2017. For 2019/20 full year savings will be achieved.

Last Updated: 27-Apr-2018

KPI Title	Previous Year Actual	Actual	Performance Indicator Trend	Target	Performance RAG
IP5.1.2.2M02 The number of primary school meals provided each financial year through the ADM Newydd Catering and Cleaning	5350	5647	↑	5403	GREEN

Lead Officer: Ian Bancroft - Chief Officer - Strategic Programmes
Reporting Officer: Ian Bancroft - Chief Officer - Strategic Programmes
Aspirational Target:
Progress Comment: A total of 1,039,115 meals were provided to primary schools during 2017/18. This equates to an average of 5,647 meals per trading day based on the maximum of 184 available days in year.

Last Updated: 25-Apr-2018

KPI Title	Previous Year Actual	Actual	Performance Indicator Trend	Target	Performance RAG
IP5.1.2.3M03 The number of secondary school meals provided each financial year through the ADM Newydd Catering and Cleaning	5029	4531	⬇	5129	AMBER

Lead Officer: Ian Bancroft - Chief Officer - Strategic Programmes
Reporting Officer: Ian Bancroft - Chief Officer - Strategic Programmes
Aspirational Target:
Progress Comment: A total of 833,709 meals were provided to secondary schools during 2017/18. This equates to an average of 4,531 meals per trading day based on the maximum of 184 available days in the year.

Last Updated: 25-Apr-2018

KPI Title	Previous Year Actual	Actual	Performance Indicator Trend	Target	Performance RAG
IP5.1.2.4M04 The number of leisure centres and libraries sustained through the community benefits society	11	11	↔	11	GREEN

Lead Officer: Ian Bancroft - Chief Officer - Strategic Programmes
Reporting Officer: Paul Jones - Leisure Manager Business Improvement
Aspirational Target:
Progress Comment: From 1 September 2017, Aura Leisure & Libraries Limited is responsible for the direct management of 11 leisure centres and libraries. Aura Leisure and Libraries Limited is registered under the Cooperative and Community Benefit Societies Act 2014 (Registration No. 7610).

Last Updated: 23-Oct-2017

KPI Title	Previous Year Actual	Actual	Performance Indicator Trend	Target	Performance RAG
IP5.1.2.5M05 The number of key community asset transfers sustained by new social enterprises, Connah's Quay Swimming Pool, Holywell Leisure Centre and, Mynydd Isa Community Centre Library	3	3	↔	3	GREEN

Lead Officer: Ian Bancroft - Chief Officer - Strategic Programmes
Reporting Officer: Ian Bancroft - Chief Officer - Strategic Programmes
Aspirational Target:
Progress Comment: All three social enterprises are continuing to operate and detailed review meetings and reviews have been held with each.

Last Updated: 27-Apr-2018

KPI Title	Previous Year Actual	Actual	Performance Indicator Trend	Target	Performance RAG
IP5.1.4.1M01 Percentage of community benefit clauses in new procurement contracts above £1M	100	100	↔	100	GREEN

Lead Officer: Gareth Owens - Chief Officer - Governance
Reporting Officer: Arwel Staples - Strategic Procurement Manager
Aspirational Target:
Progress Comment: During the Q4 reporting period, 2 procurement projects above £1m has been procured and both have Community Benefits included.

In total 10 procurement projects above £1m have been procured during the full reporting year and all 10 projects contained Community Benefits as per the requirement under the Welsh Procurement Policy Statement. There is ongoing discussion taking place to determine how the Community Benefits on individual projects will be collated for tracking and performance monitoring.

Last Updated: 20-Apr-2018

KPI Title	Previous Year Actual	Actual	Performance Indicator Trend	Target	Performance RAG
IP5.1.4.2M02 Percentage of community benefit clauses in new procurement contracts under £1M	No Data	35.71	N/A	100	RED

Lead Officer: Gareth Owens - Chief Officer - Governance
Reporting Officer: Arwel Staples - Strategic Procurement Manager
Aspirational Target:
Progress Comment: The Council has developed a new Community Benefits Strategy which was approved by Cabinet in October 2017. This is accompanied by a new Community Benefits Delivery Plan template which will assist the service commissioners to identify and target relevant Community Benefits. In addition a new Commissioning Form requires commissioners to complete for all contracts above £25,000 and the completed form is scrutinised by the Corporate Procurement Service. During Quarter 4 14 projects under £1m were procured of which 5 projects included Community Benefits which represents 36% of the total contracts procured under £1m. Due to reporting difficulties we are not able to quantify figures prior to Quarter 4. Considerable progress has been made in delivering social value for contracts below £1m and we expect this momentum to continue into 2018/19 as the use of the Delivery Plan template is used more widely.

