Performance Progress Report

Flintshire County Council

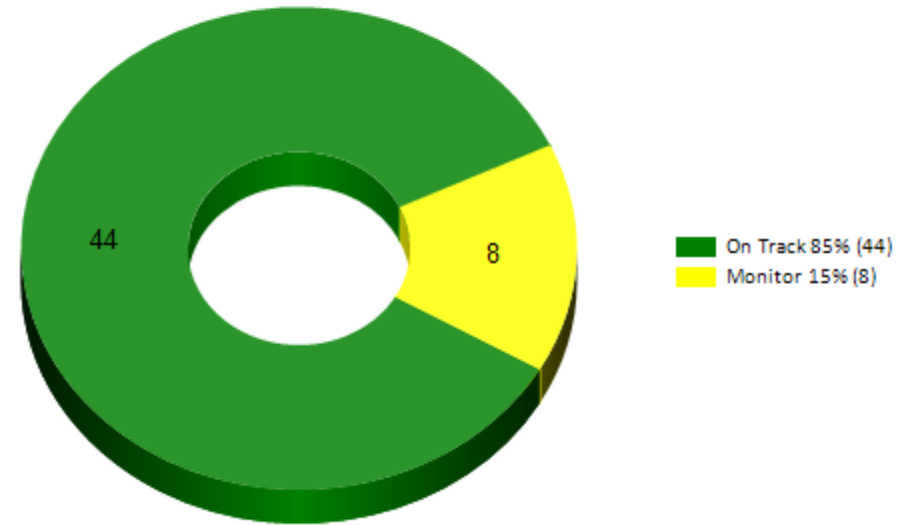## Action Progress RAG Status

48

4

1

- On Track 92% (48)
- Monitor 8% (4)
- No Target (1)
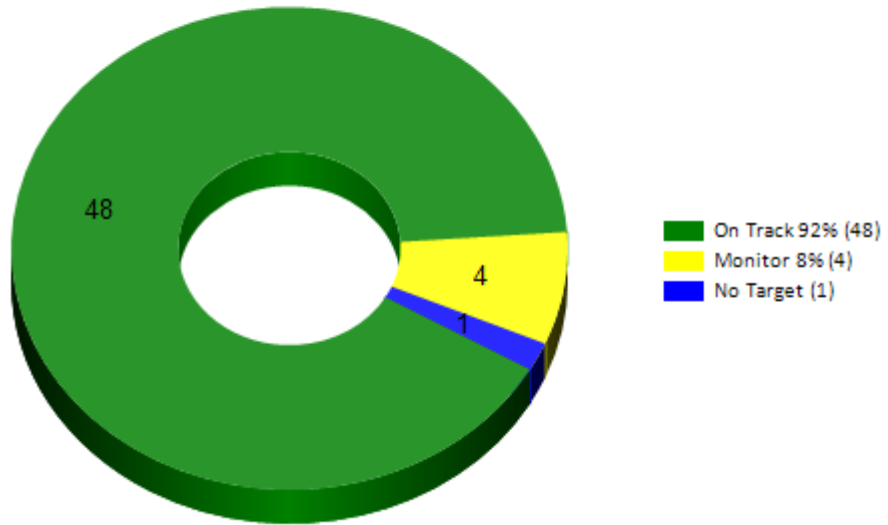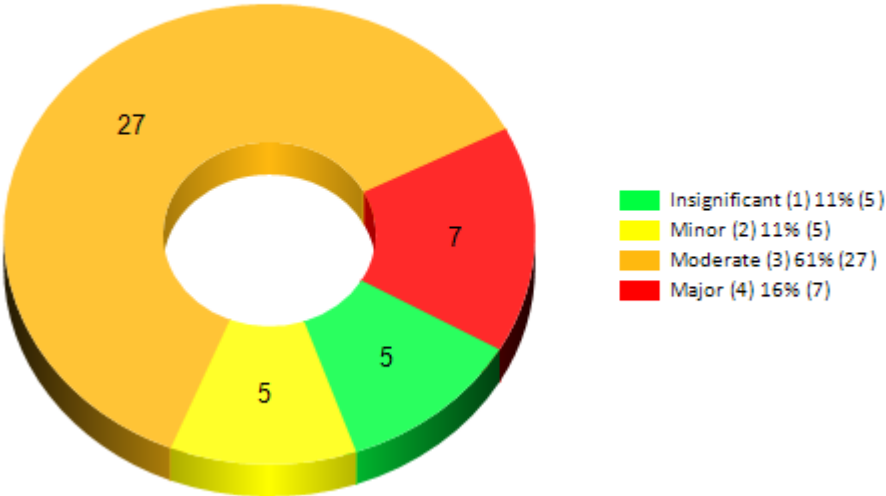
Action Outcome RAG Status

44

8

- On Track 85% (44)
- Monitor 15% (8)

Please note: No Target (1) is an action which can only be measured at the end of year.

Current Risk Status

Legend:
- Insignificant (1) 11% (5)
- Minor (2) 11% (5)
- Moderate (3) 61% (27)
- Major (4) 16% (7)

Chart values: 27, 7, 5, 5

1 Supportive Council

Action

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
1.1.1.1 Provide new social and affordable homes	Melville Evans - Senior Manager - Housing Programmes	In Progress	01-Apr-2017	31-Mar-2019	70.00%	GREEN	GREEN

ACTION PROGRESS COMMENTS:
Work continues to deliver the Strategic Housing and Regeneration Programme. The programme has delivered 153 new Council and affordable homes at the end of Quarter 3. The next phase of the programme has been approved and will deliver a further 149 new council and affordable homes across the county. Work continues to identify suitable land within the county for further developments.

Last Updated: 23-Jan-2019

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	In Progress	01-Apr-2017	31-Mar-2019	75.00%	GREEN	GREEN

ACTION PROGRESS COMMENTS:
All WHQS Contracts have progressed into Year 4 (2018/19) of the 6 year Capital Programme with a smooth transition into their new Capital Districts (areas of work). The Capital Programme has now introduced new work streams which will gradually replace the Internal work streams (kitchens and bathrooms). This will comprise of roofing works, window & door replacements along with wider community works including car parking and communal footpaths. These new work streams will have an increased impact on communities as they begin to transform the aesthetics and environment by regenerating and revitalising areas. Currently all WHQS Contracts are on schedule to be completed before 31st March 2019 and our current expenditure and delivery key performance indicators are also on target.

Last Updated: 23-Jan-2019

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
1.1.1.3 Address the increasing frequency of unauthorised Gypsy and Traveller encampments and improve the Council's own permanent site	Melville Evans - Senior Manager - Housing Programmes	In Progress	12-Jul-2017	31-Mar-2019	75.00%	GREEN	GREEN

ACTION PROGRESS COMMENTS:
The Flintshire Gypsy and Traveller Accommodation Assessment (GTAA) 2018 update was commissioned by Flintshire County Council in the summer of 2018. The GTAA report will be completed by March 2019. The purpose is to update the Gypsy and Traveller pitch requirements evidence base to inform the preparation of the Local Development Plan. As part of this, works are underway to identify a suitable location for a transit site within the county to address the unauthorised Gypsy and Traveller encampments. Improvements to the existing Council owned site have been identified and work undertaken to the utility blocks. Funding options are being investigated with Welsh Government to cover further improvement costs.

Last Updated: 29-Jan-2019

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
1.1.2.1 Improve standards within the private rented sector	Jenny Prendergast - Health and Safety Team Leader	In Progress	01-Apr-2017	31-Mar-2019	75.00%	GREEN	GREEN

ACTION PROGRESS COMMENTS:
We have proactively undertaken work to ensure that landlords register with Rent Smart Wales and have been working with Rent Smart Wales to tackle those who are resistant to registering .

Last Updated: 11-Jan-2019

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
1.1.2.2 Deliver the Council's housing growth needs	Lesley Bassett - Housing Strategy Manager	In Progress	01-Apr-2017	31-Mar-2019	75.00%	GREEN	GREEN

ACTION PROGRESS COMMENTS:
The Welsh Government funding programme, Social Housing Grant (SHG), continues to provide funding for our Housing Association Partners to deliver 262 units. The outcome of the programme will be the delivery of a mix of social rented properties to meet general housing needs, supported housing and intermediate purchase products. Work is being undertaken to engage with owners of empty properties to bring 70 units back into use. Planning policy requirements are being negotiated on a site by site basis and continue to deliver affordable homes and affordable ownership properties on market led residential developments.

Last Updated: 16-Jan-2019

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
1.1.2.3 Meeting the housing needs of vulnerable groups	Lesley Bassett - Housing Strategy Manager	In Progress	01-Apr-2017	31-Mar-2019	75.00%	GREEN	GREEN

ACTION PROGRESS COMMENTS:
To date we have rehoused 35 people from vulnerable groups into appropriate housing. We have also implemented a strategic acquisition policy which enables us to acquire units where they meet a specific need including larger families.

Last Updated: 29-Jan-2019

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	In Progress	01-Apr-2017	31-Mar-2019	75.00%	GREEN	GREEN

ACTION PROGRESS COMMENTS:
Personal budgeting support is provided to Flintshire residents via the Welfare Reform response team. The team deal with referrals from the Council and from external agencies or organisations such as Citizens Advice and Job Centres. The team also provide advice and support relating to discretionary housing payments for people who are struggling to meet their rental payments. Ongoing referrals to other agencies or organisations is sometimes necessary depending on the specialist advice or support the customer may require.

Last Updated: 23-Jan-2019

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
1.2.1.2 Working collaboratively to minimise Universal Credit (UC) Risks	Jen Griffiths - Benefits Manager	In Progress	01-Apr-2017	31-Mar-2019	75.00%	GREEN	GREEN

ACTION PROGRESS COMMENTS:
Cross organisation and cross sector meeting are held regularly to review progress with actions, raise issues and identify solutions. Where issues are based around the national model, there is a process in place to escalate, track progress and disseminate solutions or work arounds as and when received.

Last Updated: 29-Jan-2019

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
1.2.1.3 .Develop skills programmes and delivery mechanisms for North Wales Growth Deal	Niall Waller - Service Manager - Enterprise and Regeneration	In Progress	01-Apr-2017	31-Mar-2019	75.00%	GREEN	GREEN

ACTION PROGRESS COMMENTS:
The Growth Vision for North Wales emphasises the importance of skills to meet the needs of the economy and facilitate growth. The Regional Skills Partnership (RSP) is tasked with identifying skills needs and steering learning provision. The RSP has now also been tasked with overseeing the employability work streams of the Growth Vision - the Information and Advice Gateway and the Employability Pathway. These are currently under development. The Economic Ambition Board has received confirmation of funding from UK and Welsh Governments in the region of £240m which will include skills capital projects.

Last Updated: 10-Jan-2019

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	Niall Waller - Service Manager - Enterprise and Regeneration	In Progress	01-Apr-2017	31-Mar-2019	75.00%	GREEN	GREEN

ACTION PROGRESS COMMENTS:
The Council is delivering the Warm Homes Fund programme in partnership with Warm Wales and Care and Repair. The programme will deliver energy efficient heating system to a minimum of 300 households and energy advice to 3,000 properties. In addition, the Council is delivering a gradual programme of replacing older boilers in its own stock with more energy efficient models. The Council is currently developing the next phase of gas infill project with Wales and West Utilities to extend the gas main network to properties in Ffynnongroyw. If approved this will enable householders to access more cost-efficient heating systems. The Council is also working closely with providers for the ECO (Energy Company Obligation), Nest and Arbed funding programmes. This will maximise benefit to Flintshire from these programmes and to ensure that the programmes, although managed independently, are delivered coherently in Flintshire and that support is co-ordinated for the benefit of each individual householder.

Last Updated: 23-Jan-2019

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
1.3.1.1 Expand and support the care sector to enable people to live well and have a good quality of life	Jane M Davies - Senior Manager, Safeguarding & Commissioning	In Progress	01-Apr-2017	31-Mar-2019	75.00%	GREEN	GREEN

ACTION PROGRESS COMMENTS:
The 32 bed expansion of Marleyfield Care Home is in the design phase, with a planned operational date of mid-2021. Hwb Cylfe, the planned replacement for Glanrafon Day Centre for people with a learning disability, is in the construction phase following confirmation of a £4m capital investment, and is well on track to open in Spring 2019. The fourth Extra Care facility in Holywell is in the construction phase, with an expected operational date of 2021. We are progressing the roll out for domiciliary and nursing care. The regional framework for Domiciliary Care is now in place; some new providers have come on board, and we are working regionally to reopen the framework to increase numbers further. We are developing support materials and training for residential providers who are working towards silver and gold accreditation. We have completed a review of the domiciliary care sector in Flintshire with regard to recruitment and retention to gain an understanding of the issues faced by providers. Alongside this, we are in the initial phases of reviewing demand management, particularly with regard to domiciliary care.

Last Updated: 29-Jan-2019

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 and Lead Adults	In Progress	01-Apr-2017	31-Mar-2019	75.00%	GREEN	GREEN

ACTION PROGRESS COMMENTS:
The review of double handed care (2 staff attending each call) is continuing. Creative solutions are being found as an alternative to traditional domiciliary care; these solutions are efficient and cost effective, and support a culture of control & self-determination, whilst freeing up domiciliary care hours to be utilised for people in critical need. The new 37 hour post in partnership with Flintshire Local Voluntary council (FLVC) has been recruited in the Single Point of Access to support social prescribing, linking to GPs in the community. The business case for Glan y Morfa has been agreed and Welsh Government are supporting with funding from the Integrated Care Fund. The refurbishment programme has commenced. This facility will provide a step-down for people with a physical disability, who are ready for discharge but not ready to go home.

