End of Year Council Plan Monitoring Report 2019/20

Flintshire County Council

Table of Contents

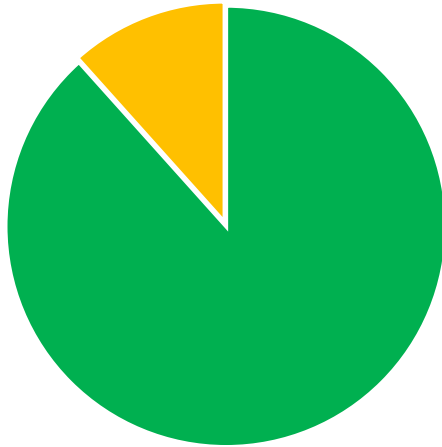# Performance Charts

Action Progress RAG Status

Monitor
12%

On Track
88%

- On Track
- Monitor

Action Outcome RAG Status

Monitor
9%
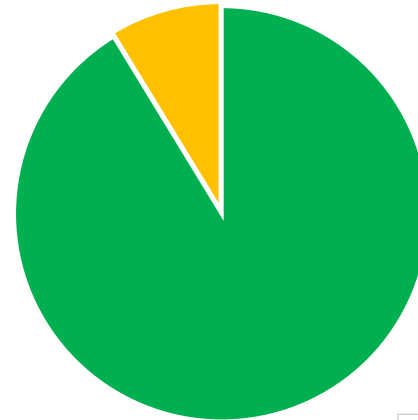
On Track
91%

- On Track
- Monitor

Performance RAG Status

Off Track
8%

Monitor
14%
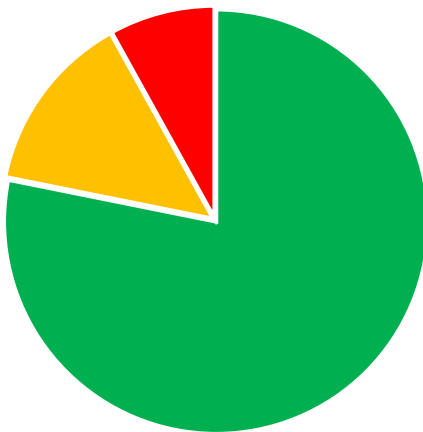
On Track
78%

- On Track
- Monitor
- Off Track

Current Risk Status

Major
15%

Insignificant
8%

Minor
11%
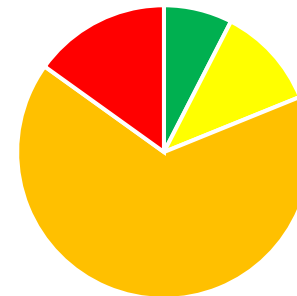
Moderate
66%

Caring Council

Actions

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
1.1.1.1 (CP) Opening of the Holywell Extra Care Scheme to extend supply in another community area	Susie Lunt - Senior Manager, Integrated Services and Lead Adults	Deferred	01-Apr-2019	31-Mar-2020	90.00%	AMBER	AMBER

ACTION PROGRESS COMMENTS:
Plas Yr Ywen was due to open in February 2020, with apartments being allocated and residents moving in over a period of eight weeks. The facility was due to be fully operational by the end of March 2020 however the opening has been delayed indefinitely due to planning for the COVID-19 response.
Last Updated: 22-Jun-2020

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
1.1.1.2 (CP) Agreement of a preferred option to further extend supply in a further community area with Buckley as the priority	Neil Ayling - Chief Officer - Social Services	Deferred	01-Apr-2019	31-Mar-2020	50.00%	AMBER	AMBER

ACTION PROGRESS COMMENTS:
Further discussions have not identified an appropriate site to develop as yet. The Draft Council Plan for 2020/21 includes a commitment to review capital investment in accommodation for older people, to include completion of the Extra Care expansion. The work is on hold due to the pandemic but we intend to progress it post-recovery.
Last Updated: 16-Jun-2020

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
1.1.2.1 (CP) Implementing a Quality Framework for Microcare	Dawn Holt - Commissioning Manager	Completed	01-Apr-2019	31-Mar-2020	100.00%	GREEN	GREEN

ACTION PROGRESS COMMENTS:
Development officers met internally with key social care managers in January to agree an outline draft Quality Framework. Following comments from the Care Inspectorate Wales in February, additional elements have been added. The revised draft is awaiting final approval from key social care managers. Officers have worked with Social Firms Wales to develop an online tool that can support Micro-carers to progress through the Quality Framework and have been developing templates and guidance that can support micro-carers going through the framework.
Last Updated: 16-Apr-2020