Last Updated: 30-Apr-2018

KPI Title	Previous Year Actual	Actual	Performance Indicator Trend	Target	Performance RAG
IP5.1.6.1M01 (PAM/016) Number of visits to libraries per 1000 population	3935	4568	↑	4014	⬤⬤⬤ GREEN

Lead Officer: Ian Bancroft - Chief Officer - Strategic Programmes
Reporting Officer: Kate Leonard - Principal Librarian
Aspirational Target:
Progress Comment: Libraries have seen an increase in physical visits this year , co-location of some services within libraries will account for this as will the enhanced service development work we have initiated. Virtual visit are included in this return and we have also seen an substantial increase in usage of online services. This has offset an dip in web visits, due to the transfer of website/homepage from Flintshire to Aura.

Last Updated: 23-Apr-2018

KPI Title	Previous Year Actual	Actual	Performance Indicator Trend	Target	Performance RAG
IP5.1.6.2M02 (PAM/017) Number of visits to leisure centres per 1000 population	8740	7159.79	↓	7296	⬤⬤⬤ AMBER

Lead Officer: Ian Bancroft - Chief Officer - Strategic Programmes
Reporting Officer: Paul Jones - Leisure Manager Business Improvement
Aspirational Target:
Progress Comment: During 2017/18, leisure centres were managed directly by Flintshire County Council for the five month period from April - August 2017 and by Aura Leisure & Libraries Limited for the remaining seven months of the financial year. The following factors explain the rationale for a reduction in the number of visits recorded by the Council and Aura in 2017/18:
1) Holywell Leisure Centre was transferred to the community as part of the CAT programme effective from April 2017. Holywell's participation figures are not included as part of this submission.
2) With effect from July 2017, in readiness for the transfer to Aura, the management of grass sports pitches on non-school sites, sports changing facilities, bowling greens and allotments transferred to Streetscene/Assets. Participation figures for these areas are not included post July 2017 in this submission.
3) Artificial Turf Pitches at Mold, Buckley and Hope have endured significant periods of closure during 2017/18 due to maintenance & renovation works and inclement weather.

Last Updated: 25-Apr-2018

KPI Title	Previous Year Actual	Actual	Performance Indicator Trend	Target	Performance RAG
IP5.1.6.3M03 Number of visits to the theatre	167000	197853	↑	175000	●●● GREEN

Lead Officer: Ian Bancroft - Chief Officer - Strategic Programmes
Reporting Officer: Ian Bancroft - Chief Officer - Strategic Programmes
Aspirational Target:
Progress Comment: Attendance this year has exceeded target with a total of 197,853 people engaging with events at Theatr Clwyd. This is due to a stronger marketing message, more varied events, a better quality programme of work and an ever building relationship with the communities we serve. 61,000 people saw a Theatr Clwyd made production here in Mold, 57,000 people watched our visiting work, 32,000 people watched films at our cinema and over 40,000 members of our community engaged with workshops, outreach activities and Arts and Health sessions. Over 6,000 people attended the Ice Rink. It is worth noting that these figures do not include visits to the Gallery as it is currently hard to quantify. They also don't include the 29,196 people who saw a Theatr Clwyd production elsewhere in the UK.

Last Updated: 25-Apr-2018

KPI Title	Previous Year Actual	Actual	Performance Indicator Trend	Target	Performance RAG
IP5.1.6.4M04 The number of leisure and cultural assets that are cooperatively supported by a range of partners ensuring they remain accessible to their local communities	2	14	↑	11	●●● GREEN

Lead Officer: Ian Bancroft - Chief Officer - Strategic Programmes
Reporting Officer: Ian Bancroft - Chief Officer - Strategic Programmes
Aspirational Target:
Progress Comment: This shows the number of libraries and leisure centres supported by the Council and Aura as well as the three major asset transfers. All are operating successfully.

Last Updated: 27-Apr-2018

KPI Title	Previous Year Actual	Actual	Performance Indicator Trend	Target	Performance RAG
IP5.1.6.5M05 Let two Council Contracts that are targeted for third sector/social enterprises; Housing Voids and Household Recycling Centres	0	2	↑	2	⬤◯◯ GREEN

Lead Officer: Ian Bancroft - Chief Officer - Strategic Programmes
Reporting Officer: Ian Bancroft - Chief Officer - Strategic Programmes
Aspirational Target:
Progress Comment: Two contracts went out during 2017/18.