Last Updated: 09-Jan-2019

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	In Progress	01-Apr-2017	31-Mar-2019	75.00%	GREEN	GREEN

ACTION PROGRESS COMMENTS:

Flintshire's Corporate Parenting Strategy: 'Looking After You' has been published. The Strategy sets out our commitments to children and young people for 2018-2023. The Strategy was supported by a Workshop in September 2018 for elected members setting out their responsibilities, and role, as a Corporate Parent. Significant progress has taken place culminating in an initial draft of our local Placement Strategy for enhancing local placements. This builds on successful local market facilitation with independent and 3rd sector providers. A regional 'Meet the Provider' event took place to share local and regional placement needs. Placement stability for looked after children has improved from 9.3% last year to 8.8% by Quarter 3 of this year.

Last Updated: 29-Jan-2019

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
1.4.1.1 Develop and integrate services for carers with our commissioned providers	Susie Lunt - Senior Manager, Integrated Services and Lead Adults	In Progress	01-Apr-2017	31-Mar-2019	75.00%	GREEN	GREEN

ACTION PROGRESS COMMENTS:

Carers Services continue to progress and develop, adapting to the changing needs of carers when they present. Flintshire has continued to work closely and proactively with our Carers Services reviewing our working practices and partnerships regularly via the Carers Strategy Group. Success of the group is reflected by its consistently high levels of productivity and regular attendance by all partners. The Strategy Group over the past 6 months has been working with regional partners to develop a North Wales Strategy for Carers Services and are at present reviewing the proposed monitoring tool for this strategy. This Strategy aims to further embed the Social Services and Wellbeing (Wales) Act and create more consistency in service provision across the regions and across health and social services. As an Authority Flintshire has a number of Carers Services that provide a wide range of provision, which continue to meet performance expectations and targets over the last quarter. Flintshire's Young Carers Services continues to be delivered by Barnardo's in Flintshire who continue to deliver high quality support to a number of Young Carers. This contract is due to come to an end and as a result Flintshire has begun a review of this service in order to ensure quality of provision and future service delivery is fully considered and assured moving forward.

Last Updated: 29-Jan-2019

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
1.4.1.2 Embed the long term use of integrated Care Fund (ICF) to meet local needs and demands	Susie Lunt - Senior Manager, Integrated Services and Lead Adults	In Progress	01-Apr-2017	31-Mar-2019	75.00%	GREEN	GREEN

ACTION PROGRESS COMMENTS:
Partners in Flintshire have continued to maximise the use of the extended Integrated Care Fund (ICF) programme to meet the priorities of Flintshire residents. The re-phasing of agreed ICF capital funding has been agreed to fit with our capital programme, and Welsh Government have confirmed the ongoing use of ICF revenue funding for existing projects. Examples of the work funded by ICF to support people with dementia includes increasing support offered to care homes to continue through the Progress for Providers Framework and extending that work into the domiciliary care sector, and reviewing the support offered to people with early onset dementia.

Last Updated: 23-Jan-2019

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
1.4.1.3 Embed the Early Help Hub into everyday practice by working with statutory partners and the third sector	Craig Macleod - Senior Manager, Children's Services & Workforce	In Progress	01-Apr-2017	31-Mar-2019	75.00%	GREEN	GREEN

ACTION PROGRESS COMMENTS:
The Early Help Hub is fully functioning, with commitment from all agencies. Enhanced consortia arrangements for support through Families First projects are ensuring responsive access to help for families. In Quarter 3, 309 families accessed the Hub and were provided with information and / or support. This brings the total throughput for the first nine months to 945, well above our target for the year of 800 families.

Last Updated: 16-Jan-2019

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
1.4.1.4 Working with the new Wales Programme to recognise Adverse Childhood Experiences	Craig Macleod - Senior Manager, Children's Services & Workforce	In Progress	01-Apr-2017	31-Mar-2019	75.00%	GREEN	GREEN

ACTION PROGRESS COMMENTS:
The police are developing a joint agency project to deliver an Adverse Childhood Experiences (ACE) informed approach to community policing. The EAT (Early Action Together) project focuses on the role of the police in navigating families to community and social support to address their needs. Flintshire is working with the EAT project to bring a co-ordinated approach to responding to ACEs and developing the awareness, skills and competencies of public sector staff. A substantial training programme commenced in December 2018 to train front line police on ACE's, what this means for their work and the families they interact with. This training is aimed at ensuring a more holistic approach to policing vulnerability and ensuring that families in need of help are identified and supported to access this.

Last Updated: 16-Jan-2019

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
1.5.1.1 All Council portfolios to understand and act on their responsibilities to address safeguarding	Jane M Davies - Senior Manager, Safeguarding & Commissioning	In Progress	01-Apr-2017	31-Mar-2019	75.00%	GREEN	GREEN

ACTION PROGRESS COMMENTS:

The Corporate e-learning safeguarding package has been updated and is now available through Learning Pool. Representatives of Corporate Safeguarding Panel are in discussions with Theatr Clwyd to develop a drama based learning programme which will be delivered to all portfolio areas in 2019/20. Corporate Safeguarding Panel now has representation from the North Wales Modern Slavery Group who attend regularly and provide a link to the activity.

Last Updated: 24-Jan-2019

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 - Community and Business	In Progress	01-Apr-2017	31-Mar-2019	75.00%	GREEN	GREEN

ACTION PROGRESS COMMENTS:

Flintshire County Council continues to work alongside the Regional Domestic Abuse and Sexual Violence Board. A joint strategy is now in place for North Wales, which is included on the website. Regional structures are now in the process of being formed through the establishment of a Joint Commissioning Board and a Training Group. Corporate Training are leading on the delivery of the e-learning module.

Last Updated: 24-Jan-2019

Performance Indicators

KPI Title	Pre. Year Period Actual	Period Actual	Period Target	Perf. RAG	Perf. Indicator Trend	YTD Actual	YTD Target	Outcome RAG
IP1.1.1.4M04 Increasing the total number of properties managed by NEW Homes	No Data	127	148	AMBER	N/A	127	148	GREEN

Lead Officer: Melville Evans - Senior Manager - Housing Programmes
Reporting Officer: Denise Naylor - Housing Programmes Support Manager
Progress Comment: Work has began at the development sites at Llys Dewi, Penyffordd and Maes Gwern, Mold . The developments at Nant y Gro, Gronant and Dobshill will begin in 2019. Completion of the developments will add a further 39 new homes to the NEW Homes portfolio. NEW Homes has also acquired 3 new properties at St Mary's Park, Northop Hall.

Last Updated: 29-Jan-2019

KPI Title	Pre. Year Period Actual	Period Actual	Period Target	Perf. RAG	Perf. Indicator Trend	YTD Actual	YTD Target	Outcome RAG
IP1.2.1.1M01 The percentage of landlords and letting agents compliant with the Rent Smart Code of Practice	76.6	88.48	75	GREEN	⬆	88.48	75	GREEN

Lead Officer: Lynne Fensome - Management and Support Manager
Reporting Officer: Jenny Prendergast - Health and Safety Team Leader
Progress Comment: Ongoing proactive and reactive work with landlords is being taken to ensure registration and compliance with Rent Smart Wales .

Last Updated: 29-Jan-2019

KPI Title	Pre. Year Period Actual	Period Actual	Period Target	Perf. RAG	Perf. Indicator Trend	YTD Actual	YTD Target	Outcome RAG
IP1.2.1.2M02 The percentage of tenants protected from unsuitable living conditions	100	100	100	GREEN	↔	100	100	GREEN

Lead Officer: Andrew Farrow - Chief Officer - Planning, Environment and Economy
Reporting Officer: Jenny Prendergast - Health and Safety Team Leader
Progress Comment: All complaints about substandard housing conditions were investigated. 155 service requests dealt with.

Last Updated: 11-Jan-2019

KPI Title	Pre. Year Period Actual	Period Actual	Period Target	Perf. RAG	Perf. Indicator Trend	YTD Actual	YTD Target	Outcome RAG
IP1.2.1.2M02 The percentage of tenants protected from unsuitable living conditions	100	100	100	GREEN	↔	100	100	GREEN

Lead Officer: Andrew Farrow - Chief Officer - Planning, Environment and Economy
Reporting Officer: Jenny Prendergast - Health and Safety Team Leader
Progress Comment: All complaints about substandard housing conditions were investigated. 155 service requests dealt with.

Last Updated: 11-Jan-2019

KPI Title	Pre. Year Period Actual	Period Actual	Period Target	Perf. RAG	Perf. Indicator Trend	YTD Actual	YTD Target	Outcome RAG
IP1.2.2.3M03 Number of affordable housing on all applicable applications for residential development	N/A	44	N/A	N/A	N/A	161	0	N/A

Lead Officer: Lynne Fensome - Management and Support Manager
Reporting Officer: Daniel McVey - Planning Officer
Progress Comment: Planning officers continue to assess the need for an affordable housing element on all new housing development applications and apply the relevant criteria from the Councils affordable housing policy. By applying the criteria we can calculate the affordable housing contribution required from the developer.

Last Updated: 23-Jan-2019

KPI Title	Pre. Year Period Actual	Period Actual	Period Target	Perf. RAG	Perf. Indicator Trend	YTD Actual	YTD Target	Outcome RAG
IP1.2.3.1M01 (PAM/015) Average number of calendar days taken to deliver a DFG	309.11	322.63	247	RED	⬇	308.77	247	AMBER

Lead Officer: Jen Griffiths - Benefits Manager
Reporting Officer: Joseph Muxlow - Regeneration Programme Lead
Progress Comment: A Disabled Facilities Grant (DFG) is a mandatory grant to help individuals living with a disability with the cost of adapting their homes to enable them to continue living at their residence with the maximum amount of independence. This area of performance has required improvement for a number of years.
As a result a DFG review board has been established which meets monthly to review progress towards implementing improvements to processes and controls. One improvement area has been the launch of a new contractor framework for the delivery of the DFG's which has started to show a reduction in the number of days taken to deliver DFGs.
In 2017/18 DFG works were suspended due to budgetary constraints with outstanding works being completed this year. This has impacted on the overall performance for the service as these cases were on hold for as long as 4 months.
Overall performance is affected by these older cases from 2017/18, which is bringing down the figures when compared with the current year cases that are being delivered using the improved processes. This is evidenced as follows:
-    5 adaptations delivered in Q3 were 17/18 legacy cases and averaged 397 days
-    3 adaptations delivered from 18/19 claims and using the new approach averaged 198 days
Once the backlog of legacy cases has been completed during the remainder of this year, 2019/20 performance should show a marked improvement.

Last Updated: 29-Jan-2019

KPI Title	Pre. Year Period Actual	Period Actual	Period Target	Perf. RAG	Perf. Indicator Trend	YTD Actual	YTD Target	Outcome RAG
IP1.3.1.1M01 Number of days to process new housing benefit claims	15.3	20.48	20	AMBER	⬇	22.15	20	AMBER

Lead Officer: Jen Griffiths - Benefits Manager
Reporting Officer: Suzanne Jones - Team Manager - Benefits and Council Tax Reduction Assessment
Progress Comment: There has been an issue with attendance and vacancies within the service and although there has been some improvement since quarter two, the target of 20 days has not been reached. During the end of the quarter the attendance has improved and training for new employees in on going so an improvement in quarter four into target area is expected

Last Updated: 29-Jan-2019

KPI Title	Pre. Year Period Actual	Period Actual	Period Target	Perf. RAG	Perf. Indicator Trend	YTD Actual	YTD Target	Outcome RAG
IP1.3.1.2M02 Number of days to process change of circumstances for housing benefit	7.4	9.38	8	AMBER	⬇	9.38	8	GREEN

Lead Officer: Jen Griffiths - Benefits Manager
Reporting Officer: Suzanne Jones - Team Manager - Benefits and Council Tax Reduction Assessment
Progress Comment: Processing times have improved since quarter two, however the target of 8 days has not been achieved. Towards the end of this quarter the attendance within the team has improved and training for new employees is on going.

Last Updated: 28-Jan-2019

KPI Title	Pre. Year Period Actual	Period Actual	Period Target	Perf. RAG	Perf. Indicator Trend	YTD Actual	YTD Target	Outcome RAG
IP1.3.1.3M03 The amount of additional income paid to Flintshire residents as a result of the work undertaken by the Council (£)	352257.53	685486.82	375000	GREEN	⬆	1716798.88	1125000	GREEN

Lead Officer: Neal Cockerton - Chief Officer - Housing and Assets
Reporting Officer: Jen Griffiths - Benefits Manager
Progress Comment: Income gains for Flintshire residents are via a combined effort of Supporting People teams; Citizens Advice Flintshire and Macmillan funded posts in Wrexham County Borough Council.

Last Updated: 15-Jan-2019

KPI Title	Pre. Year Period Actual	Period Actual	Period Target	Perf. RAG	Perf. Indicator Trend	YTD Actual	YTD Target	Outcome RAG
IP1.3.2.1M01 (PAM/012) Percentage of households successfully prevented from becoming homeless	74.73	70.97	89	AMBER	⬇	78.47	89	AMBER

Lead Officer: Neal Cockerton - Chief Officer - Housing and Assets
Reporting Officer: Jenni Griffith - Flintshire Connects Manager
Progress Comment: The Housing Solutions Service achieved 70.97% successful outcomes this quarter. The year to date percentage is 78.47%.
Whilst this is below the target set at 89% it is within the variance set. There continue to be significant challenges 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: 29-Jan-2019

KPI Title	Pre. Year Period Actual	Period Actual	Period Target	Perf. RAG	Perf. Indicator Trend	YTD Actual	YTD Target	Outcome RAG
IP1.3.2.2M02 The number of people on Universal Credit (UC) that have received personal budgeting support	111	105	157	AMBER	⬇	536	468	GREEN

Lead Officer: Jen Griffiths - Benefits Manager
Reporting Officer: Dawn Barnes - Training Officer
Progress Comment: There has been a reduction in people making a new claim for Universal Credit which has led to a reduction in referrals for budgeting support.