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
1.1.2.2 (CP) Seed funding developed to support the start-up and development of new Microcare services	Dawn Holt - Commissioning Manager	Completed	01-Apr-2019	31-Mar-2020	100.00%	GREEN	GREEN

ACTION PROGRESS COMMENTS:
Seed funding for Microcare is incorporated into the Foundation Economy Grant Application (FEGA), although development officers are also looking for alternative sources of funding that might support business start-up. The grant has now been approved, and it has been agreed that we will offer £1,000 seed funding per care-based microcarer, and £500 seed funding per well-being microcarer. We have three organisations interested in the microcare concept in Flintshire, and eight individuals.
Last Updated: 23-Dec-2019

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
1.1.2.3 (CP) Recruitment of Microcare Development Officer	Dawn Holt - Commissioning Manager	Completed	01-Apr-2019	31-Dec-2019	100.00%	GREEN	GREEN

ACTION PROGRESS COMMENTS:
As of early September 2019, through Flintshire's financial contribution and funding from the LEADER fund via Cadwyn Clwyd, two Officers have been recruited to deliver the Microcare programme.
Last Updated: 22-Oct-2019

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
1.1.2.4 (CP) Adopting a new approach to Homecare recruitment using value based recruitment processes	Jane M Davies - Senior Manager, Safeguarding & Commissioning	Completed	01-Apr-2019	31-Mar-2020	100.00%	GREEN	GREEN

ACTION PROGRESS COMMENTS:
We were actively involved in the WeCare Wales event for value based recruitment in each of the 5 key localities. Following success of the recent training, we have internally recruited four non-traditional care workers as a direct result of the value based recruitment programme. These staff undertook training in Quarter 4 specifically targeted at independent care providers to help support their recruitment challenges.
Last Updated: 16-Apr-2020

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
1.1.3.1 (CP) Increase the number of people who access the social prescribing / third sector service through the Single Point of Access (SPOA).	Michael Jones - Planning and Development Officer	Completed	01-Apr-2019	31-Mar-2020	100.00%	GREEN	GREEN

ACTION PROGRESS COMMENTS:
Between April – September 2019, the two SPOA based workers providing a Social Prescribing response responded to 202 referrals for support. The support offered is in response to a discussion about "what matters" to the individual meaning that the responses are person centred and bespoke to their individual needs. The number of referrals from GPs is continuing to increase; the next data was due to be collected in March 2020, but has not been collected due to the redeployment of BCUHB staff as part of the pandemic response.
Last Updated: 16-Jun-2020

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
1.1.3.2 (CP) Increase the number of domiciliary providers working towards the silver standard for Progress for Providers	Dawn Holt - Commissioning Manager	Completed	01-Apr-2019	31-Mar-2020	100.00%	GREEN	GREEN

ACTION PROGRESS COMMENTS:
This year, three in house, three Extra Care and six independent sector domiciliary providers have been working towards achieving the Silver standard for Progress for Providers, the quality standard for domiciliary care. Two in house domiciliary and two Extra Care providers have so far achieved the Silver standard.
Last Updated: 16-Apr-2020

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
1.1.4.1 (CP) Implementation of a system for collecting and evaluating feedback from adults involved in the safeguarding process	Jayne Belton - Children's Safeguarding Manager	Completed	01-Apr-2019	31-Mar-2020	100.00%	GREEN	GREEN

ACTION PROGRESS COMMENTS:
Feedback from adults involved in the Safeguarding process is currently included in our regular case file audits. An annual audit was planned for March to look at themes arising from the case conference, including the experience of adults who go through the process, however this was not completed due to the pandemic response.
Last Updated: 16-Jun-2020

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
1.1.4.2 (CP) Include the recommendations from Strategy Meetings in the case file audit process	Jayne Belton - Children's Safeguarding Manager	Completed	01-Apr-2019	31-Dec-2019	100.00%	GREEN	GREEN

ACTION PROGRESS COMMENTS:
Questions related to reviewing the actions from Strategy Meetings have been included in our case file audit tool from January 2020.
Last Updated: 18-Mar-2020

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
1.1.4.3 (CP) Implement electronic monitoring for recommendations from Strategy Meetings	Jayne Belton - Children's Safeguarding Manager	Completed	01-Apr-2019	31-Mar-2020	100.00%	GREEN	GREEN

ACTION PROGRESS COMMENTS:
The Looked After Review document is on our Client Information System (Paris); the tracking of recommendations is included in this document.
Last Updated: 08-Oct-2019