Last Updated: 27-Apr-2018

RISKS

Strategic Risk

RISK TITLE	LEAD OFFICER	SUPPORTING OFFICERS	INITIAL RISK RATING	CURRENT RISK RATING	TREND ARROW	RISK STATUS
The capacity and appetite of the community and social sectors	Ian Bancroft - Chief Officer - Strategic Programmes	Ian Bancroft - Chief Officer - Strategic Programmes	Amber	Amber	↔	Open

Potential Effect: Lack of capacity to and desire of the sector resulting in unsustainable community and social sector projects such as Community Asset Transfers and Alternative Delivery Models
Management Controls: Work with Flintshire Community Voluntary Sector, Co-operative Wales, and local community groups and social enterprises to develop skills.
Progress Comment: Sustained progress on growth of the social sector with development of new Community Asset Transfers and Alternative Delivery Models. The emphasis will now be on sustaining this delivery and maximising its impact. Regular review meetings and partnership board meetings are in place.

Last Updated: 16-Apr-2018

RISK TITLE	LEAD OFFICER	SUPPORTING OFFICERS	INITIAL RISK RATING	CURRENT RISK RATING	TREND ARROW	RISK STATUS
The willingness of the workforce and Trade Unions to embrace change	Ian Bancroft - Chief Officer - Strategic Programmes	Ian Bancroft - Chief Officer - Strategic Programmes	Amber	Amber	↔	Open

Potential Effect: Lack of capacity of staff to work with and enable social sector organisations to grow and develop
Management Controls: Early engagement and co-design in change projects with employees and trade unions
Progress Comment: This is a key priority of the Community Resilience priority of the Public Services Board working with all public service staff to support growth of the social sector. As a result a leadership programme will be run by Glyndwr University for public service practitioners who are working with communities enabling them to support communities to increase resilience. A taster session for this programme was provided for 50 people across public sector agencies and over 25 have expressed an interest to do the formal leadership programme

Last Updated: 16-Apr-2018

RISK TITLE	LEAD OFFICER	SUPPORTING OFFICERS	INITIAL RISK RATING	CURRENT RISK RATING	TREND ARROW	RISK STATUS
Market conditions which the new alternative delivery models face	Ian Bancroft - Chief Officer - Strategic Programmes	Ian Bancroft - Chief Officer - Strategic Programmes	Amber	Amber	↔	Open

Potential Effect: More competition from other agencies or decreasing use of the services means they are in the future unsustainable
Management Controls: Continue to work with the ADM's to grow their entrepreneurial skills and meet with them annually at least to review progress
Progress Comment: Established reviews are planned with each of the Alternative Delivery Models. Two reviews have taken place with Aura Leisure and Libraries and concluded that the first year business plan is being delivered and agreed subject to cabinet approval the second year business plan.

Last Updated: 16-Apr-2018

RISK TITLE	LEAD OFFICER	SUPPORTING OFFICERS	INITIAL RISK RATING	CURRENT RISK RATING	TREND ARROW	RISK STATUS
Limitations on public funding to subsidise alternative models	Ian Bancroft - Chief Officer - Strategic Programmes	Ian Bancroft - Chief Officer - Strategic Programmes	Amber	Amber	↔	Open

Potential Effect: Reductions in funding to these models by the public sector resulting in the new to stop or close services and facilities
Management Controls: Support to ADM's to ensure their financial plans are resilient if public funding decreases
Progress Comment: Review meetings are providing an update on the future financial context so organisations can plan for potential reductions when appropriate.
Draft Business Plans for 2018/19 are currently being prepared and shared with the Council and these will identify if funding for the future enables the organisations to be sustainable. These plans show funding levels for organisations moving forward into 2018/19 are sustainable.

Last Updated: 16-Apr-2018

RISK TITLE	LEAD OFFICER	SUPPORTING OFFICERS	INITIAL RISK RATING	CURRENT RISK RATING	TREND ARROW	RISK STATUS
Procurement regulations stifling our ability to develop local community and third sector markets	Ian Bancroft - Chief Officer - Strategic Programmes	Ian Bancroft - Chief Officer - Strategic Programmes	Amber	Amber	↔	Open

Potential Effect: Social and third sector organisation not able to grow through the winning of new contracts
Management Controls: Work with procurement and commissioning teams to identify the most effective way of working with the community and third sectors.
Progress Comment: Draft Community Benefits Strategy agreed by Cabinet and workshop held with the procurement team to start implementation of this strategy.
Engagement with the community and third sector on the strategy is now being planned. Small working group have developed and are delivering a plan to help council staff commission in a way that delivers community benefits.