Last Updated: 03-Jan-2019

KPI Title	Pre. Year Period Actual	Period Actual	Period Target	Perf. RAG	Perf. Indicator Trend	YTD Actual	YTD Target	Outcome RAG
IP1.3.2.3M03 The number of people on Universal Credit (UC) that have received digital support	701	122	95	GREEN	↓	539	283	GREEN

Lead Officer: Jen Griffiths - Benefits Manager
Reporting Officer: Dawn Barnes - Training Officer
Progress Comment: There is a continued high demand for access to Assisted Digital Support for Universal Credit customers.

Last Updated: 19-Dec-2018

KPI Title	Pre. Year Period Actual	Period Actual	Period Target	Perf. RAG	Perf. Indicator Trend	YTD Actual	YTD Target	Outcome RAG
IP1.3.3.1M01 Number of people completing programmes commissioned by the Council which deliver job and training outcomes	179	96	125	AMBER	↓	350	375	GREEN

Lead Officer: Andrew Farrow - Chief Officer - Planning, Environment and Economy
Reporting Officer: Sharon Jones - Communities For work
Progress Comment: 96 Clients between Communities For Work (CFW) & Communities For Work Plus (CFW+) have registered for the programme,. All have support from a mentor.
End November / December is notoriously a quiet month. We have fewer clients through Job clubs / Drop ins especially December. Also between 20th December and 7th January there are no job clubs or drop in sessions, so the number of clients enrolling onto the programme and completing a course would be limited.

Last Updated: 29-Jan-2019

KPI Title	Pre. Year Period Actual	Period Actual	Period Target	Perf. RAG	Perf. Indicator Trend	YTD Actual	YTD Target	Outcome RAG
IP1.3.4.1M01 The number of people receiving advice and support to enable reductions in tariffs	N/A	186	137.5	GREEN	N/A	583	412.5	GREEN

Lead Officer: Andrew Farrow - Chief Officer - Planning, Environment and Economy
Reporting Officer: Shelley Webber - Energy Project Coordinator
Progress Comment: Provided advice for Warm Homes Fund and Healthy Homes Healthy People (HHHP) clients, started Arbed engagement in Penyffordd

Last Updated: 29-Jan-2019

KPI Title	Pre. Year Period Actual	Period Actual	Period Target	Perf. RAG	Perf. Indicator Trend	YTD Actual	YTD Target	Outcome RAG
IP1.3.4.2M02 The number of private sector homes receiving efficiency measures	25	107	25	GREEN	↑	229	75	GREEN

Lead Officer: Andrew Farrow - Chief Officer - Planning, Environment and Economy
Reporting Officer: Shelley Webber - Energy Project Coordinator
Progress Comment: A combination of Warm Homes Fund and Affordable Warmth installs including boilers plus a focus on the supply of lighting upgrades and monitors

Last Updated: 29-Jan-2019

KPI Title	Pre. Year Period Actual	Period Actual	Period Target	Perf. RAG	Perf. Indicator Trend	YTD Actual	YTD Target	Outcome RAG
IP1.3.4.3M03 The number of Council homes receiving energy efficiency measures	15	22	25	AMBER	↑	119	75	GREEN

Lead Officer: Andrew Farrow - Chief Officer - Planning, Environment and Economy
Reporting Officer: Shelley Webber - Energy Project Coordinator
Progress Comment: During quarter 3 19 Boilers/Air Source Heat Pump installs for council stock and 3 Loft insulation were carried out.

Last Updated: 29-Jan-2019

KPI Title	Pre. Year Period Actual	Period Actual	Period Target	Perf. RAG	Perf. Indicator Trend	YTD Actual	YTD Target	Outcome RAG
IP1.4.1.1M01 Number of in house locality teams working towards Bronze standard in Progress for Providers of domiciliary care	N/A	3	0.75	GREEN	N/A	3	0.75	GREEN

Lead Officer: Neil Ayling - Chief Officer - Social Services
Reporting Officer: Jacque Slee - Team Manager Performance
Progress Comment: We have three in house domiciliary care providers working on the bronze standard for Progress for Providers

Last Updated: 07-Jan-2019

KPI Title	Pre. Year Period Actual	Period Actual	Period Target	Perf. RAG	Perf. Indicator Trend	YTD Actual	YTD Target	Outcome RAG
IP1.4.1.2M02 Number of independent sector providers working towards Bronze standard in Progress for Providers of domiciliary care	N/A	1	1	GREEN	N/A	1	1	GREEN

Lead Officer: Neil Ayling - Chief Officer - Social Services
Reporting Officer: Jacque Slee - Team Manager Performance
Progress Comment: One independent sector provider is currently working towards Bronze accreditation.

Last Updated: 11-Jan-2019

KPI Title	Pre. Year Period Actual	Period Actual	Period Target	Perf. RAG	Perf. Indicator Trend	YTD Actual	YTD Target	Outcome RAG
IP1.4.1.4M04 Sustaining existing care homes within Flintshire	26	27	26	GREEN	↑	27	26	GREEN

Lead Officer: Neil Ayling - Chief Officer - Social Services
Reporting Officer: Jacque Slee - Team Manager Performance
Progress Comment: The number of care homes in Flintshire remains static since quarter two when one independent provider reopened a home offering residential care in Flintshire.

Last Updated: 29-Jan-2019

KPI Title	Pre. Year Period Actual	Period Actual	Period Target	Perf. RAG	Perf. Indicator Trend	YTD Actual	YTD Target	Outcome RAG
IP1.4.1.5M05 The percentage occupancy within Flintshire care homes	96.04	95	95	GREEN	⬇	95	95	GREEN

Lead Officer: Neil Ayling - Chief Officer - Social Services
Reporting Officer: Jacque Slee - Team Manager Performance
Progress Comment: Care home occupancy remains high and static.

Last Updated: 11-Jan-2019

KPI Title	Pre. Year Period Actual	Period Actual	Period Target	Perf. RAG	Perf. Indicator Trend	YTD Actual	YTD Target	Outcome RAG
IP1.4.2.2M02 The percentage of the relevant workforce to have received training in Regulation and Inspection of Social Care (Wales) Act (RISCA)	N/A	75	50	GREEN	N/A	75	50	GREEN

Lead Officer: Neil Ayling - Chief Officer - Social Services
Reporting Officer: Jacque Slee - Team Manager Performance
Progress Comment: RISCA training is ongoing and we are on track to deliver to the relevant workforce by the end of this year.

Last Updated: 11-Jan-2019

KPI Title	Pre. Year Period Actual	Period Actual	Period Target	Perf. RAG	Perf. Indicator Trend	YTD Actual	YTD Target	Outcome RAG
IP1.4.3.2M02 (PAM/029) Percentage of children in care who had to move 2 or more times	6.17	4.17	10	GREEN	⬆	8.75	10	GREEN

Lead Officer: Craig Macleod - Senior Manager, Children's Services & Workforce
Reporting Officer: Jacque Slee - Team Manager Performance
Progress Comment: So far this year, 8.75% of children looked after have moved more than twice. This included planned placement moves in accordance with the child's plan.

Last Updated: 29-Jan-2019

KPI Title	Pre. Year Period Actual	Period Actual	Period Target	Perf. RAG	Perf. Indicator Trend	YTD Actual	YTD Target	Outcome RAG
IP1.4.3.3M03 Percentage of looked after children with a timely health assessment	N/A	65.38	81	RED	N/A	69.06	81	AMBER

Lead Officer: Neil Ayling - Chief Officer - Social Services
Reporting Officer: Jacque Slee - Team Manager Performance
Progress Comment: The performance at Q3 (65.38%) is below the period target (81%), however there have been significant improvements since April, with the looked after nurse regularly attending team meetings and managing the assessment appointments. BCUHB have increased the availability of appointments per month to 6 slots and recruited 2 trainee doctors to assist with Health assessments from October 2018. The performance trend for the year to date shows a 27% improvement on last year's performance, with 69.06% of children looked after having a timely health assessment, as compared to 54.6% last year. Despite these improvements we are still unlikely to meet this year's target.

Last Updated: 29-Jan-2019

KPI Title	Pre. Year Period Actual	Period Actual	Period Target	Perf. RAG	Perf. Indicator Trend	YTD Actual	YTD Target	Outcome RAG
IP1.5.1.1M01 Number of adult carers identified.	299	371	225	GREEN	↑	1051	675	GREEN

Lead Officer: Neil Ayling - Chief Officer - Social Services
Reporting Officer: Jacque Slee - Team Manager Performance
Progress Comment: Over the 9 month period we have already exceeded the total for last year; however, this is in part due to improvements in our data collection processes.

Last Updated: 11-Jan-2019

KPI Title	Pre. Year Period Actual	Period Actual	Period Target	Perf. RAG	Perf. Indicator Trend	YTD Actual	YTD Target	Outcome RAG
IP1.5.2.1M01 (PAM/025) Number of people kept in hospital while waiting for social care per 1,000 population aged 75+	1.36	0.66	1.89	GREEN	↑	1.98	1.89	AMBER

Lead Officer: Neil Ayling - Chief Officer - Social Services
Reporting Officer: Jacque Slee - Team Manager Performance
Aspirational Target: 1.78
Progress Comment: A further nine delays in Quarter 3 mean that we will not meet our annual target. Social Services and BCUHB managers continue to work together to reduce delays wherever possible.

Last Updated: 29-Jan-2019

KPI Title	Pre. Year Period Actual	Period Actual	Period Target	Perf. RAG	Perf. Indicator Trend	YTD Actual	YTD Target	Outcome RAG
IP1.5.3.1M01 Percentage of child protection referrals that result in "no further action".	34	17.2	30	GREEN	↑	17.2	30	GREEN

Lead Officer: Craig Macleod - Senior Manager, Children's Services & Workforce
Reporting Officer: Jacque Slee - Team Manager Performance
Aspirational Target: 30.00
Progress Comment: Reasons for no further action include a change in need or circumstances, Child Protection threshold not met, or case signposted to other services.

Last Updated: 16-Jan-2019

KPI Title	Pre. Year Period Actual	Period Actual	Period Target	Perf. RAG	Perf. Indicator Trend	YTD Actual	YTD Target	Outcome RAG
IP1.5.3.2M02 The number of families receiving information and support through the Early Help Hub	No Data	309	200	GREEN	N/A	985	600	GREEN

Lead Officer: Craig Macleod - Senior Manager, Children's Services & Workforce
Reporting Officer: Jacque Slee - Team Manager Performance
Progress Comment: The throughput of the Early Help Hub continues to be high.

Last Updated: 11-Jan-2019

KPI Title	Pre. Year Period Actual	Period Actual	Period Target	Perf. RAG	Perf. Indicator Trend	YTD Actual	YTD Target	Outcome RAG
IP1.6.2.1M01 Percentage of employees who have completed the level 1 e-learning training package to meet the requirements of the Domestic Abuse and Sexual Violence National Training Framework	1.34	36.4	45	GREEN	↑	36.42	45	AMBER

Lead Officer: Sharon Carney - Lead HR Business Partner
Reporting Officer: Heather Johnson - Corporate Training Officer
Aspirational Target: 50.00
Progress Comment: 36.4% of employees have completed this training which is provided via a standardised e-learning package. This is against a target of 45% for the year. The percentage completion is improving given the delay in accessing the module from WG. In addition, a significant proportion of the workforce have limited if any work-based IT access so alternative methods of delivering the training are being explored.

Last Updated: 29-Jan-2019

KPI Title	Pre. Year Period Actual	Period Actual	Period Target	Perf. RAG	Perf. Indicator Trend	YTD Actual	YTD Target	Outcome RAG
IP1.6.2.2M02 The number of reported incidents of Domestic Abuse and Sexual Violence	844	2068	N/A	N/A	↑	3803	N/A	N/A

Lead Officer: Lynne Fensome - Management and Support Manager
Reporting Officer: Sian Jones - Public Protection Manager - Community and Business
Aspirational Target:
Progress Comment: This is the overall figure for reported incidents of domestic abuse and sexual violence received by North Wales Police. Consistent with previous quarters, the levels of domestic abuse incidents far exceeds levels of sexual violence.

Last Updated: 11-Jan-2019

KPI Title	Pre. Year Period Actual	Period Actual	Period Target	Perf. RAG	Perf. Indicator Trend	YTD Actual	YTD Target	Outcome RAG
IP1.6.2.3M03 The number of domestic abuse incidents reported to North Wales Police	747	1697	N/A	N/A	↑	3172	0	N/A

Lead Officer: Lynne Fensome - Management and Support Manager
Reporting Officer: Sian Jones - Public Protection Manager - Community and Business
Progress Comment: With a national focus on crime recording integrity, in April 2018 changes were made in the recording of victim based crime, which have had a particular impact on domestic related offences. As a result, reports of Domestic Crime being identified in Flintshire continue to increase. This trend is in evidence across the force area.

Last Updated: 10-Jan-2019

KPI Title	Pre. Year Period Actual	Period Actual	Period Target	Perf. RAG	Perf. Indicator Trend	YTD Actual	YTD Target	Outcome RAG
IP1.6.2.4M04 The number of incidents of sexual assaults reported to North Wales Police	97	371	N/A	N/A	↑	631	N/A	N/A

Lead Officer: Lynne Fensome - Management and Support Manager
Reporting Officer: Sian Jones - Public Protection Manager - Community and Business
Progress Comment: The recorded levels of Sexual Offences in Flintshire remain relatively stable for Q3 2018/19. It should be noted that there can be significant fluctuations in reported offences from week to week, partly due to reporting of historic offences.