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
1.1.5.1 (CP) Meeting the annual inflationary costs of care providers	Jane M Davies - Senior Manager, Safeguarding & Commissioning	Completed	01-Apr-2019	31-Mar-2020	100.00%	GREEN	GREEN

ACTION PROGRESS COMMENTS:
The North Wales fee setting group agreed the model for fee setting, and draft percentage uplift figures were produced. The model was amended to reflect budget announcements in February and was agreed across North Wales. Flintshire implemented uplifts to keep in line with other North Wales authorities whilst maintaining spend within the agreed MTFS (Medium Financial Term Strategy) envelope.
Last Updated: 16-Apr-2020

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
1.1.5.2 (CP) Implement active use of digital mapping to assist in the brokerage of domiciliary care	Dawn Holt - Commissioning Manager	Completed	01-Apr-2019	31-Dec-2019	100.00%	GREEN	GREEN

ACTION PROGRESS COMMENTS:
The digital map is in place, and being used actively to broker packages of care across the County.
Last Updated: 09-Oct-2019

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
1.1.5.3 (CP) Marleyfield House planning phase completed	Susie Lunt - Senior Manager, Integrated Services and Lead Adults	Completed	01-Apr-2019	31-Mar-2020	100.00%	GREEN	GREEN

ACTION PROGRESS COMMENTS:
Following Planning Committee approval in January 2020, the extension of Marleyfield House was in contract by March 2020. Construction was due to start in April 2020 but has been delayed due to issues with the supply chain and risk of infection to residents.
Last Updated: 16-Jun-2020

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
1.1.5.4 (CP) Introduction of an online financial self-assessment to give people the opportunity to arrange their own self-funded care	Jane M Davies - Senior Manager, Safeguarding & Commissioning	Completed	01-Apr-2019	31-Mar-2020	100.00%	GREEN	GREEN

ACTION PROGRESS COMMENTS:
Individuals are now able to complete an initial assessment online to determine their eligibility for care funding.
Last Updated: 28-Feb-2020

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
1.1.6.1 (CP) Successful application to become a Dementia Friendly Council	Dawn Holt - Commissioning Manager	Completed	01-Apr-2019	31-Mar-2020	100.00%	GREEN	GREEN

ACTION PROGRESS COMMENTS:
Flintshire is the first Dementia-Friendly Council in North Wales, supporting intergenerational work and alternative therapies. The Council was recognised as 'Working Towards Becoming Dementia Friendly' in August 2019.
Last Updated: 08-Oct-2019

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
1.2.1.1 (CP) Implementing an agreed Placement Strategy	Craig Macleod - Senior Manager, Children's Services & Workforce	Completed	01-Apr-2019	31-Dec-2019	100.00%	GREEN	GREEN

ACTION PROGRESS COMMENTS:
Solid progress is being made against the 13 actions set in the Placement Strategy. Five actions have been fully implemented with good progress in delivering the remaining eight actions. This continues to provide the key platforms for increasing placement types, stability in placements, effective contract and commissioning of external resources and sound financial planning.
Last Updated: 21-Apr-2020

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
1.2.1.2 (CP) Agreed provider and implementation plan	Craig Macleod - Senior Manager, Children's Services & Workforce	Completed	01-Apr-2019	31-Mar-2020	100.00%	GREEN	GREEN

ACTION PROGRESS COMMENTS:
The Regional Market Positioning Statement for children and young people in residential care, fostering and secure accommodation seeks to realign current independent provision to meet the needs of looked after children in North Wales. The Statement was formerly launched at the National Social Care Conference on 11 September 2019.
Last Updated: 08-Jan-2020

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
1.2.1.3 (CP) Testing and agreeing new regional models of support to extend and complement local provision	Craig Macleod - Senior Manager, Children's Services & Workforce	Completed	01-Apr-2019	31-Mar-2020	100.00%	GREEN	GREEN

ACTION PROGRESS COMMENTS:

A model for a sub-regional approach has been agreed, including the intensive therapeutic model provided with BCUHB for children at risk of placement breakdown or those at risk of entering the care system. Significant work has been achieved with the appointment of key staff both across the health and social sector elements of the project.

Last Updated: 16-Jun-2020

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
1.2.2.1 (CP) Ensure that pre-birth assessments are included in the regular audit process	Jayne Belton - Children's Safeguarding Manager	Completed	01-Apr-2019	31-Mar-2020	100.00%	GREEN	GREEN

ACTION PROGRESS COMMENTS:

Questions on the Pre-Birth Risk Assessment have been included in the case file audit tool for Children's Services, and are reviewed on a quarterly basis.