Last Updated: 16-Apr-2018

RISK TITLE	LEAD OFFICER	SUPPORTING OFFICERS	INITIAL RISK RATING	CURRENT RISK RATING	TREND ARROW	RISK STATUS
Newly established Social Enterprises and Community Asset Transfers failing in their early stages of development.	Ian Bancroft - Chief Officer - Strategic Programmes	Ian Bancroft - Chief Officer - Strategic Programmes	Amber	Amber	⬌	Open

Potential Effect:

Management Controls: Open book accounting by key social enterprises with the council and where issues identified cooperative work to resolve these.

Progress Comment: Review meetings have been held with all Community Asset Transfers (CATs) that transferred 2015-17. The second year review meetings are now complete as are the first reviews for organisations that took on Community Asset Transfers after 1 April 2017.

Last Updated: 27-Apr-2018

6. Serving Council

Actions

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
6.1.1.1 Develop and implement a renewed five year financial plan that reflects anticipated funding, costs and efficiencies to support strategic decision making over the life of the new Council.	Sara Dulson - Finance Manager	In Progress	01-Apr-2017	31-Mar-2018	75.00%	AMBER	AMBER

ACTION PROGRESS COMMENTS:
The financial forecast for 2018/19 has been completed and the budget set. Although it is challenging to provide a Medium Term Financial Strategy (MTFS) for a 5 year period with such uncertainty over future national funding levels a strategy for 2019/20 to 2021/22 is currently in development. The medium term forecast is being reviewed and concentration is on 2019/20. A report on the initial forecast will be considered by Cabinet in April 2018.

Last Updated: 30-Apr-2018

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
6.1.1.2 Through the People Strategy we aim to operate effectively as a smaller organisation.	Sharon Carney - Lead Business Partner	In Progress	01-Apr-2017	31-Mar-2018	85.00%	GREEN	AMBER

ACTION PROGRESS COMMENTS:
We have made good progress in delivering the key priority areas of the People Strategy established to date. Our employees continue to face significant change as a result of further funding cuts, service reviews and the loss of 82 colleagues as a result of both voluntary and compulsory redundancies. Despite all of the challenges faced we are pleased to report that the sickness absence out-turn for 2017/18 is 8.89 days per Full Time Employee (FTE) which exceeds our target of 9.00 days per FTE. The top three reasons for absence are stress / depression / anxiety, infections and musculoskeletal. We have taken a pro-active approach to helping managers and staff identify stress/anxiety in themselves and others and how to access the various options of support provided by the Council. The organisation remains focussed on understanding and meeting customer needs but it will be leaner, intent on reducing costs, whilst at the same time sustaining high performance. To support services plan for the future taking into account the ongoing demands faced high level workforce and succession plans have been completed by all portfolios. Our learning and development offer has been reviewed and enhanced, at its heart is the development of coaching principles to support the introduction of a coaching management style and culture to improve performance management and build resilience across the management hierarchy. Supporting the transition into alternative delivery models remains a priority as does the continued development of the following work streams; Reward, Recognition and Well-being - a number of initiatives under this theme have been delivered, most notably the introduction of an Employee Assistance Programme (EAP) via CareFirst which provides access to professionally qualified Counsellors and Information Specialists, experienced in helping people to deal with all kinds of practical and emotional issues such as well-being, family matters, relationships, debt management, workplace issues 24/7, 365 days a year.

Last Updated: 01-May-2018

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
6.1.1.3 Maximise benefits from spending power through optimising purchasing efficiencies by exploiting technology and making efficient use of local, regional and national procurement arrangements.	Arwel Staples - Strategic Procurement Manager	Completed	01-Apr-2017	31-Mar-2018	100.00%	GREEN	GREEN

ACTION PROGRESS COMMENTS:

The joint procurement service between Flintshire and Denbighshire continues to identify opportunities for collaborative working to maximise economies of scale. Currently 10 collaborative projects have been procured jointly across both Councils, with another 10 projects identified. Use of national collaborative arrangements through the National Procurement Service has meant that a total spend of £4.8m was utilised across the Council and Flintshire Schools resulting in £114,000 of actual and cost avoidance efficiency savings. The take up of framework agreements and efficiency savings arising from the National Procurement Service is lower than anticipated due to the fact that the framework agreements that have been awarded do not always provide value for money and occasionally their use would be detrimental to local supply chains. In order to address the general dissatisfaction across the Welsh public sector with the National Procurement Service Welsh Government has recently commissioned a review of the National Procurement Service with the aim of developing a new Target Delivery Model. The review is scheduled to be completed by September 2018. The PROACTIS electronic tendering and contract management system continues to be rolled out across the Council, with 200 officers having now been trained to use the system. The system is expected to provide process efficiencies as part of the tendering process, reducing timescales and ensuring compliance with the regulatory procurement framework. This in turn will negate the risk of receiving any supplier legal challenges due to potential procurement procedures not being followed.