Last Updated: 10-Jan-2019

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	Jenni Griffith - Flintshire Connects Manager	Lesley Bassett - Housing Strategy 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. Additional funding has been granted to develop landlord incentives within the private rented sector and also to consider alternatives to rough sleeping.

Last Updated: 18-Jan-2019

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 - Senior Manager - Housing Programmes	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.
Progress Comment: This will always be a risk due to changes in housing demand and a lack of supply both in terms of the quantity and type of affordable homes provided. Over the past year the Welfare Reform policies have also impacted on the type of affordable housing required due to benefit restrictions. The Council aims to mitigate the risk through:
1. Informing the type and size of all of the new builds (Council and RSLs)
2. Informing the type, tenure and size of affordable housing provision through market led schemes.

Last Updated: 18-Jan-2019

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 - Commissioning Officer	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 a 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: 23-Jan-2019

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 - Senior Manager - Housing Programmes	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) continues to be identified and considered to support the target of 500 new social and affordable houses by 2021.

Last Updated: 23-Oct-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 - Senior Manager - Housing Programmes	Denise Naylor - Housing Programmes Support Manager	Amber	Amber	⬌	Open

Potential Effect: A reduction in the construction and delivery of Council houses
Management Controls: i) submit application to Welsh Government for increase in borrowing cap relating to specific schemes.
ii) Lobby WG to remove borrowing limits following removal in England
iii) seek increase in borrowing cap with the UK Government through the Growth Deal
Progress Comment: WG announced in November 2018 they would be discontinuing the Housing Revenue Account (HRA) Borrowing Cap. The Council is currently reviewing how this will impact upon its ability to build new Council properties.

Last Updated: 29-Jan-2019

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 - Service Manager - Enterprise and Regeneration		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 and a management board has been established to improve and monitor progress. The budget for the programme is currently on track. Improvements in timeliness have been noted with the implementation of a new process.

Last Updated: 29-Jan-2019

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 - Service Manager - Enterprise and Regeneration	Melville Evans - Senior Manager - Housing Programmes	Amber	Amber	↔	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.

Last Updated: 10-Jan-2019

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. Rent Arrears have increased and there is work on-going to identify the reason for this. Focus is now more on early identification and intervention and we have increased communication across the teams and portfolios to support this work.
Council Tax Collection is under pressure and we are currently reviewing the claims process for Council Tax Reduction to make the process easier and quicker. Although there is no evidence of links to increased presentations for homelessness, this remains a risk and we will continue to provide early intervention to prevent this and monitor the situation closely.
Progress Comment: Work is now well underway to identify and mitigate the impacts of Universal Credit on Council Tenants and their rent accounts. Work is concentrated around early intervention which enables support to be provided to those who need it, but a harder line to be taken with those who can pay but choose not to. This provides a more realistic chance of the rent account coming back under control and out of arrears.
There will inevitably always be an element of cash flow arrears on accounts due to the Universal Credit payments (whether direct to the council or directly to the tenant) are made in arrears.
During 2018/19 focus is on early identification and intervention to prevent the problem from escalating. Council Tax Collection remains under pressure.

Last Updated: 23-Jan-2019

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		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: The development of the Welfare Response Team has assisted with the implementation of Universal Credit. Referrals to wider support services still remain high with a significant number of residents 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: 18-Jan-2019

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: Review of procedures is being carried out to try and mitigate the impact, however, a full estimate of impact cannot yet be confirmed.
Progress Comment: Work has commenced on the identification of the impacts of Universal Credit on Council Tenants and their rent accounts. There is a team that works with tenants at the earliest opportunity on the basis that intervention at early stages allows support (if appropriate) to be identified earlier giving a more realistic chance of the rent account coming back under control and out of arrears.
The Council now has "Trusted Partner" status with the Department for Work and Pensions which means that processes and flow of information and payments is more streamlined and automated. Notwithstanding this, there will inevitably always be an element of cash flow arrears on accounts due to Universal Credit payments (whether direct to the council or directly to the tenant) being made in arrears.
During 2018/19 focus has been on early identification and intervention to prevent the problem from escalating. Council Tax Collection remains under pressure.

Last Updated: 29-Jan-2019

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	Jenni Griffith - Flintshire Connects 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: 28-Jan-2019

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 - Team Manager Performance	Amber	Green	↓	Closed

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
Implementing Community Resource 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. The risk has been mitigated to green and is now closed 12/07/2018.

Last Updated: 12-Jul-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 - Team Manager Performance	Red	Red	↔	Open

Potential Effect: Increase in hospital admissions and delayed transfers from hospital. Increased pressure on primary care services leading to deteriorating relationship with local partners.

Management Controls: i) Working with Corporate colleagues to use capital investment to support the development of our in-house provision.

ii) Outcomes from the 'Invest to Save' Project Manager made available together with a short, medium and long term plan to support the care sector.

iii) Quick wins from the 'Invest to Save' Project Manager to be implemented.

iv) Increase bed and extra care capacity for dementia/ learning disabilities.

v) Develop specialist respite for Early Onset Dementia.

vi) Identify and create market change and dynamics, generate more competition, new providers for all ages including children and LD.

vii) Assist with local housing (potentially subsidised) for specified employees in social care i.e. direct care staff.

viii) 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 continues under the direction of the Programme Board.

The re-phasing of Integrated Care Fund (ICF) capital to fit in with the Council's capital programme has been agreed by Welsh Government. Recommendations from Social & Health Care Overview and Scrutiny Committee were that the Committee support the ICF programme and the initiatives of utilising short term funding streams to deliver against strategic and operational priorities for the council and key partners. Workstreams from the Strategic Opportunity Review are continuing. A strategic review of demand and supply in light of the new capital developments is being undertaken.

Last Updated: 29-Jan-2019

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 and Lead Adults	Jacque Slee - Team Manager Performance	Red	Green	↓	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 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 BCUHB have created an agreement from partners on the allocation of funds to support delivery of medium term services. Confirmation in principle has been received for allocation of capital funds for Marleyfield. Following receipt of detailed correspondence from WG, the level of risk has reduced to Green.

Last Updated: 09-Jan-2019

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 - Team Manager Performance	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 is fully functioning, with commitment from all agencies. Enhanced consortia arrangements for support through Families First projects are ensuring responsive access to help for families. During Q1 there were 455 referrals and in Q2 there were 693 meaning 1148 referrals to the Hub this financial year. This risk is now closed.

Last Updated: 01-Nov-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 - Team Manager Performance	Red	Green	↓	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. Quarter 2 and 3 data is showing an increase in Safeguarding reports, and these are being addressed within timescales. Internal Audit completed a review of the service in November; this confirmed that processes are in place for the screening and triage of safeguarding referrals. The reviewers concluded that strategy meetings are being undertaken in a timely manner.

Last Updated: 08-Jan-2019

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 - Strategic Policies Advisor	Jane M Davies - Senior Manager, Safeguarding & Commissioning	Red	Amber	⬇	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. Opportunities to deliver training through e-learning are being explored.
Progress Comment: Safeguarding is included within the corporate induction procedures, ensuring new employees can recognise the signs and know how to make a report. A Safeguarding e-learning module is under development and is to be implemented during Quarter 4. Additional training is being sourced for the Safeguarding panel.

Last Updated: 23-Jan-2019

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 - Strategic Policies Advisor		Red	Amber	⬇	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 e-learning modules are under development and will be implemented during Quarter 4. Additional training is being provided for the Corporate Safeguarding panel.

Last Updated: 23-Jan-2019

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 developed to final approval stages with UK and Welsh Government this year, including agreement of funding allocations and formal governance arrangements	Niall Waller - Service Manager - Enterprise and Regeneration	In Progress	01-Apr-2017	31-Mar-2019	75.00%	GREEN	GREEN

ACTION PROGRESS COMMENTS:
The detailed proposition document has been developed. The UK and Welsh Governments have announced funding support for the Growth Deal and further work is underway to identify which areas of work will be included.

Last Updated: 10-Jan-2019

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. Propose that developments maximise economic and social value for the County and that they deliver the commitments made in the Regional Economic Growth Deal	Niall Waller - Service Manager - Enterprise and Regeneration	In Progress	01-Apr-2017	31-Mar-2019	75.00%	GREEN	GREEN

ACTION PROGRESS COMMENTS:
The Council continues to work closely with the DEZ Board, Welsh Government, the owners of the Northern Gateway development site and potential investors to support and secure investment proposals.

Last Updated: 10-Jan-2019

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	Lisa McLellan - Asset Manager	In Progress	01-Apr-2017	31-Mar-2019	30.00%	AMBER	AMBER

ACTION PROGRESS COMMENTS:
The initial report on the Councils Industrial Estate has now been received. Detailed consideration needs to be given to the development of strategies which either release sites for the generation of capital receipts, invest to generate increased income, and review terms on renewal or the exercising of break clauses. It is of course important to note that these assets generate a significant revenue income stream for the Council so due care needs to be exercised in any approach. A more detailed approach to each estate is required and will begin to be undertaken in 2019. From this there will be series of recommendations which will seek to maximise income and minimise liability.

Last Updated: 15-Jan-2019

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
2.1.1.5 Develop a more strategic approach to regenerating and supporting town centres in partnership with Town Councils	Niall Waller - Service Manager - Enterprise and Regeneration	In Progress	01-Apr-2017	31-Mar-2019	75.00%	GREEN	GREEN

ACTION PROGRESS COMMENTS:
A new strategic approach to town centres has been developed and will be presented to Cabinet and Scrutiny in March 2019.

Last Updated: 10-Jan-2019

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
2.1.1.6 Targeted regeneration investment programme (TRIP) - developing Flintshire's role and it's local programme	Niall Waller - Service Manager - Enterprise and Regeneration	In Progress	01-Apr-2017	31-Mar-2019	75.00%	GREEN	GREEN

ACTION PROGRESS COMMENTS:
The Welsh Government Targeted Regeneration Investment programme is a capital programme to invest in regeneration projects. A North Wales Regeneration Plan has been developed to steer investment and has identified 4 priority settlements for the first tranche of activity based on their levels of deprivation - Rhyl, Colwyn Bay, Wrexham and Bangor. Another 8 towns will also be able to benefit in the early stages of the programme and these include Holywell and Shotton. Although resources for the programme are limited development work is underway on potential projects for inclusion.

Last Updated: 29-Jan-2019

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	Lisa McLellan - Asset Manager	In Progress	01-Apr-2017	31-Mar-2019	30.00%	AMBER	AMBER

ACTION PROGRESS COMMENTS:
The initial report on the Councils Industrial Estate has now been received. Detailed consideration needs to be given to the development of strategies which either release sites for the generation of capital receipts, invest to generate increased income, and review terms on renewal or the exercising of break clauses. It is of course important to note that these assets generate a significant revenue income stream for the Council so due care needs to be exercised in any approach. A more detailed approach to each estate is required and will begin to be undertaken in 2019. From this there will be series of recommendations which will seek to maximise income and minimise liability.

Last Updated: 15-Jan-2019

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
2.1.1.5 Develop a more strategic approach to regenerating and supporting town centres in partnership with Town Councils	Niall Waller - Service Manager - Enterprise and Regeneration	In Progress	01-Apr-2017	31-Mar-2019	75.00%	GREEN	GREEN

ACTION PROGRESS COMMENTS:
A new strategic approach to town centres has been developed and will be presented to Cabinet and Scrutiny in March 2019.

Last Updated: 10-Jan-2019

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
2.1.1.6 Targeted regeneration investment programme (TRIP) - developing Flintshire's role and it's local programme	Niall Waller - Service Manager - Enterprise and Regeneration	In Progress	01-Apr-2017	31-Mar-2019	75.00%	GREEN	GREEN

ACTION PROGRESS COMMENTS:
The Welsh Government Targeted Regeneration Investment programme is a capital programme to invest in regeneration projects. A North Wales Regeneration Plan has been developed to steer investment and has identified 4 priority settlements for the first tranche of activity based on their levels of deprivation - Rhyl, Colwyn Bay, Wrexham and Bangor. Another 8 towns will also be able to benefit in the early stages of the programme and these include Holywell and Shotton. Although resources for the programme are limited development work is underway on potential projects for inclusion.

Last Updated: 29-Jan-2019

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
2.1.1.7 Propose that the development of regional and local transport strategy and initiatives maximise the potential for economic benefits and improves access to employment and tourism destinations	Niall Waller - Service Manager - Enterprise and Regeneration	In Progress	01-Apr-2018	31-Mar-2019	75.00%	GREEN	GREEN

ACTION PROGRESS COMMENTS:
All current transport proposals under development form part of the wider North Wales Growth Vision which seeks to promote economic growth across the region. In the Flintshire context transport proposals focus on enabling residents to access employment opportunities to spread the benefits of economic growth.

Last Updated: 10-Jan-2019

Performance Indicators

No KPIs available for this quater

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 - Service Manager - Enterprise and Regeneration	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: 10-Jan-2019

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 - Service Manager - Enterprise and Regeneration	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: 10-Jan-2019

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 - Service Manager - Enterprise and Regeneration	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: 10-Jan-2019

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 - Service Manager - Enterprise and Regeneration	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 Joint Committee for North Wales. Negotiations with UK and Welsh Governments are progressing to plan.