Last Updated: 08-Oct-2019

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
1.2.2.2 (CP) Implement a system to track data on children who are reported missing	Jayne Belton - Children's Safeguarding Manager	Completed	01-Apr-2019	31-Mar-2020	100.00%	GREEN	GREEN

ACTION PROGRESS COMMENTS:

This has been implemented through our Client Information System (Paris). Current data is regularly extracted and reported to Missing, Exploitation, and Trafficking (MET) Panel.

Last Updated: 24-Jan-2020

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
1.2.3.1 (CP) Test and evaluate the Mockingbird Model of Fostering in 2019/2020 with the aim to have a proposed model ready for full implementation in 2020/2021	Peter Robson - Service Manager, Children's Resources	Completed	01-Apr-2019	31-Mar-2020	100.00%	GREEN	GREEN

ACTION PROGRESS COMMENTS:
A full business case including market research, financial forecasting and service sustainability was developed and submitted as an Invest to Save project. Funding has been awarded. We have established our first constellation of mockingbird foster carers as of February 2020 and looking to establish the second group after the summer of 2020. Key Carers and staff have been employed and we are making progress in establishing the practices of the mocking bird model within our foster care service.

Last Updated: 21-Apr-2020

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
1.2.3.2 (CP) Approval of regional fostering manager to take forward the work on the National Fostering Framework across North Wales	Peter Robson - Service Manager, Children's Resources	Completed	01-Apr-2019	31-Dec-2019	100.00%	GREEN	GREEN

ACTION PROGRESS COMMENTS:
Progress continues with the Lead authority (GCC) overseeing the work streams in relation to establishing Regional/ National agreements around Foster Care Funding, recruitment, retention and common practices. These actions are reported to the North Wales Head of Service for update and review.

Last Updated: 21-Apr-2020

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
1.2.4.1 (CP) Agree with Welsh Government a local strategy for effective and cost-efficient edge of care services	Craig Macleod - Senior Manager, Children's Services & Workforce	Completed	01-Apr-2019	31-Mar-2020	100.00%	GREEN	GREEN

ACTION PROGRESS COMMENTS:
A strategic approach to supporting children on the edge of care, safely, and appropriately, reducing the number of known children in the care system, and improving outcomes for our looked after children has been agreed. Quarterly reporting on progress will be undertaken to measure progress and impact.

Last Updated: 08-Jan-2020

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
1.2.4.2 (CP) Achievement of the actions and targets within our Corporate Parenting Strategy	Craig Macleod - Senior Manager, Children's Services & Workforce	Completed	01-Apr-2019	31-Mar-2020	100.00%	GREEN	GREEN

ACTION PROGRESS COMMENTS:

Specific actions for delivery in 2019/20 were endorsed by the Joint Education & Youth and Social & Health Care Overview & Scrutiny Committee. A report summarising progress against all 20 actions was presented to Social Services Programme Board, and to our Children's Services Forum, in November 2019. The report identified positive progress with actions to be taken forward in six areas. We continue to apply the practices and principles of the Corporate Parenting Strategy through effective and meaningful engagement with our children looked after, via the Children Services Forum, working with our colleagues across health, education and third sector providers to ensure a child focused approach and continue to be scrutinized in accordance with Local Authority governance arrangements.

Last Updated: 22-Apr-2020

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
1.3.1.1 (CP) Opening of Hwb Cyfle, the new learning disability day service in Deeside on time, on budget and to standard	Jo Taylor - Disabilities Services Manager	Completed	01-Apr-2019	30-Jun-2020	100.00%	GREEN	GREEN

ACTION PROGRESS COMMENTS:

Construction of the new Learning Disability Day Centre was completed in May 2019. The Council's Service Delivery partner, Hft, moved into the new building on 24th June, transferring the day service from the ageing day centre at Glanrafon, Queensferry. The building provides a modern, accessible and vibrant place for people with learning disabilities to develop skills, increase independence and broaden social relationships.