Last Updated: 24-Apr-2018

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
6.1.1.4 Develop and deliver a programme of activity to support local businesses, increasing their capacity and competency to respond to Council contracts	Arwel Staples - Strategic Procurement Manager	Completed	01-Apr-2017	31-Mar-2018	100.00%	GREEN	GREEN

ACTION PROGRESS COMMENTS:

As part of delivering a programme of activity to support local businesses to respond to Council contracts, extensive research has undertaken to identify best practice recommendations across multiple government and industry reports such as from the Federation of Small Businesses (FSB) which has outlined what Councils should do to make their procurement processes more supplier friendly. A total of 62 best practice recommendations were identified from the research of which 39 recommendations (100%) have been completed in Year 1 as part of a 3 year Local Supplier Development Implementation Action Plan. The Corporate Procurement Service is continuing to work in partnership with colleagues from the Economic & Business Development Team in order to promote joint working in order to facilitate more support for local suppliers to compete for Council contracts. A joint workshop was held last October between Procurement and Economic Development which resulted in closer working relationships being formed and joint initiatives commenced such as reviewing the amount of procurement spend across various spend categories that is spent outside Flintshire and North Wales, which could be procured potentially from local suppliers. During the last quarter three Joint Procurement Taster Session workshops have been held in conjunction with Flintshire Local Voluntary Council (FLVC) to provide advice and guidance to the local Third Sector on various procurement policies as well as assessing the support needed for the Third Sector to compete for Council and public sector contracts. The Corporate Procurement Service continues to have regular dialogue / meetings with Business Wales in order to provide tendering support to suppliers on individual tender projects. This approach has been very well received by suppliers and contractors generally since it has provided local suppliers with an opportunity to access support on how to register and navigate on the PROACTIS e-tendering portal and allows the opportunity for suppliers to "walk through" the tender documentation in order to provide clarity on the tender response required as well as accessing direct support from Business Wales consultants with respect to updating or developing various policy documents required as part of the tender process. During this last quarter reporting period work has also been undertaken with streamlining our current procurement processes to make it easier for suppliers to bid. A comprehensive review of our processes has been finalised and the procurement templates on the PROACTIS e-tendering portal has been amended to allow suppliers to self-certify that they have various policies in place and that they have technical capacity and capability to undertake the contract. This new approach will ease the administrative burden on suppliers when responding to tender opportunities.

Last Updated: 18-Apr-2018

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
6.1.1.5 Delivery of key annualised objectives from the Digital Strategy and Customer Strategies	Rebecca Jones - Customer Services Team Leader	Completed	01-Apr-2017	31-Mar-2018	100.00%	GREEN	GREEN

ACTION PROGRESS COMMENTS:

The Council agreed a strategic approach to developing Customer Services and enhancing our use of digital technology in March 2017. A significant volume of work has been undertaken to review how customers contact the Council now, and opportunities to enhance access in the future. The Customer Service and Digital Flintshire strategies are being managed as a transformation programme and a report was approved by Cabinet on 20 February, 2018 that outlined how the Customer Service (and Digital Flintshire) strategy will be delivered. Delivery of our objectives is an on-going transformation programme and moving forward an action plan has been approved by Cabinet to deliver in three phases. A significant milestone was the launch of a Customer Account in March 2018 which will be extended to members of the public in June following a period of review internally. The merge of two Contact Centres in January 2018 also demonstrates our commitment to improving the way telephone contact is managed.

Last Updated: 25-Apr-2018

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
6.1.1.6 Delivery of key annual objectives from the Capital and Asset Management Strategy	Neal Cockerton - Chief Officer - Housing and Assets	In Progress	01-Apr-2017	31-Mar-2018	75.00%	GREEN	AMBER

ACTION PROGRESS COMMENTS:

The refresh of the Capital and Asset Management Strategy has been placed on hold pending release of guidance from CIPFA which will need to be reflected in any revised strategy document. There are no risks or issues to the Council in adopting this approach as the contents of the current strategy are still relevant.

Last Updated: 15-Apr-2018

Performance Indicators

KPI Title	Previous Year Actual	Actual	Performance Indicator Trend	Target	Performance RAG
IP6.1.1.1M01 The amount of efficiency targets achieved (£)	9557000	7970000	↓	8433000	AMBER

Lead Officer: Gary Ferguson - Corporate Finance Manager
Reporting Officer: Sara Dulson - Finance Manager
Aspirational Target:
Progress Comment: Revenue budget monitoring at month 11 reports efficiencies of £7,970,000. This is the latest position for the year to date

Last Updated: 18-Apr-2018

KPI Title	Previous Year Actual	Actual	Performance Indicator Trend	Target	Performance RAG
IP6.1.1.2M02 The percentage of planned efficiencies achieved	91	95	↑	95	GREEN

Lead Officer: Gary Ferguson - Corporate Finance Manager
Reporting Officer: Sara Dulson - Finance Manager
Aspirational Target:
Progress Comment: Revenue budget monitoring at month 11 is reporting 95% of efficiencies achieved to date. Further updates are provided as part of the budget monitoring reports.