Last Updated: 29-Jan-2019

Actions

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
3.1.1.1 Provide effective learning opportunities and quality opportunities and quality learning environments for all pupils aged 3-18 to achieve their potential and high levels of educational attainment	Vicky Barlow - Senior Manager - School Improvement Systems	In Progress	01-Apr-2017	31-Mar-2019	75.00%	GREEN	GREEN

ACTION PROGRESS COMMENTS:
The methodology for reporting on pupil data has changed from 2018 in response to the Welsh Government's decision not to publish comparative data below the national average. No benchmarking data is now available. Teacher assessment data for learner outcomes in summer 2018 at Foundation Phase and Key Stage 2 are above the national average at the expected and higher than expected levels. Key Stage 3 data also confirms that Flintshire is performing well , matching but in many cases, exceeding national averages. Learner outcomes for Key Stages 4 and 5 are still provisional until December but Key Stage 4 unverified data does demonstrate that Flintshire learners are performing above the national and regional averages and that there was improvement on many indicators from 2017. Performance in mathematics and numeracy was particularly strong. Performance in English dropped by approximately 3% but this has been the subject of significant challenge across the North Wales region to Qualifications Wales because of issues with changing grade boundaries and timings of examination entries. Performance on the main indicator at Key Stage 5 also improved from 2017. Performance at the highest grades A*-A has improved at both GCSE and A level.

Last Updated: 10-Jan-2019

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
3.1.1.2 Provide effective support to schools identified as causing concern to quickly re-establish good educational standards	Vicky Barlow - Senior Manager - School Improvement Systems	In Progress	01-Apr-2017	31-Mar-2019	75.00%	GREEN	GREEN

ACTION PROGRESS COMMENTS:
Every school has a dedicated Support Improvement Adviser (SIA) through GwE who provides the support and challenge on performance, self-evaluation and school improvement planning processes through bespoke packages. These SIAs are overseen by the 2 core lead officers from GwE for Flintshire who report regularly to the Chief Officer/Senior Manager for School Improvement(CO/SMSI). Support plans for schools causing concern are regularly reviewed and appropriate interventions identified. Progress against these plans are then discussed with the CO/SMSI and regularly reported on through the Local Quality Board which includes the Cabinet Member and Chair of Scrutiny. Schools in the more serious categories of concern are subject to the LA's School Performance Monitoring Group and are reviewed a minimum of twice a year and the panel includes a number of elected members. In the most serious cases of concern, the LA has used its statutory powers of intervention to effect change e.g. introduction of Interim Executive Boards, leadership solutions. As a result, the number of schools in the LA in categories of serious concern have reduced from 3 to 1 and the number of schools in Estyn Review are low - just 2.

Last Updated: 10-Jan-2019

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
3.1.1.3 Prepare for national reforms on curriculum and inclusion	Jeanette Rock - Senior Manager - Inclusion and Progression	In Progress	01-Apr-2017	31-Mar-2019	75.00%	GREEN	GREEN

ACTION PROGRESS COMMENTS:

Officers are working in collaboration with Welsh Government and the regional school improvement service GwE to prepare for the curriculum and inclusion reforms. A local action plan is in development alongside a regional transformation plan focusing on the implementation of the Additional Learning Needs and Education Tribunal (ALNET) Act 2018 which will map out the key actions needed to ensure the local authority and its schools are prepared for the implementation in 2020. Awareness raising sessions are underway with regard to the revised curriculum with a number of Flintshire schools taking on lead developmental roles as Pioneer Schools. The publication of two key draft documents is planned for this academic year namely the code of Practice for ALN (December 2018) and the proposed curriculum and assessment model (April 2019) which includes the National Approach to Professional Learning that will support the profession to meet the challenges of the new curriculum. Once these are published, planning can continue in earnest as the operational detail required will be available. Following the publication of the draft Code of Practice for ALN in December 2018, a Transformation Plan has been developed for the authority. This maps out the transformation programme for the period up to the implementation date (September 2020). Welsh Government have initiated a period of consultation around the Code and this will form a key part of the targeted activity over the Spring Term.

Last Updated: 16-Jan-2019

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
3.1.1.4 Continue substantial investment in the school estate through the School Modernisation Strategy, maximising use of Welsh Government funding streams e.g. 21st Century Schools Programme, Welsh Medium Education Grant, Infant Class Size Grant and to support the Early years and Childcare Service with the WG Childcare Grant (named as Early Years Grant in previous iterations) . To continue with a programme of repairs and maintenance across Flintshire schools.	Damian Hughes - Senior Manager, School Planning & Provision	In Progress	01-Apr-2017	31-Mar-2019	30.00%	GREEN	GREEN

ACTION PROGRESS COMMENTS:

The third project of Band A is Connah's Quay High School Project (Phase 1) – Construction started on site July 2017 with the anticipated completion date December 2018. Demolition of the former John Summers High school started in April 2018 and was completed in December 2018. Penyffordd CP - Construction started on site April 2018 with anticipated completion of the new school building July 2019 (phase 1) and the remainder of externals works (phase 2) anticipated to be complete during November 2019. School Modernisation - Brynford and Lixwm Area Review – In June 2018, Cabinet determined not to proceed with the proposed statutory amalgamation of the two schools. Nercwys VA and Nannerch VC governors have determined to consult with key stakeholders on federation. Consultation documents were published 23rd October 2018 and ran till 30th October 2018, governors from both schools will meet in February 2019 to consider the responses to the consultation and determine whether to proceed. 21st Century Schools Programme (Band B -2019 -2025) The Council's Strategic Outline Programme (SOP) estimated at £85.4m, has been approved by WG in principle. April 2018, Cabinet approved Connah's Quay High School project (Phase 2) prior to the start of Band B. This took advantage of the WG initiative and drew down funding prior to the start of Band B. WG Infants Class Size Grant (100% WG funded) - WG have approved the £1.3m grant for Ysgol Glan Aber, Bagillt under this funding scheme. This allows the larger £2.7m project to proceed as £997K has been approved through the Council's capital programme. WG Welsh Medium Grant (100% WG funded) – WG have approved the £3m business case for capital investment in the Ysgol Glanrafon Site. The Council's R&M programme for schools continues on an annual basis.

Last Updated: 29-Jan-2019

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
3.1.1.5 Maintain low levels of young people/adults 'Not in Education, Employment or Training' and support opportunities for apprenticeship and employment	Jeanette Rock - Senior Manager - Inclusion and Progression	In Progress	01-Apr-2018	31-Mar-2019	85.00%	GREEN	GREEN

ACTION PROGRESS COMMENTS:
Multi-agency meetings continue to be held in schools to identify pupils at risk of disengagement. This has facilitated the identification and implementation of suitable interventions; a number of pilot courses are being trialled focusing on developing confidence and motivation to further increase the range of provision available. In addition to this a pilot pre-vocational course for KS4 learners is being trialled in partnership with Coleg Cambria. This offers an accredited Catering & Hospitality course in conjunction with core GCSEs. Through the regular monitoring meetings, learners in need of support for transition into further education are being identified and the Summer intervention programmes have proved largely successful in maintaining engagement. The ADTRAC project is now live and working with 16-24 year olds who have disengaged. The programme of Adult & Community Learning opportunities across Flintshire is being reviewed and updated in response to need and the revised Welsh Government Strategy.

Last Updated: 21-Jan-2019

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
3.1.1.6 Fully embed Flintshire's Youth Council to ensure that young people across the authority are involved in the evaluation and delivery of services that impact on them	Ann Roberts - Senior Manager - Integrated Youth Provision	In Progress	01-Apr-2018	31-Mar-2019	60.00%	GREEN	GREEN

ACTION PROGRESS COMMENTS:
The Flintshire Youth Council has been recruited to with consideration of diversity of the membership. Young people volunteer to engage. Two meetings with the political leadership have taken place. The members have appointed shadowing roles. The group is already being very active and proactive e.g. in offering views and being a critical friend to Chief Officers with responsibility for producing inspection self-assessments or policy. The Chief Executive is planning to work with the Youth Council to give consideration to the voting age agenda. Excellent and meaningful progress to date.

Last Updated: 19-Dec-2018

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
3.2.1.1 Increase the number of apprenticeships which result in a positive outcome	Sharon Carney - Lead HR Business Partner	Not Started	01-Apr-2018	31-Mar-2019	N/A	N/A	N/A

ACTION PROGRESS COMMENTS:
Measured at the end of the year.

Last Updated: 08-Nov-2018

Performance Indicators

KPI Title	Pre. Year Period Actual	Period Actual	Period Target	Perf. RAG	Perf. Indicator Trend	YTD Actual	YTD Target	Outcome RAG
IP3.1.2.1 M01 The number of schools in an Estyn statutory category of concern	3	1	1	GREEN	⬆	1	1	GREEN
Lead Officer: Vicky Barlow - Senior Manager - School Improvement Systems **Reporting Officer:** Claire Homard - Senior Manager - School Improvement **Aspirational Target:** 1.00 **Progress Comment:** Currently have only 1 school in an Estyn statutory category of concern, down from 3 last year. Last Updated: 21-Jan-2019								

KPI Title	Pre. Year Period Actual	Period Actual	Period Target	Perf. RAG	Perf. Indicator Trend	YTD Actual	YTD Target	Outcome RAG
IP3.1.3.1 M01 All schools to have completed their initial assessment of readiness for the new curriculum by 1st October 2018 on the G6 dashboard	No Data	No Data	100	N/A	N/A	No Data	100	N/A
Lead Officer: Vicky Barlow - Senior Manager - School Improvement Systems **Reporting Officer:** Claire Homard - Senior Manager - School Improvement **Aspirational Target:** **Progress Comment:** Currently unable to comment as dependant on details available on GwE database and as yet unable to access. Last Updated: 29-Jan-2019								

KPI Title	Pre. Year Period Actual	Period Actual	Period Target	Perf. RAG	Perf. Indicator Trend	YTD Actual	YTD Target	Outcome RAG
IP3.1.3.2 M02 All schools to have eliminated any red indicators against their readiness for the new curriculum by 31st March 2019 on the G6 dashboard	No Data	No Data	100	N/A	N/A	No Data	100	N/A

Lead Officer: Vicky Barlow - Senior Manager - School Improvement Systems
Reporting Officer: Claire Homard - Senior Manager - School Improvement
Aspirational Target:
Progress Comment: Currently unable to comment as dependant on details available on GwE database and as yet unable to access.

Last Updated: 29-Jan-2019

KPI Title	Pre. Year Period Actual	Period Actual	Period Target	Perf. RAG	Perf. Indicator Trend	YTD Actual	YTD Target	Outcome RAG
IP3.1.5.2 M02 The percentage of young people aged 16 – 18 in the youth justice system offered education, training or employment	53	54	53	GREEN	⬆	54	53	GREEN

Lead Officer: James Warr - Operations Manager
Reporting Officer: Louisa Greenly - Performance Management & Information Officer
Aspirational Target: 80.00
Progress Comment: The Youth Justice Service assesses young people who commence a prevention or statutory intervention with the Youth Justice Service in the period. Those who are above statutory school age should be undertaking at least 16 hours per week of education, training or employment. 6 young people completed Agored vocational qualifications in health and safety, first aid and construction skills. The Education Coordinator seconded to the Youth justice Service supports young people back into further education, by maintaining close links with local colleges and other training providers.   Education remains a key priority for the service as it is seen as a strong desistance factor in offending and re-offending..

Last Updated: 18-Dec-2018

KPI Title	Pre. Year Period Actual	Period Actual	Period Target	Perf. RAG	Perf. Indicator Trend	YTD Actual	YTD Target	Outcome RAG
IP3.1.6.1 M01 Number of new pupils engaging with the TRAC programme	No Data	125	120	GREEN	N/A	125	120	GREEN

Lead Officer: Ann Roberts - Senior Manager - Integrated Youth Provision
Reporting Officer: Jeanette Rock - Senior Manager - Inclusion and Progression
Aspirational Target:
Progress Comment: The target number of pupils engaging with TRAC has been exceeded for the quarter. This is due to factors such as the team being fully staffed and the promotion of the programme on offer through a range of multi-agency forums .

Last Updated: 29-Jan-2019

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 - Senior Manager - School Improvement Systems	Jeanette Rock - Senior Manager - Inclusion and Progression	Amber	Yellow	↓	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: Monitoring processes indicate that all schools have engaged appropriately with their Support Improvement Advisers during the first quarter of the year and are accessing support to implement their improvement plans. Evidence through pupil outcome data shows that improvement plans are being effective in most areas with Flintshire schools performance above national averages in nearly all key indicators across all phases. 2 targeted schools who are in category of Estyn Review have made strong progress and the LA is recommending to Estyn that they be removed from follow up - Estyn confirmation pending.

Last Updated: 21-Jan-2019

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 - Senior Manager - School Improvement Systems	Jeanette Rock - Senior Manager - Inclusion and Progression	Amber	Yellow	↓	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: The number of schools in statutory categories has reduced. We do not have any issues with schools failing to engage with GwE in relation to their support priorities. Flintshire has one of the highest take ups on the professional development programme around middle leadership and National Professional Qualification for Headship securing leaders for the future – whilst secondary Headteachers have reported anecdotally that staff don't want to take the roles on in schools in some subjects, there is no school where a lack of capacity, particularly in core subjects is putting the school's performance at risk.

Last Updated: 29-Jan-2019

RISK TITLE	LEAD OFFICER	SUPPORTING OFFICERS	INITIAL RISK RATING	CURRENT RISK RATING	TREND ARROW	RISK STATUS
Impact of Additional Learning Needs reforms	Jeanette Rock - Senior Manager - Inclusion and Progression	Vicky Barlow - Senior Manager - School Improvement Systems	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: 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. 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.The audit tool has been completed and this highlighted the need for a Lead officer to be allocated within the Local Authority. This action has been completed, supported by access to Welsh Government Transformation Funding.
A Transition Action Plan for Flintshire will now be developed to ensure that a comprehensive transformation programme is developed in conjunction with the regional plan for North Wales.
The draft Code of Practice has now been published. Officers are in the process of reading the document and identifying the implications for schools and the authority. These will be collated and shared via Committee reports.