Last Updated: 18-Feb-2020

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
1.3.1.2 (CP) Achievement of the actions and targets for the Regional Learning Disability Service Transformation project both regionally (as the lead Authority) and locally	Jo Taylor - Disabilities Services Manager	Deferred	01-Apr-2019	31-Mar-2020	75.00%	AMBER	AMBER

ACTION PROGRESS COMMENTS:
North Wales Together Learning Disability Transformation programme have concluded the first phase of their project plan and have identified themes to take forward. Bids from potential providers have been received and considered. The Transformation team have been temporarily disbanded to provide support and services across the region to assist in the COVID-19 response. With regard to re-establishing the programme, we will await a steer from Welsh Government (WG) following the outbreak.
Last Updated: 16-Apr-2020

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
1.4.1.1 (CP) Establishing a permanent emergency bed provision in Flintshire	Jenni Griffiths - Homeless and Advice Manager	Completed	01-Apr-2019	31-Mar-2020	100.00%	GREEN	GREEN

ACTION PROGRESS COMMENTS:
The Glanrafon Centre in Deeside opened fully on 17 February 2019. The Wallich have been commissioned to manage the facility and ensure that all service users that access are provided with support in terms of benefits, housing and wellbeing. In response to the COVID-19 pandemic the Glanrafon Centre has evolved into a 24/7 provision as an emergency interim response to safeguard rough sleepers. Additional support and accommodation is being developed to ensure those who may otherwise sleep rough, have access to facilities for self-isolation and to support lockdown and social distancing pressures.

Last Updated: 22-Jun-2020

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
1.4.1.2 (CP) Supporting rough sleepers through the employment of an Outreach Worker	Jenni Griffiths - Homeless and Advice Manager	Completed	01-Apr-2019	31-Mar-2020	100.00%	GREEN	GREEN

ACTION PROGRESS COMMENTS:

This provision enables the service to engage with rough sleepers, offer support and assistance and link them in with support services available in the area. This provision has worked well in terms of the ability to react to reports of rough sleepers in a more efficient way and isn't restricted to office working hours. The employee undertaking this work has however given notice to terminate the position and with the end of contract date being March 2020 it is unlikely this post will be successfully recruited into during this timeframe. In running this pilot contract there have been some issues identified with resilience of the service in terms of covering absences and leave with this being a standalone post. The service is reviewing this provision and currently investigating options to align this service to an existing contract to ensure it is robust and resilient moving forward. In the meantime the Housing Solutions Service will continue to monitor and react to all rough sleeper reports during this time.

Last Updated: 22-Jun-2020

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
1.4.1.3 (CP) Completion of a feasibility study for short term emergency provision for young people with follow-up actions	Jenni Griffiths - Homeless and Advice Manager	Deferred	01-Apr-2019	31-Mar-2020	40.00%	AMBER	AMBER

ACTION PROGRESS COMMENTS:

A further visit with the Chief Officer Team was planned but has not been possible to progress. This is due to the immediate pressures on the service to deliver an in house emergency bed provision during the last quarter of 19/20 as the original provider had given notice and ensuring a suitable Severe Emergency Weather Protocol for rough sleepers was in place was a Council priority. Resource was reallocated to this project to ensure the Council could meet its statutory obligation towards rough sleepers over the winter months. This is an ongoing piece of work that needs to be linked in with the Young Persons Positive Pathway and will inform the future commissioning of The Council's provision for young people through its Housing Support Grant in 2020/21.

Last Updated: 22-Jun-2020

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
1.4.1.4 (CP) Completion of feasibility study for a Housing First approach in Flintshire for people with complex needs with follow up actions	Jenni Griffiths - Homeless and Advice Manager	Completed	01-Apr-2019	31-Mar-2020	100.00%	GREEN	GREEN

ACTION PROGRESS COMMENTS:
We have completed a pilot scheme that looked into a number of concepts and models of delivery. This has led to the recruitment of two Housing First Officers who will start their new roles in January 2020.
Last Updated: 23-Jan-2020

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
1.4.1.5 (CP) Increasing the number of available rented properties in the Private Rented Sector (PRS) to provide housing solutions	Jenni Griffiths - Homeless and Advice Manager	Completed	01-Apr-2019	31-Mar-2020	100.00%	GREEN	GREEN

ACTION PROGRESS COMMENTS:
HAWS letting agency are proactively working in Flintshire to increase the number of Private Rented Sector (PRS) properties available to meet housing demand. This work will continue into 2020/21 with a focus on how to engage the Private Rented Sector and better understand the barriers and challenges they face.
Last Updated: 22-Jun-2020

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
1.4.2.1 (CP) Meeting the targets within the comprehensive capital delivery programme of modernisation and refurbishment work to our housing stock	Sean O'Donnell - Contract Surveyor	Completed	01-Apr-2019	31-Mar-2020	100.00%	GREEN	GREEN