Last Updated: 18-Apr-2018

KPI Title	Previous Year Actual	Actual	Performance Indicator Trend	Target	Performance RAG
IP6.1.1.3M03 The percentage variance between the revenue budget out-turn and the budget set	0.81	0.04	↑	0.5	GREEN

Lead Officer: Gary Ferguson - Corporate Finance Manager
Reporting Officer: Sara Dulson - Finance Manager
Aspirational Target:
Progress Comment: Revenue budget monitoring report at month 11 shows the variance between outturn and budget set at 0.04% (£0.109m).

Last Updated: 30-Apr-2018

KPI Title	Previous Year Actual	Actual	Performance Indicator Trend	Target	Performance RAG
IP6.1.2.1M01 (PAM/001) The number of working days per full time equivalent (FTE) local authority employees lost due to sickness absence	19.64	8.89	↑	9	●●● GREEN

Lead Officer: Sharon Carney - Lead Business Partner
Reporting Officer: Andrew Adams - Business Information and Compliance Adviser
Aspirational Target:
Progress Comment: The full time equivalent (FTE) days lost for the Council during quarter four is 2.57, which equates to 8.89 days lost for 2017/18 and achieving our aspirational target of 9.00. This has meant a further improvement when compared to 2016/17 where Flintshire were ranked 7th best performer in Wales.

Last Updated: 30-Apr-2018

KPI Title	Previous Year Actual	Actual	Performance Indicator Trend	Target	Performance RAG
IP6.1.2.2M02 Percentage of eligible employees receiving an annual appraisal	65	86.34*	↑	100	●●● AMBER

Lead Officer: Sharon Carney - Lead Business Partner
Reporting Officer: Andrew Adams - Business Information and Compliance Adviser
Aspirational Target:
Progress Comment: Commitment was given by Chief Officers to ensure that all appraisals were carried out for eligible employees by the end of March 2018. Human Resources provided ongoing support and regular progress reports to managers to follow-up actions required for missing appraisals and improve performance.

Last Updated: 23-Apr-2018

* Originally reported as 78.58%. Increase due to appraisals which had been carried out within the year but had not been updated in iTrent.

KPI Title	Previous Year Actual	Actual	Performance Indicator Trend	Target	Performance RAG
IP6.1.2.3M03 Percentage of Managers completing stress related programmes	No Data	60.32	N/A	100	RED

Lead Officer: Sharon Carney - Lead Business Partner
Reporting Officer: Andrew Adams - Business Information and Compliance Adviser
Aspirational Target:
Progress Comment: The programme is designed to help managers identify signs of stress in themselves and their teams and to deal with it at the earliest opportunity, with help and support from Human Resources (including Occupational Health) when required. Raising awareness of mental health in the workplace is expected to increase the attendance of stress related programmes in the coming months.

Last Updated: 19-Apr-2018

KPI Title	Previous Year Actual	Actual	Performance Indicator Trend	Target	Performance RAG
IP6.1.2.4M04 Percentage of employees completing stress related programmes	No Data	0.5	N/A	25	RED

Lead Officer: Sharon Carney - Lead Business Partner
Reporting Officer: Andrew Adams - Business Information and Compliance Adviser
Aspirational Target:
Progress Comment: The take-up from employees is lower than expected for the first year of this programme of support. However, we will be targeting specific portfolios and service areas who are most likely to benefit.

Last Updated: 20-Apr-2018

KPI Title	Previous Year Actual	Actual	Performance Indicator Trend	Target	Performance RAG
IP6.1.2.5M05 Percentage of apprentices securing employment with Flintshire Council	No Data	63	N/A	65	●●●● AMBER

Lead Officer: Sharon Carney - Lead Business Partner
Reporting Officer: Andrew Adams - Business Information and Compliance Adviser
Aspirational Target:
Progress Comment: The Flintshire apprentice model has been adopted as good practice by private organisations in Flintshire and Wrexham. A key outcome of our programme is our success rate. Not only do our Apprentices obtain employment internally, others also progress into other employment outside of the Authority, or go onto Higher Education. The small number who do not progress are supported to consider their next steps, whether to go to College or to find employment. Not only do we deliver our apprenticeship programmes to the highest standard, we focus on developing the skills needed to be a successful and employable person, rather than just achieving the qualification. Consequently, every apprentice that achieves with FCC has acquired skills fit for future employability, as demonstrated in the high success rates. The programme was short listed for a National Training Award and was one of 6 finalists.