Last Updated: 29-Jan-2019

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 - Senior Manager - School Improvement Systems	Niall Waller - Service Manager - Enterprise and Regeneration	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: 10-Jan-2019

RISK TITLE	LEAD OFFICER	SUPPORTING OFFICERS	INITIAL RISK RATING	CURRENT RISK RATING	TREND ARROW	RISK STATUS
Sustainability of funding streams	Vicky Barlow - Senior Manager - School Improvement Systems	Vicky Barlow - Senior Manager - School Improvement Systems	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 for education continues to pose a significant and live risk in a number of areas:

A lack of clarity about the funding of the Teachers' Pay Award for 2019-20 remains. Through RSG and the Teachers Pay Grant from Welsh Government the schools budget will be funded for 1% of the impact of the pay award implemented in September 2018. The balance of 1.2% of the pay award is a cost pressure which will have to be absorbed by schools. Further it can be assumed that there will be a Teachers' Pay Award from September 2019 which unless national funding is made available will be an additional cost pressure which will need to be absorbed by schools.

The increase in the teachers' employers' pensions costs remains a significant risk. From September 2019 the employers' contributions will increase from 16.48% to 23.6%. The impact of this on Flintshire schools will be £2.026m. The Chancellor announced £4.7billion nationally to cover public sector increased pension costs but at this stage there is no indication of whether there will be a consequential for Welsh Government.

The recently announced £15m grant for schools across Wales appears to have been ring-fenced by the Cabinet Secretary for Education to support professional learning in advance of the introduction of the new curriculum, but distribution methodology and terms and conditions are not yet known.

The MEAG (Minority Ethnic Achievement Grant) was not reinstated in full and there remains a lack of clarity about a new regional model for delivery of these services and the funding attached to them.

There are grants which are only short term to support Ministerial key priorities e.g. Infant Class Sizes; Small and Rural Schools etc but the grant conditions are often complex which makes them difficult to administer and their short term nature does not allow for proper strategic planning to maximise impact.

Last Updated: 29-Jan-2019

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 - Senior Manager - School Improvement Systems	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: 29-Jan-2019

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 - Senior Manager - School Improvement Systems	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 and any other external funding which becomes available.

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: 23-Jan-2019

4 Green Council

Actions

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
4.1.1.1 Manage our natural environment and accessible green-space networks to deliver health, well-being and resilience goals.	Tom Woodall - Access and Natural Environment Manager	In Progress	01-Apr-2017	31-Mar-2019	75.00%	GREEN	GREEN

ACTION PROGRESS COMMENTS:
A Government Environment and Sustainable Delivery Grant of £ 115,518 for the year has enabled completion of projects to enable delivery of the Flintshire Greenspace Strategy, improve greenspace facilities. Community engagement through arts which encourage access and enjoyment of our natural environment and delivery of the well being goals. Key projects include footpath improvements and arts events involving local children and community groups. All projects have actively encouraged community involvement and have been supported fully by volunteers who have contributed significantly to the success of the projects. Volunteers have contributed to the evidence base for the submission of the first six month funding report and claim to Welsh Government. Planned projects will ensure that funding is on track and will be delivered in full within the year. This is particularly important given the change to a competitive funding environment for 2019/20 for the new Enabling Natural resources and Wellbeing of Wales grant that may impact on available funding to deliver our very successful programme of activities.

Last Updated: 29-Jan-2019

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
4.1.1.3 Maximise the recovery and recycling of waste with a view to reducing the reliance on landfill.	Gabrielle Povey - Recycling and Compliance Officer	In Progress	01-Apr-2017	31-Mar-2019	68.00%	GREEN	GREEN

ACTION PROGRESS COMMENTS:
We are currently on target for year end. The performance has been achieved through education and awareness programme to promote recycling and the introduction of side waste enforcement. The side waste enforcement started in March, with 1800 awareness letters and stickers issued. The new Household Recycling Centre at Rockcliffe, Oakenholt opened, offering a modern site with no steps. There are currently over 30 recycling opportunities. The profile of the service has been raised through attendance of events and shows in the County and an increased presence on social media. Training for workforce has improved their health & safety and environmental awareness. New fleet has been introduced in the service, providing efficiencies in both the capacity of the vehicle and the fuel economy and emissions.

Last Updated: 29-Jan-2019

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
4.1.1.4 Strengthen regional air quality collaboration to help promote better health and well-being outcomes	Sian Jones - Public Protection Manager - Community and Business	In Progress	01-Apr-2017	31-Mar-2019	75.00%	GREEN	GREEN

ACTION PROGRESS COMMENTS:
The North Wales Combined Air Quality Progress report has been submitted to Defra for assessment before publication. However, the conclusions are that no breaches of the Air Quality standards in North Wales so there is currently no need for any Authority to undertake Detailed Assessments or declare an Air Quality Management Area (AQMA). Consequently there are no requirements for any Air Quality Action Plan. However, in the wider context referred to in other policy documents such as the Well Being of Future Generations Act etc. these address air quality issues so that Councils have an ongoing requirement to review their policies to ensure that concentrations remain below the required levels.

Last Updated: 29-Jan-2019

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
4.1.1.6 Improve, protect and enhance the built environment	Lynne Fensome - Management and Support Manager	In Progress	01-Apr-2017	31-Oct-2019	60.00%	AMBER	AMBER

ACTION PROGRESS COMMENTS:
Following informal consultation with the North Wales Conservation Officers Group and CADW at the end of 2018, whilst there was general support for the strategy. Formal public and stakeholder consultation will now follow and be completed by 31st March 2019. As part of this consultees will be asked to prioritise areas for action to develop an initial action plan alongside the strategy. Staff resources have been reduced in the Built Conservation team due to a team member leaving and this will affect the ability to be more proactive in implementing the strategy, as will the lack of any capital or other funding to support its aims.

Last Updated: 29-Jan-2019

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	In Progress	01-Apr-2017	31-Mar-2019	65.00%	GREEN	GREEN

ACTION PROGRESS COMMENTS:
Funding awarded for 2018-2019 following successful bids and all schemes underway and on track: - 1. Local Transport Fund: a) Active Travel Scheme Design £234,000 - scheme currently out to tender for design b) Access to Employment Opportunities Deeside Industrial Park (Metro) - £237,000 - works completed Zone 3 DIP c) Deeside Industrial Park - Second Avenue - active travel and bus infrastructure - £180,000 - works commenced on site and due to complete 31/03/2019 d) A548 DIP Parkway Junction - partial signalisation - £243,000 - design work completed and anticipated start on site February 2019 to be completed 31/03/2019 2. Local Transport Network Fund - Flintshire Bus Alliance & Quality Bus Partnership Scheme - £100,000 - works ongoing and due to be complete by 31/03/2019 3. Safe Routes in Communities a) Broughton Primary School, Broughton Hall Road - £260,000 - works commenced on site b) Mountain Lane County Primary School, Knowle Lane, Buckley - £205,000 - scheme currently out to tender for construction 4. Road Safety (Capital & Revenue) a) Connah's Quay Priority Routes / Route Treatment Scheme - £198,000 (capital) b) B5125 Ewloe - Broughton Route Treatment Scheme - £149,500 (capital) c) Pass Plus Cymru - £5,000 (revenue) - on track d) Kerbcraft - £25,000 (revenue) - on track e) Older Drivers - £1,500 (revenue) - on track f) National Standards Cycle Training - £59,301 (revenue) - on track 5. Active Travel Fund a) Deeside Industrial Park - Active travel and bus infrastructure on Parkway, DIP Zone 2 - £1,070,000 - works commenced on site and due to complete 31/03/2019 b) Holywell Town Centre - Phase 1 Construction of Active Travel path Greenfield Valley - £697,000 - work ongoing

Last Updated: 22-Jan-2019

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	In Progress	01-Apr-2017	31-Mar-2019	80.00%	GREEN	GREEN

ACTION PROGRESS COMMENTS:
Following the impact of the harsh winter weather in 2017/18 on the highway, a programme of pothole repair and patching was undertaken across the Authority. This work removed the significant defects and looked to improve the condition of the roads, whilst reducing the risk on the network, in line with our statutory duty. Highways asset management schemes are underway as follows: The Resurfacing programme is continuing with sites across the County. Lengths of road that have deteriorated are treated with preventative measure to renew the road surface. 21 sites have been completed by the end of December, with 5 sites remaining to be completed by the end of March 2019. Surface Dressing is a treatment to extend the life of a road where the defect on that road effect the road surface only and not the structure. All Schemes have been completed. Area Coordinators continue to carry out schedule highways safety inspection and will provide condition surveys by March 2019 to inform next years preventative maintenance programmes. Inspections of post completion works by Utility Companies will continue to be undertaken until March 2019.

Last Updated: 29-Jan-2019

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
4.2.1.3 Support isolated communities to develop innovative and sustainable area based transport schemes	Katie Wilby - Transportation and Logistics Manager	In Progress	01-Apr-2017	31-Mar-2019	66.00%	GREEN	AMBER

ACTION PROGRESS COMMENTS:

Phase 2 of the bus network review is now underway and from January 2019, funding has been withdrawn for the number 8, 22/22A and 23 bus services as part of the wider bus network review undertaken in 2018. The incumbent bus operator has subsequently undertaken to operate these services on a wholly commercial basis from this date and the subsidies have been withdrawn. The Council has also withdrawn funding for the number 14A bus service; again the operator made the decision to continue this service on a commercial basis but with a reduced timetable. Funding for the 14C has been withdrawn, and a Local Travel Arrangement (operating only where there are no commercial services) has been introduced linking the communities of Lixwm and Caerwys to Holywell to enable access for essential services such as shopping, healthcare and onward travel on the core bus network. The number 21 bus service (Buckley Town Service) has been withdrawn on 31st January 2019. Consultation with local members, Buckley Town Council and residents has been carried out and a new Local Travel Arrangement operating within the community will be introduced from 1st February 2019.

Last Updated: 29-Jan-2019

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	Ceri Hansom - Integrated Transport Unit Manager	In Progress	01-Apr-2017	31-Mar-2019	60.00%	GREEN	GREEN

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 has progressed with the 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. Re-procurement of college transport routes (Coleg Cambria) was completed July 2018 and all college routes now form part of the DPS. A schedule for all routes to monitor compliance has been produced, further work is required during 2018/19 for mandatory training for operators, drivers, and passenger assistants.

Last Updated: 29-Jan-2019

Performance Indicators

KPI Title	Pre. Year Period Actual	Period Actual	Period Target	Perf. RAG	Perf. Indicator Trend	YTD Actual	YTD Target	Outcome RAG
IP4.1.3.1M01 Percentage of environmentally efficient front line operational vehicles to Euro 6 standard.	35.64	81.46	90	AMBER	↑	81.46	90	AMBER

Lead Officer: Lynne Fensome - Management and Support Manager
Reporting Officer: Chris Goulden - Fleet Manager
Aspirational Target:
Progress Comment: In the last quarter, more Euro 4 and Euro 5 vehicles have been replaced in line with the Fleet Contract Demand Plan. We will continue to replace further vehicles over the coming months

Last Updated: 22-Jan-2019

KPI Title	Pre. Year Period Actual	Period Actual	Period Target	Perf. RAG	Perf. Indicator Trend	YTD Actual	YTD Target	Outcome RAG
IP4.1.3.2M02 Number of street furniture and street light units replaced with LED lighting.	1669	1201	1500	AMBER	↓	4163	4500	GREEN

Lead Officer: Lynne Fensome - Management and Support Manager
Reporting Officer: Darell Jones - Operations Manager (North and Streetlighting)
Aspirational Target: 6000.00
Progress Comment: The Authority is undertaking a replacement scheme of Streetlighting lanterns through the SALIX funding stream. These replace older less efficient lights with new energy efficient LED lights. The replacement program at Q3 was slightly behind schedule due to the procurement process of engaging in a new supplier contract however we are now back on target to complete within our anticipated timeframe subject to weather and traffic traffic management availablity.

We currently have 4 installation teams installing up to 20 lanterns per day each.

Last Updated: 29-Jan-2019

KPI Title	Pre. Year Period Actual	Period Actual	Period Target	Perf. RAG	Perf. Indicator Trend	YTD Actual	YTD Target	Outcome RAG
IP4.1.4.1M01 (PAM/030) Percentage of waste reused, recycled or composted	65.94	69.42	66	GREEN	↑	70.23	66	GREEN

Lead Officer: Lynne Fensome - Management and Support Manager
Reporting Officer: Gabrielle Povey - Recycling and Compliance Officer
Aspirational Target:
Progress Comment: Continued improvement at Household Recycling Centre sites since the opening of the new site at Oakenholt and the closure of the smaller sites at Flint and Connah's Quay.
Training has continued to ensure staff on site are aware of the environmental compliance and why recycling targets are in place.
Fluctuating recycling markets and classification of recycling is an ongoing concern,

Last Updated: 29-Jan-2019

KPI Title	Pre. Year Period Actual	Period Actual	Period Target	Perf. RAG	Perf. Indicator Trend	YTD Actual	YTD Target	Outcome RAG
IP4.1.4.2M02 Average recycling rate across all HRC sites	75.02	73.16	76	AMBER	↓	77.37	76	GREEN

Lead Officer: Lynne Fensome - Management and Support Manager
Reporting Officer: Gabrielle Povey - Recycling and Compliance Officer
Aspirational Target:
Progress Comment: Continue improvement at HRC since the opening of the new site at Oakenholt and the closure of the smaller sites at Flint and Connah's Quay.
Training has continued to ensure staff on site are aware of the environmental compliance and why recycling targets are in place.
Fluctuating recycling markets and classification of recycling is an ongoing concern,

Last Updated: 18-Jan-2019

KPI Title	Pre. Year Period Actual	Period Actual	Period Target	Perf. RAG	Perf. Indicator Trend	YTD Actual	YTD Target	Outcome RAG
IP4.2.2.4M04 Percentage of inspections undertaken to ensure reinstatements meet the required standards	21.49	93.13	90	GREEN	⬆	87.25	90	GREEN

Lead Officer: Lynne Fensome - Management and Support Manager
Reporting Officer: Sam Tulley - Road Space Manager
Aspirational Target:
Progress Comment: Every time a Utility company (such as Welsh Water, BT or Scottish Power) carries out roadworks on the public highway, the repairs to the road are guaranteed by the Utility Company of 2 years. We are required to inspect at least 10% of all repairs before the end of the guarantee period, but FCC inspect more than required to promote best practice and avoid future costs. Any defects identified with the Utility Company's repairs are reported back to the Utility Company to prevent the Authority being burdened with the future repair costs.