ACTION PROGRESS COMMENTS:
The Welsh Government target for delivering the Welsh Housing Quality Standards (WHQS) to all council owned properties was to be delivered by December 2020. We were on target with regards to our comprehensive capital delivery programme, however all WHQS works have now been paused until such time they are able to resume in a safe and practical manner. This has obviously impacted upon delivery and spend within the Capital Programme. There are targets set within the Capital Programme in order for the Council to reach the previous deadline that now will be required to be reviewed and amended to reflect the restrictions placed upon delivery. There are also areas and work streams of the Capital Programme that may have to be postponed and rescheduled such as internal works unless they are essential or urgent. These targets will need to be reviewed and agreed with Welsh Government whilst also meeting the Council's Landlord statutory obligations grant funding requirements.
Last Updated: 22-Jun-2020

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
1.4.2.2 (CP) Achieving WHQS for the total stock by 2020/21	Sean O'Donnell - Contract Surveyor	Completed	01-Apr-2019	31-Mar-2020	100.00%	GREEN	GREEN

ACTION PROGRESS COMMENTS:
The Welsh Government target for delivering the Welsh Housing Quality Standards (WHQS) to all council owned properties was to be delivered by December 2020. We were on target with regards to our comprehensive capital delivery programme, however all WHQS works have now been paused until such time they are able to resume in a safe and practical manner. This has obviously impacted upon delivery and spend within the Capital Programme. There are targets set within the Capital Programme in order for the Council to reach the previous deadline that now will be required to be reviewed and amended to reflect the restrictions placed upon delivery. There are also areas and work streams of the Capital Programme that may have to be postponed and rescheduled such as internal works unless they are essential or urgent. These targets will need to be reviewed and agreed with Welsh Government whilst also meeting the Council's Landlord statutory obligations grant funding requirements.
Last Updated: 22-Jun-2020

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
1.4.2.3 (CP) Capital Expenditure is within budget for Housing work.	Sean O'Donnell - Contract Surveyor	Completed	01-Apr-2019	31-Mar-2020	100.00%	GREEN	GREEN

ACTION PROGRESS COMMENTS:
The Welsh Government target for delivering the Welsh Housing Quality Standards (WHQS) to all council owned properties was to be delivered by December 2020. We were on target with regards to our comprehensive capital delivery programme, however all WHQS works have now been paused until such time they are able to resume in a safe and practical manner. This has obviously impacted upon delivery and spend within the Capital Programme. There are targets set within the Capital Programme in order for the Council to reach the previous deadline that now will be required to be reviewed and amended to reflect the restrictions placed upon delivery. There are also areas and work streams of the Capital Programme that may have to be postponed and rescheduled such as internal works unless they are essential or urgent. These targets will need to be reviewed and agreed with Welsh Government whilst also meeting the Council's Landlord statutory obligations grant funding requirements.
Last Updated: 22-Jun-2020

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
1.4.3.1 (CP) Meeting the in-year aims and targets of the Housing Strategy and Action Plan for 2019-2024	Melville Evans - Senior Manager - Housing Programmes	In Progress	01-Apr-2019	31-Mar-2020	50.00%	🟢🟠🔴 GREEN	🟢🟠🔴 GREEN

ACTION PROGRESS COMMENTS:
The Housing Strategy has been adopted by the Council, following endorsement from Cabinet in October 2019. A Task and Finish Group has been established to oversee and co-ordinate the delivery on actions set out in the strategy. This work will now begin in July 2020. There are a large number of activities, some of which are cross cutting with other Council services, and these need to be developed through the setting up of suitable task and finish groups.
Last Updated: 22-Jun-2020

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
1.4.4.1 (CP) Providing new social and affordable housing (1) as set out in the Housing Revenue Account (2) through NEW Homes Development Plans and (3) through the commitments of our Housing Association partners drawing on Welsh Government funding where possible	Melville Evans - Senior Manager - Housing Programmes	In Progress	01-Apr-2019	31-Mar-2020	75.00%	🟢🟠🔴 GREEN	🟢🟠🔴 GREEN

ACTION PROGRESS COMMENTS:
The Council and NEW Homes continue to work proactively to increase the number of social and affordable rent properties available to meet identified housing demand across Flintshire. This has included developing new schemes at Llys Dewi, Penyffordd, Former Council Depot, Dobshill, Maes Gwern, Mold and St. Andrews, Garden City. Moving into 2020/21 a pipeline of schemes are being developed to meet approved targets for new housing delivery, including at Nant y Gro, Gronant. In accordance with Welsh Government's strategic housing policy, the Council will work with an increased focus upon working collaboratively with partner housing associations to jointly deliver new housing schemes.
Last Updated: 22-Jun-2020

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
1.4.4.2 (CP) Maximising the provision of affordable housing through market led schemes and developer obligations in line with planning policy requirements	Melville Evans - Senior Manager - Housing Programmes	In Progress	01-Apr-2019	31-Mar-2020	75.00%	GREEN	GREEN