Last Updated: 20-Apr-2018

KPI Title	Previous Year Actual	Actual	Performance Indicator Trend	Target	Performance RAG
IP6.1.3.1M01 The percentage of goods, services and works procured through purchasing arrangements established by the National Procurement Service (NPS)	No Data	2.72	N/A	8	●●●● RED

Lead Officer: Gareth Owens - Chief Officer - Governance
Reporting Officer: Arwel Staples - Strategic Procurement Manager
Aspirational Target:
Progress Comment: A total of £4.8m of annual spend was procured through various framework agreements that were put in place by the National Procurement Service (NPS). The use of the NPS arrangements has resulted in £114,000 of total efficiency savings. The amount of take up of framework agreements is much lower than anticipated due to the fact that the various framework agreements awarded are not deemed to provide value for money, and the use of some of these framework agreements would be detrimental to local supply chains. As a result of local and regional procurement exercises, local suppliers have an opportunity to compete for Council contracts and are deemed more competitive. As a result Welsh Government has recently commissioned a review of the National Procurement Service with the aim of developing a new Target Delivery Model.

Last Updated: 30-Apr-2018

KPI Title	Previous Year Actual	Actual	Performance Indicator Trend	Target	Performance RAG
IP6.1.3.2M02 The percentage of Council spend with Welsh businesses	12	50	↑	50	⬤⬤⬤ GREEN

Lead Officer: Gareth Owens - Chief Officer - Governance
Reporting Officer: Arwel Staples - Strategic Procurement Manager
Aspirational Target:
Progress Comment: Against a total annual procurement spend of £178m 50% of this spend was procured with Welsh businesses which was £87m in value.
Within Quarter 4 the total amount spent with Welsh businesses was £24.8m. Although the target of 50% has been achieved, there is additional spend taking place with Welsh based suppliers but the spend is not included in the figures because the actual payment are being made to their headquarters address which is outside Wales and this value cannot be easily quantified. Therefore we are confident that in reality the target has been exceeded.

Last Updated: 25-Apr-2018

KPI Title	Previous Year Actual	Actual	Performance Indicator Trend	Target	Performance RAG
IP6.1.3.3M03 The percentage of Council spend with Flintshire businesses	6.5	29.25	↑	28	⬤⬤⬤ GREEN

Lead Officer: Gareth Owens - Chief Officer - Governance
Reporting Officer: Arwel Staples - Strategic Procurement Manager
Aspirational Target:
Progress Comment: The target of 28% has been exceeded by 1.25%, but there is additional spend taking place with Flintshire based suppliers but the spend is not included in the figures because the actual payment is being made to the supplier headquarters address which is outside Flintshire and this value cannot be easily quantified. Therefore we are confident that in reality the target has been exceeded by a greater margin compared to the reported figures..

Last Updated: 20-Apr-2018

KPI Title	Previous Year Actual	Actual	Performance Indicator Trend	Target	Performance RAG
IP6.1.3.4M04 The percentage of Council spend with businesses within the MDA	8	36.5	⬆	32	🟢🟠🔴 GREEN

Lead Officer: Gareth Owens - Chief Officer - Governance
Reporting Officer: Arwel Staples - Strategic Procurement Manager
Aspirational Target:
Progress Comment: The target of 32% has been exceeded by 4.5%, but there is additional spend taking place with Mersey Dee Alliance (MDA) based suppliers but the spend is not included in the reported figures because the actual payment is being made to the supplier headquarters address which is outside the MDA area and this value cannot be easily quantified. Therefore we are confident that in reality the target has been exceeded by a greater margin compared to the reported figures.

Last Updated: 18-Apr-2018

KPI Title	Previous Year Actual	Actual	Performance Indicator Trend	Target	Performance RAG
IP6.1.5.1M01 The number of services available online and via the Flintshire App	31	126	⬆	149	🟢🟠🔴 AMBER

Lead Officer: Rebecca Jones - Customer Services Team Leader
Reporting Officer: Rebecca Jones - Customer Services Team Leader
Aspirational Target:
Progress Comment: At the end of 2017/18 the Council offers 126 online services (via the Council website and mobile app) to enable customers to interact with Council services digitally. The number of services available online and via the Flintshire App are short of the annual target by 23 due to a reduction in the number of eforms available on the Council's website. Following a review of eforms in the final quarter of 2017/18 in conjunction with preparation work around GDPR and privacy notices, a number of eforms were found to be invalid and/or no longer required (e.g. consultations, services have closed or transferred outside of the LA) and subsequently removed. This has impacted on our annual target.