Last Updated: 07-Jan-2019

KPI Title	Pre. Year Period Actual	Period Actual	Period Target	Perf. RAG	Perf. Indicator Trend	YTD Actual	YTD Target	Outcome RAG
IP4.2.3.1M01 The number of sustainable area based transport schemes developed against plan	No Data	5	4	GREEN	N/A	5	4	GREEN

Lead Officer: Lynne Fensome - Management and Support Manager
Reporting Officer: Ceri Hansom - Integrated Transport Unit Manager
Aspirational Target:
Progress Comment: There are currently 5 transport arrangements in place.
1. Higher Kinnerton - Broughton
2. Northop Hall - Connah's Quay
3. Penyffordd - Buckley
4. Cymau - Broughton
5. Holywell & surrounding areas
From 1st February 2019 the Penyffordd - Buckley Community Transport Service will be withdrawn but integrated with the new Local Travel Arrangement operating in Buckley.

Last Updated: 29-Jan-2019

KPI Title	Pre. Year Period Actual	Period Actual	Period Target	Perf. RAG	Perf. Indicator Trend	YTD Actual	YTD Target	Outcome RAG
IP4.2.4.1M01 Percentage of contracts awarded that are financially compliant for school transport	85.44	97.9	90	GREEN	↑	97.9	90	GREEN

Lead Officer: Lynne Fensome - Management and Support Manager
Reporting Officer: Ceri Hansom - Integrated Transport Unit Manager
Aspirational Target:
Progress Comment: 326 routes (school, adult social care, local bus routes and college) have been through a compliant tendering exercise. There are approximately 7 emergency routes which need to be procured

Last Updated: 17-Jan-2019

KPI Title	Pre. Year Period Actual	Period Actual	Period Target	Perf. RAG	Perf. Indicator Trend	YTD Actual	YTD Target	Outcome RAG
IP4.2.4.2M02 The percentage of safety compliant checks delivered	68.92	97.3	90	GREEN	↑	97.3	90	GREEN

Lead Officer: Lynne Fensome - Management and Support Manager
Reporting Officer: Ceri Hansom - Integrated Transport Unit Manager
Aspirational Target:
Progress Comment: 97% of safety compliant checks have now been completed. Daily monitoring and compliance checks are taking place on site at schools and day care centres.
The works were programmed over a period of time. The procurement exercise undertaken by Integrated Transport Unit (ITU) caused a delay in the compliance checks being completed the first quarter, however; after the peak period settled, resource was then available to provide the required information to carry out the checks.

Last Updated: 17-Jan-2019

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 - Management and Support Manager	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:
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 through the funding secured for this year. However Officers attended a WG workshop that explained the competitive nature of the process moving forward as the grant is to be removed and the broad themes that were to be followed in this competitive process. By moving to this process there is a risk that Flintshire will not receive any future funding.
The new 'Enabling Natural Resources and Well-being of Wales' grant (ENRaW) has been launched by WG and Officers have submitted an application. The risk to loss of income is still ongoing as this grant is competitive and there is currently no indication from WG if the application will be successful.

Last Updated: 24-Jan-2019

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 Waterhouse - Energy Conservation Engineer	Lynne Fensome - Management and Support Manager	Amber	Amber	↔	Open

Potential Effect: Failure to meet Carbon Reduction target
Management Controls: Continue to review the availability of sites
Progress Comment: Following a workshop with Officers in Valuation and Estates and Planning, 6 potential brownfield sites have been identified as possible renewable energy generation sites. Initial feasibility assessments have been completed for these sites, including energy generation capacity, potential grid connection costs, planning constraints, ecology, land contamination, legal constraints and indicative installation costs and potential income generation. This has enabled 3 sites to be prioritised. Detailed feasibility studies have been completed including economic/financial modelling for these 3 sites with formal grid connection applications submitted to SP Energy Networks. Key next steps will be to assess the final business case once a formal grid connection offer has been received.
A high level review of the Council's agricultural estate has been completed assessing energy generation potential, acreage available and possible planning/legal constraints. Further feasibility will be completed. Potential sites for hydro power have been assessed with Wepre Brook prioritised. A detailed design has been completed and planning permission applied for. Work is ongoing with officers and Welsh Government to review and research methods of increasing the economic viability of renewable energy schemes. Increasing the income from energy sales or self supplying Council stock can negate possible increases in grid connection costs.

Last Updated: 24-Jan-2019

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 - Management and Support Manager	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*". As a Lead Local Flood Authority (LLFA) the Council has powers to undertake such works subject to funding. It has been acknowledged that resources are needed within the Flood Risk Management Team to identify funding opportunities, project manage and ultimately deliver significant flood alleviation schemes where required locally.

As of 7th January 2019, the Council has a new statutory duty as a Sustainable Drainage Approving Body (SAB). This has placed significant resource demands on the relatively small Flood and Coastal Risk Management Team to implement, resource and fund this new statutory role. In the short-term (1-2 years) the impacts of developing this new service will lessen the ability of the Team to delivery non-statutory flood alleviation schemes.

A service review is intended to identify a more effective structure that can deliver the statutory duties as the SAB in addition to existing duties and powers as a Lead Local Flood Authority. To help manage these changes, no major schemes are programmed to be put forward to Welsh Government's 'national pipeline of projects' for delivery in 2019/20. Limited work will continue where resources allow to refine existing projects and designs so that they might be considered for future grant applications and programming for delivery. In addition funding for smaller more affordable local works that can be delivered through Welsh Government's small scale scheme grant will continue to be pursued.

Last Updated: 15-Jan-2019

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 - Management and Support Manager	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. Maximise funding received through the quality of the bid submission by aligning submissions to follow successful bid model techniques.

Progress Comment: The monies made available for Highway infrastructure maintenance programmes will be allocated and expended by the end of the financial year. Those monies remain below the level of funding required to maintain a Steady State in the condition of the road network. Streetscene & Transportation ensure that available funding is spent allocated appropriately, and ensure best value for the expenditure to maintain the highway network.

Highways asset management schemes are underway as follows:

Resurfacing - Programme of schemes progressing 21 sites completed with 5 sites outstanding - expected completion 31/03/2019

Surface Dressing - Complete

Patching - Program On-going

Undertake condition surveys to produce the annual resurfacing programme by March 2019.

Undertake post completion inspections of utility work by March 2019.

Priority is given to the areas of the network that require the investment whilst considering the local infrastructure.

Last Updated: 29-Jan-2019

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 - Management and Support Manager	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. We are currently completing a bus subsidy review where we have managed to sustain a core network of bus routes and gain funding for Local Travel arrangements to connect rural communities to the core network.

Last Updated: 29-Jan-2019

RISK TITLE	LEAD OFFICER	SUPPORTING OFFICERS	INITIAL RISK RATING	CURRENT RISK RATING	TREND ARROW	RISK STATUS
Supply chain resilience of transport providers	Katie Wilby - Transportation and Logistics Manager	Lynne Fensome - Management and Support Manager	Amber	Yellow	↓	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: 22-Jan-2019

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 - Management and Support Manager	Amber	Amber	⬇	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: Following the negative impact of the 2017/18 winter period, pothole repairs have been undertaken throughout the County to ensure that the Highway Network is in a safe condition for the travelling public. The previous increase in risk has been mitigated by a number of schemes of works that have been undertaken to improve the condition of the carriageway overall. 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.
Planned Maintenance Works have been undertaken as follows:
Resurfacing is 80% for the financial year
9 Surface Dressing sites have been completed
Reactive Work to remove defects from the carriageway continue.
This work removed the significant defects and looked to improve the condition of the roads, whilst reducing the risk on the network, in line with our statutory duty.

Last Updated: 24-Jan-2019

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 - Management and Support Manager	Yellow	Yellow	↔	Open

Potential Effect: i) Planned programme of community transport hubs not delivered. ii) Decreased passenger numbers on bus services.
iii) Increase in individual car usage
Management Controls: Realistic deliverable programme for 2018/19 of 5 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: 17-Jan-2019

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	Cher Lewney - Digital Customer & Community Resilience Programme Manager	In Progress	01-Apr-2017	31-Mar-2019	70.00%	GREEN	GREEN

ACTION PROGRESS COMMENTS:
There are estimated to be around 40 social enterprises operating across Flintshire. A network has been created to enable them to meet up and learn from each other. A framework for health checks has been created and offered to social enterprises to give them assurance and advice regarding their long term viability. This is optional and has not yet been adopted, but will continue to be offered and promoted. Growth of social enterprises in the current financial year is expected to exceed targets, with a number of very positive examples of social enterprises winning business awards in Flintshire in recent months in categories also open to private sector companies.

Last Updated: 24-Jan-2019

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.	Cher Lewney - Digital Customer & Community Resilience Programme Manager	In Progress	01-Apr-2017	31-Mar-2019	70.00%	GREEN	GREEN

ACTION PROGRESS COMMENTS:
The framework to support and enable social enterprises in Flintshire is developing, with health check tools and networks in place to support ongoing resilience. A first networking event between social enterprise and private sector businesses was held in November 2018 to begin to identify opportunities for partnership working and cross-business support. Eighteen arrangements were identified from the first meeting. We are also seeking Social Enterprise accreditation for Flintshire to provide a framework against which we can check the support we provide. Monitoring and reporting arrangements are also in place for key ADMs, such as Aura and Holywell Leisure Centre to ensure that progress is clearly understood on an ongoing basis while the businesses establish themselves following transfer.

Last Updated: 24-Jan-2019

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
5.1.1.4 Ensuring and delivering community benefits	Cher Lewney - Digital Customer & Community Resilience Programme Manager	In Progress	01-Apr-2017	31-Mar-2019	70.00%	GREEN	GREEN

ACTION PROGRESS COMMENTS:
A Community Benefits Working Group has been established in FCC to develop an approach for the ongoing management of community benefits (social value) which is both cost effective and sustainable. A report has been submitted to Chief Officers in January 2019 submitting options for the ongoing management and growth of an approach, and evaluating the potential return on investment from different options. This report has been informed by consultation with partners, who unanimously agreed during discussions that development of a robust approach has potential to deliver significant return for Flintshire if it is designed and progressed properly.

Last Updated: 29-Jan-2019

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.	Karen Armstrong - Corporate Business and Communications Executive Officer	In Progress	01-Apr-2017	31-Mar-2019	75.00%	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 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 with the recent procurement of support from the third sector for disability based services as an example. Through the Compact group a review of third sector core funding arrangements is underway to maximise opportunities and contribution of the sector.

Last Updated: 17-Jan-2019

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-2019	75.00%	GREEN	AMBER

ACTION PROGRESS COMMENTS:
Much progress has been made during the year. We have been awarded the Silver Award for the Ministry of Defence's Employee Recognition Scheme; being very close to gaining the Gold Award. The Award Ceremony was held in November in Cardiff and was recognised at County Council in January. Many community projects to commemorate the Centenary of WW1 have been supported and promoted. Grants have been applied and awarded for 2 specific partnership projects; one in Talacre and one in Connah's Quay. Work is underway to plan for the 75th D Day celebrations in June. The Annual Report has been published. The partnership Covenant group has been split into two parts; i) Strategic and ii) networking across partners.

Last Updated: 17-Jan-2019

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
5.1.1.7 Ensure that the Council maximises its contribution to achieving the priorities of the Public Services Board's Well-being Plan	Karen Armstrong - Corporate Business and Communications Executive Officer	In Progress	01-Apr-2017	31-Mar-2019	75.00%	GREEN	AMBER

ACTION PROGRESS COMMENTS:
The Public Services Board continues to perform well against the objectives (priorities) of the Well-being Plan - which is monitored twice yearly. At the last meeting of the Board in October, 4 of the 5 priorities were tracked as making good progress. It was agreed that the 'Economy' priority would be 'stood down' for now as most of the in-year activities are regionally led; it will be picked up again once decisions and actions become more localised. A regional workshop was arranged with Town and Community Councils to support and provide direction for their responsibilities to explore joint working opportunities.

Last Updated: 17-Jan-2019

Performance Indicators

No KPIs available for this quarter

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	Neil Ayling - Chief Officer - Social Services	Cher Lewney - Digital Customer & Community Resilience Programme Manager	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: 10-Jan-2019

RISK TITLE	LEAD OFFICER	SUPPORTING OFFICERS	INITIAL RISK RATING	CURRENT RISK RATING	TREND ARROW	RISK STATUS
Market conditions which the new alternative delivery models (ADM's)face	Neil Ayling - Chief Officer - Social Services	Cher Lewney - Digital Customer & Community Resilience Programme Manager	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 Alternative Delivery Models (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: 29-Jan-2019

RISK TITLE	LEAD OFFICER	SUPPORTING OFFICERS	INITIAL RISK RATING	CURRENT RISK RATING	TREND ARROW	RISK STATUS
Limitations on public funding to subsidise alternative models (ADM's)	Neil Ayling - Chief Officer - Social Services	Cher Lewney - Digital Customer & Community Resilience Programme Manager	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 Alternative Delivery Models (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.
Business Plans for 2019/20 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 2019/20 are sustainable.