ACTION PROGRESS COMMENTS:
Ongoing negotiations are continuing with developers and housing association partners to work collaboratively with both the Council and NEW Homes to bring forward identified housing schemes which will maximise the provision of social and affordable housing. The launch of the North Wales Contractors Framework in April 2020 will provide a new delivery route for such schemes.
Last Updated: 22-Jun-2020

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
1.4.5.1 (CP) The availability of suitable housing through new build social housing developments and other supported housing provision	Melville Evans - Senior Manager - Housing Programmes	In Progress	01-Apr-2019	31-Mar-2020	60.00%	GREEN	GREEN

ACTION PROGRESS COMMENTS:
We are currently on target to deliver 70 new social units of accommodation through our partner Registered Social Landlords (RSL) this year. This has reduced from the last quarter due to slippage in delivery target completions set by the RSLs themselves.
Last Updated: 22-Jun-2020

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
1.4.5.2 (CP) Effective implementation of the Welsh Government's recommended Service Standards for delivery of Housing Adaptations	Jen Griffiths - Benefits Manager	In Progress	01-Apr-2019	31-Mar-2020	60.00%	GREEN	GREEN

ACTION PROGRESS COMMENTS:
The Housing Adaptations Best Practice Group is comprised of representatives from the Local Authority, Registered Social Landlords and Third Sector. Terms of reference have been established with the objective of improving the access to housing that meets people's health needs, regardless of tenure, provide a platform for sharing best practice and help develop new ways of delivering adaptations. The group has met and agreed a number of sub-groups to facilitate the changes required for each of the relevant areas such as application form, process and contractor engagement. Further development of this work has been put on hold due to key resource being reassigned in response to COVID-19. A virtual meeting for the group has been scheduled for August 2020 to reinstate the required work to deliver the recommended service standards within Flintshire.
Last Updated: 22-Jun-2020

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
1.4.5.3 (CP) Supporting people to remain in their homes through the provision of housing support and advice	Jenni Griffiths - Homeless and Advice Manager	Completed	01-Apr-2019	31-Mar-2020	100.00%	GREEN	GREEN

ACTION PROGRESS COMMENTS:
Prevention work continues to be a priority for households who are potentially at risk of becoming homeless. Households are identified as soon as possible and support is put in place to resolve the issues faced and minimise the risk of homelessness. This work is carried out through a number of functions which include the Supporting People Team and Housing Solutions Team.
Last Updated: 22-Jun-2020

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
1.4.5.4 (CP) Adoption of a renewed strategy for our sheltered and supported housing schemes following review	Dawn Kent - Housing Manager	Completed	01-Apr-2019	31-Mar-2020	100.00%	GREEN	GREEN

ACTION PROGRESS COMMENTS:
In terms of our wider sheltered housing stock, a desk based analysis has been undertaken and has provided an overview of all of our sheltered accommodation. The analysis has identified a series of issues where some of the schemes appear to be unpopular and as a consequence, have high turnover and void levels which are considered excessive. Key findings of the data to date is that the primary reason behind the stock turn-over (66%) occurs as a result of the tenant's death or their transfer to residential care accommodation. This does not diminish the fact that there are still some significant issues with specific schemes and / or property types, which result in longer term voids and hard to let properties.
Last Updated: 22-Jun-2020

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
1.4.5.5 (CP) Effective management of the Specialist Housing register in partnership with Housing Associations to ensure the housing needs of vulnerable households are met	Cheryl Marland - Housing Access and Sarth Team Leader	Completed	01-Apr-2019	31-Mar-2020	100.00%	GREEN	GREEN

ACTION PROGRESS COMMENTS:
The specialist housing register currently has 52 applicants of which 46 require specialist adapted properties and 6 require large properties. At the end of quarter four, two households from the specialist housing register were successfully rehoused into suitable accommodation. The SARTH partnership continue to work closely to meet the needs of vulnerable households and representatives from all organisations. Normally they meet every six weeks to review current voids against specialist housing register needs to identify properties that can be adapted. The Specialist Housing Register is currently being reviewed with our partners during the Operations meetings which are on a monthly basis. A new Service Manager for Housing & Prevention is now in post and will be reviewing the approach to "unmet need" which is captured through, the Specialist Housing panel to ensure specialist property requirements are factored into build programmes across all housing partners and through Empty Homes activities in an effort to increase supply of adapted homes and larger properties.
Last Updated: 22-Jun-2020

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
1.5.1.1 (CP) Forming a new social food enterprise with short and medium term objectives and targets	Jen Griffiths - Benefits Manager	Completed	01-Apr-2019	31-Mar-2020	100.00%	GREEN	GREEN