Last Updated: 27-Apr-2018

KPI Title	Previous Year Actual	Actual	Performance Indicator Trend	Target	Performance RAG
IP6.1.5.2M02 The number of completed transactions using online services	6587.5	38517	⬆	31620	🟢 GREEN

Lead Officer: Rebecca Jones - Customer Services Team Leader
Reporting Officer: Rebecca Jones - Customer Services Team Leader
Aspirational Target:
Progress Comment: The Council received a high volume of online transactions in Q4 which is largely due to service changes in Streetscene. 38,517 online transactions were completed via the website and mobile app. Over 20,000 online transactions were made by customers subscribing to the new Garden Waste service which demonstrates customer willingness to self serve online which can be extended on as the Customer Service and Digital Flintshire transformation programme continues.

Last Updated: 13-Apr-2018

KPI Title	Previous Year Actual	Actual	Performance Indicator Trend	Target	Performance RAG
IP6.1.6.1M01 The percentage of major capital projects which are completed on time	100	100	↔	100	🟢 GREEN

Lead Officer: Neal Cockerton - Chief Officer - Housing and Assets
Reporting Officer: Ian Edwards - Senior Quantity Surveyor
Aspirational Target:
Progress Comment: The threshold for major as defined in Contract Procedure Rules is £250k. In this context the threshold has been lowered for building construction projects (Corporate Property estate) so as to capture a wider number of larger scale projects.

Last Updated: 25-Apr-2018

KPI Title	Previous Year Actual	Actual	Performance Indicator Trend	Target	Performance RAG
IP6.1.6.2M02 The percentage of major capital projects which are completed within budget	100	100	↔	100	🟢 GREEN

Lead Officer: Neal Cockerton - Chief Officer - Housing and Assets
Reporting Officer: Ian Edwards - Senior Quantity Surveyor
Aspirational Target:
Progress Comment: The threshold for major as defined in Contract Procedure Rules is £250k. In this context the threshold has been lowered for building construction projects (Corporate Property estate) so as to capture a wider number of projects.
Last Updated: 18-Apr-2018

RISKS

Strategic Risk

RISK TITLE	LEAD OFFICER	SUPPORTING OFFICERS	INITIAL RISK RATING	CURRENT RISK RATING	TREND ARROW	RISK STATUS
The scale of the financial challenge	Gary Ferguson - Corporate Finance Manager	Sara Dulson - Finance Manager	Red	Red	↔	Open

Potential Effect: Reduction in funding of Revenue Support Grant leading to challenging financial position for the Council in its ability to set a balanced budget.

Management Controls: Production of a revised Medium Term Financial Strategy (MTFS) was pubished in Autumn 2017 which will be updated on an ongoing basis alongside the 2018/19 budget and beyond. The strategy to be reviewed to forecast the financial resources to be available to the Council during the period based on the best available intelligence and identification of solutions available.

Progress Comment: The impact of the Final settlement for Flintshire was a decrease in funding of 0.9%. The Final settlement reduced the decrease in funding to 0.2%. Stage 1 budget options were approved in November 2017 and Stage 2 options were considered and agreed in principle with Council in December 2017 with a couple of areas being referred to specific scrutiny committees for further consideration. Final Budget options were agreed in February 2018. An initial forecast for 2019/20 will be considered by Cabinet in April 2018.

Last Updated: 18-Apr-2018

RISK TITLE	LEAD OFFICER	SUPPORTING OFFICERS	INITIAL RISK RATING	CURRENT RISK RATING	TREND ARROW	RISK STATUS
The capacity and capability of the organisation to implement necessary changes from the Digital Strategy.	Gareth Owens - Chief Officer - Governance	Richard Ashley - IT Business Relationship Manager	Amber	Amber	↔	Open

Potential Effect: That projects agreed as part of the Digital Strategy will be hindered or delayed thereby delaying the potential benefits to residents or causing cost to be incurred in correcting mistakes

Management Controls: Capacity will be taken into account when selecting projects for inclusion in the action plan and will be timed to fit with the needs of the service and availability of employees. Each separate project will also undergo a risk assessment to establish the capacity and capability necessary to take it forward and any gaps that might need to be addressed

Progress Comment: There is no overall change to this risk at this time. Capacity will be taken into account when selecting projects for inclusion in the action plan and will be timed to fit with the needs of the service and availability of employees. Each separate project will also undergo a risk assessment to establish the capacity and capability necessary to take it forward and any gaps that might need to be addressed.

Last Updated: 20-Apr-2018