Last Updated: 29-Jan-2019

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	Gareth Owens - Chief Officer - Governance		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. The emerging social value policy will enable us to place greater emphasis on the importance of third sector bodies thereby increasing their chances of winning contracts.
Progress Comment: The emerging social value policy will enable the Council to place greater importance on the third sector when awarding contracts which will help the sector to secure work. It is possible to ring fence contracts to third sector providers and the Council needs to identify opportunities where this is appropriate.

Last Updated: 11-Jan-2019

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.	Neil Ayling - Chief Officer - Social Services	Cher Lewney - Digital Customer & Community Resilience Programme Manager	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: 28-Jan-2019

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.	Gary Ferguson - Corporate Finance Manager	In Progress	01-Apr-2017	31-Mar-2019	60.00%	AMBER	AMBER

ACTION PROGRESS COMMENTS:
In view of the significant financial challenge and in the absence of indicative future funding allocations from Welsh Government, the Council has primarily needed to focus on the year ahead. However, known pressures are able to be modelled for the life of the current Council term and a high level indication of these pressures will be included in the report to Cabinet on the Council Fund Budget 2019/20 – Third and Final Stage. This initial forecast will be subject to regular revision due to the number of uncertainties including the level of funding for local government in future budget settlement and increases in demand led pressure and global economic uncertainty.

Last Updated: 17-Jan-2019

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 HR Business Partner	In Progress	01-Apr-2017	31-Mar-2019	50.00%	GREEN	GREEN

ACTION PROGRESS COMMENTS:
We continue to make progress in delivering the key priority areas of the People Strategy. A Health and Wellbeing strategy is being developed in support of our commitment to creating a working environment which is both safe and fosters the best possible health and wellbeing for all our employees. As well as being the right thing to do, there is strong evidence that supporting the health and wellbeing of staff can achieve a range of positive outcomes such as enhanced performance, staff retention and reduced sickness absence. A review of the apprenticeship programme has been completed in readiness to launch the 2019 scheme which will coincide with national apprenticeship week (4 to 8 March 2019). A significant amount of work has been undertaken to support the implementation of the second year (2019) of the two year National Joint Council (NJC) pay agreement (2018/19-2019/20) using the national model, this includes the introduction of a 'new' pay spine with assimilation to newly created spinal column points and as such introduces far greater change than a simple cost of living monetary award

Last Updated: 28-Jan-2019

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 and Registration Manager	In Progress	01-Apr-2017	31-Mar-2019	75.00%	GREEN	GREEN

ACTION PROGRESS COMMENTS:
The Digital Strategy sets out our commitment to modernise and digitise services, with an emphasis on Digital Customer capabilities and the ability for customers to shift channels to self-serve and access information online. Good progress has been made in reviewing the relationship between Digital Strategy, IT Business Plan and wider operational capacity to drive forward changes. A single combined digital programme plan has been created as the baseline for delivery and this has identified the essential works which need to be resourced prior to resources being allocated to change projects. Good progress continues to be made to co-locate Housing and Streetscene Contact Centres to Ty Dewi Sant, Ewloe and this work runs in parallel with the development of the Customer Account which will be launched in January 2019. The Customer Account will enable residents to view information about their waste and recycling collection, ward Member information, planning applications, requests for service submitted online. For those residents who hold a tenancy with us, they will be able to view repairs and rent statements.

Last Updated: 10-Jan-2019

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	Ian Edwards - Senior Quantity Surveyor	In Progress	01-Apr-2017	31-Mar-2019	40.00%	AMBER	AMBER

ACTION PROGRESS COMMENTS:
Asset rationalisation planning is moving to County Hall, Mold Campus master planning phase, with work now required to specify and procure specific planning advisers to develop the wider site areas of the Campus. Rationalisation work in terms of our corporate estate has been focusing on the delivery of Ty Dewi Sant which paves the way for the demolition of phases 3 and 4 of County Hall. The Council continues to review its current estate and delivery of its rationalisation plans. These plans are wide ranging and deal with the managed disposal of its agricultural estate to sitting tenants where they have expressed a wish to do so, to the rationalisation and intensification of use of our office buildings. The most recent piece of activity is relates to the main County Hall complex phases 1 to 4 and the exploration of a wider campus use study.

Last Updated: 28-Jan-2019

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
6.1.1.7 Adopting the Ethical Code for the Procurement of Supply Chains	Gareth Owens - Chief Officer - Governance	In Progress	01-Apr-2018	31-Mar-2019	66.00%	GREEN	GREEN

ACTION PROGRESS COMMENTS:
The ethical code requires the council to adopt policies to reduce or eliminate poor working conditions amongst our suppliers. It contains a series of commitments to specific obligations. The Action plan to implement the ethical code was approved by Cabinet in June. An action plan has been prepared and is being implemented. The number of actions completed is rising and 18 out of the 27 obligations requiring action on the part of the Council are now complete.

Last Updated: 11-Jan-2019

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
6.1.1.8 Delivering the highest possible standards of Information Security	Mandy Humphreys - IT Business Services Manager	In Progress	01-Apr-2018	31-Mar-2019	80.00%	GREEN	GREEN

ACTION PROGRESS COMMENTS:
The Council regularly runs tests of its own security measures and applies all issued updates/patches on a monthly basis. It has annual independent tests of its data security measures in order to achieve the required Public Sector Network(PSN) compliance standards. This process began in November 2018 and an action plan is now in place to resolve outstanding issues ready submission to PSN. The last revision of the Information Security Policy is ready for approval.

Last Updated: 15-Jan-2019

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
6.1.1.9 Maximising the generation of the Council's income streams	David Barnes - Manager - Revenues	In Progress	01-Apr-2018	31-Mar-2019	59.00%	GREEN	GREEN

ACTION PROGRESS COMMENTS:
Council Tax Collection rates in 2018/19 are currently on target to achieve a final outturn of 98.3% by March 2019. Collection Rates are currently 0.1% above the same Q3 position in 2017/18. Work to reduce aged debt over 60 days within the Corporate Debt system is on going and excellent progress is also being made to reduce debt levels in excess of the 3.5% target. Monthly reporting to Chief Officers in now in place to enhance reporting mechanisms and case management and to track difficult or complex cases needing intervention from service managers.

Last Updated: 03-Jan-2019

Performance Indicators

KPI Title	Pre. Year Period Actual	Period Actual	Period Target	Perf. RAG	Perf. Indicator Trend	YTD Actual	YTD Target	Outcome RAG
IP6.1.1.1M01 The amount of efficiency targets achieved (£)	161000	5341000	1377750	GREEN	↑	10677000	4133250	GREEN

Lead Officer: Gary Ferguson - Corporate Finance Manager
Reporting Officer: Sara Dulson - Corporate Accounting and Systems
Progress Comment: The actual efficiencies achieved as at the M7 Revenue Budget monitoring report is £5.341m

Last Updated: 17-Dec-2018

KPI Title	Pre. Year Period Actual	Period Actual	Period Target	Perf. RAG	Perf. Indicator Trend	YTD Actual	YTD Target	Outcome RAG
IP6.1.1.2M02 The percentage of planned efficiencies achieved	94	97	95	GREEN	↑	97	95	GREEN

Lead Officer: Gary Ferguson - Corporate Finance Manager
Reporting Officer: Sara Dulson - Corporate Accounting and Systems
Progress Comment: As per the Revenue Monitoring Month 7 report it is projected that 97% of efficiencies will be achieved.

Last Updated: 17-Dec-2018

KPI Title	Pre. Year Period Actual	Period Actual	Period Target	Perf. RAG	Perf. Indicator Trend	YTD Actual	YTD Target	Outcome 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	2.59	2.85	8.5	GREEN	↓	7.6	8.5	AMBER

Lead Officer: Sharon Carney - Lead HR Business Partner
Reporting Officer: Andrew Adams - Business Information and Compliance Adviser
Progress Comment: The FTE days lost for the Council during quarter two is 2.85, which equates to the overall FTE days lost of 7.60 for 2018/19. The annual forecast based on current data for 2018/19 is 10.10, which will fall short of our target of 8.50.

Last Updated: 17-Jan-2019

KPI Title	Pre. Year Period Actual	Period Actual	Period Target	Perf. RAG	Perf. Indicator Trend	YTD Actual	YTD Target	Outcome RAG
IP6.1.2.2M02 Percentage of eligible employees receiving an annual appraisal	63.46	90.91	100	AMBER	↑	90.91	100	AMBER

Lead Officer: Sharon Carney - Lead HR Business Partner
Reporting Officer: Andrew Adams - Business Information and Compliance Adviser
Progress Comment: Between 2014 and 2018, the percentage of employees' who have had a performance appraisal has increased year on year, with the exception of 2017. As at 31 December 2017, the information held in iTrent indicated that the percentage of our eligible workforce who had an appraisal was 63% (compared to 67% in December 2016). As at 31 December 2018 this figure was 91% which is a significant improvement. All outstanding appraisals are required to be scheduled for completion by the end of March 2019.

Last Updated: 15-Jan-2019

KPI Title	Pre. Year Period Actual	Period Actual	Period Target	Perf. RAG	Perf. Indicator Trend	YTD Actual	YTD Target	Outcome RAG
IP6.1.3.1M01 The number of e-forms submitted	No Data	10754	N/A	N/A	N/A	38939	N/A	N/A

Lead Officer: Rebecca Jones - Customer Services and Registration Manager
Reporting Officer: Rebecca Jones - Customer Services and Registration Manager
Progress Comment: In quarter 3 School Admissions accounted for 34% of online transactions.   Online applications were invited for Reception and Nursery places in September 2019 and 2,707 applications were processed online. An additional 817 online applications were received for admission to Year 7 in September 2019.   After School Admissions, the highest volume of online transactions related to Streetscene services i.e. Waste and Recycling.   The Flintshire App received 355 enquiries, the most popular services on the Mobile App are consistently around highways and dog fouling.

Last Updated: 10-Jan-2019

KPI Title	Pre. Year Period Actual	Period Actual	Period Target	Perf. RAG	Perf. Indicator Trend	YTD Actual	YTD Target	Outcome RAG
IP6.1.3.2M02 Number of online payments received	No Data	10698	N/A	N/A	N/A	21120	N/A	N/A

Lead Officer: Rebecca Jones - Customer Services and Registration Manager
Reporting Officer: Rebecca Jones - Customer Services and Registration Manager
Progress Comment: The total value of these online payments is £1,596,550. The highest volume of online payments relates to Council Tax, over 6,000 online payments were received with a value of £777,720 followed by Rent that received over 3,000 online payments with a value of £617,446.

Last Updated: 10-Jan-2019

KPI Title	Pre. Year Period Actual	Period Actual	Period Target	Perf. RAG	Perf. Indicator Trend	YTD Actual	YTD Target	Outcome RAG
IP6.1.5.1M01 Reduce the value of aged debt (debt over 60 days)	No Data	14.5	3.5	GREEN	N/A	14.5	3.5	GREEN

Lead Officer: Gareth Owens - Chief Officer - Governance
Reporting Officer: David Barnes - Manager - Revenues
Aspirational Target:
Progress Comment: Latest datasets show that aged debts over 60 days since April 2018 have reduced from £2.61m to £2.22m - a reduction of £390k, a reduction of 14.5%.

Last Updated: 03-Jan-2019

KPI Title	Pre. Year Period Actual	Period Actual	Period Target	Perf. RAG	Perf. Indicator Trend	YTD Actual	YTD Target	Outcome RAG
IP6.1.5.2M02 Maximise the collection of Council Tax	No Data	85.7	86.1	AMBER	N/A	85.7	86.1	GREEN

Lead Officer: Gareth Owens - Chief Officer - Governance
Reporting Officer: David Barnes - Manager - Revenues
Aspirational Target:
Progress Comment: Latest collection rates as at end of Q3 show that 85.7% of Council Tax has been recovered - this is 0.1% ahead of the same point in 2017-18.

Last Updated: 03-Jan-2019

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 - Corporate Accounting and Systems	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: In view of the significant financial challenge and in the absence of indicative future funding allocations from Welsh Government, the Council has primarily needed to focus on the year ahead. However, known pressures are able to be modeled for the life of the current Council term with the strategy to be reviewed during the period based on the best available intelligence and identification of solutions available.

Progress Comment: The Council was projecting a budget gap of £13.7m in September. This increased to £15.3m following receipt of the provisional settlement due to a decrease in the Council's aggregate external funding of 1%. Stage 1 and Stage 2 budget options were approved by Council in November and a revised gap of £6.7m remained at that time. Following the receipt of the Final Settlement in December and some additional funding announcements the budget Gap at the final Stage 3 remains at £3.1m. Balancing budget options will be considered by Cabinet and Council in January. Without further intervention from Welsh Government the only remaining options to balance the budget are Council Tax and a further use of reserves.

Last Updated: 24-Jan-2019

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.	Gareth Owens - Chief Officer - Governance	Cher Lewney - Digital Customer & Community Resilience Programme 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: An exercise is underway currently to plan a single integrated programme plan incorporating all of the work required across all workstreams. This will identify dependencies and ensure that resources are aligned to its delivery. This plan was submitted to COT for discussion in December 2018 and a number of principles agreed to support effective and realistic programme management going forwards.

Last Updated: 11-Jan-2019