ACTION PROGRESS COMMENTS:
The Council and its partners have been exploring a number of options which will see progress maintained through the development of a longer term and sustainable solution to food poverty. In order to address these issues in the long term, a local social-food-enterprise Well-Fed has been established and is now trading. The mission of the company is to "connect everyone with good fresh food". A primary aim e is to reach and develop sustainable models for people to access good affordable fresh food, particularly linking in with work we do and services we provide such as:
• Domiciliary care and linking food provision with care services.
• Developing a transition programme from food aid to food purchase for vulnerable groups, i.e. homeless families.
• To link in with services which support residents and embed support around food provision within those services.
• To use food provision as a catalyst to begin to tackle loneliness and isolation.
Last Updated: 22-Jun-2020

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
1.5.1.2 (CP) Mapping / detailing areas where there are gaps in provision and then developing solutions	Jen Griffiths - Benefits Manager	In Progress	01-Apr-2019	31-Mar-2020	70.00%	AMBER	GREEN

ACTION PROGRESS COMMENTS:
The Good Food Flintshire group is now well established and its membership includes public, private and third sector representation. The mapping has been challenging. We will continue to work on this now that the relevant resources are in place so we can ensure we make a targeted approach to the areas with greater need.
Last Updated: 22-Jun-2020

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
1.5.1.3 (CP) Setting a food insecurity / food poverty action plan for Flintshire with partners with short and medium term objectives and targets	Jen Griffiths - Benefits Manager	In Progress	01-Apr-2019	31-Mar-2020	70.00%	GREEN	GREEN

ACTION PROGRESS COMMENTS:
The Flintshire Food Poverty Strategy was adopted by the Public Services Board in 2018 and work is now in progress to develop a detailed action plan for the County. The action plan is in the early stages currently and the Good Food Flintshire group are working around agreed themes in order to collate the information and develop this into a progressive plan for 2020 and beyond.
Last Updated: 22-Jun-2020

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
1.5.2.1 (CP) Agreeing a funded action plan to support those in greatest fuel poverty	Leanna Jones - Energy Projects Coordinator	Completed	01-Apr-2019	30-Jun-2020	100.00%	GREEN	GREEN

ACTION PROGRESS COMMENTS:
A fully funded plan has been agreed for the next 18 months including Warm Homes Fund, Crisis Fund, Arbed, Clwyd Alyn and FCC social housing stock.
Last Updated: 18-Feb-2020

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
1.5.2.2 (CP) Improvement of the energy efficiency ratings of current housing in Flintshire measured through Energy Performance Certificate Scores	Leanna Jones - Energy Projects Coordinator	Completed	01-Apr-2019	31-Mar-2021	100.00%	GREEN	GREEN

ACTION PROGRESS COMMENTS:
The first SAP action plan and carbon reduction report has been completed to inform future works over the coming years. Improvements are also being installed where older heating systems are failing or reaching the end of their service life, or where wider improvement works create an opportunity. These include the installation of more energy efficient heating systems, solar panels or improved insulation.
Last Updated: 17-Apr-2020

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
1.5.2.3 (CP) Implement solutions to extend gas supplies to those communities with no gas service including Ffynnongroyw	Leanna Jones - Energy Projects Coordinator	Completed	01-Apr-2019	31-Mar-2021	100.00%	GREEN	GREEN

ACTION PROGRESS COMMENTS:
The Council worked with Wales and West Utilities and the Welsh Government Arbed programme to extend the availability of mains gas in Ffynnngroyw and to support fuel poor households to receive new heating systems to take advantage of the new infrastructure. Many other properties have been brought onto mains gas through the Warm Homes Fund programme. Further schemes have been identified ready to start when the COVID-19 restrictions are lifted.
Last Updated: 17-Apr-2020

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
1.5.2.4 (CP) Increasing the take up of solar, water and electricity systems by supporting their installation in vulnerable households	Leanna Jones - Energy Projects Coordinator	Completed	01-Apr-2019	31-Mar-2020	100.00%	GREEN	GREEN

ACTION PROGRESS COMMENTS:
Continued installation of air source heat pumps (air to water) systems in public and private properties identified as fuel poor households through Warm Homes Fund.
Last Updated: 17-Apr-2020

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
1.5.3.1 (CP) In-year mapping and assessment of child poverty to inform future programme and strategy development	Gail Bennett - Early Intervention Services Manager	Completed	01-Apr-2019	31-Mar-2020	100.00%	GREEN	GREEN

ACTION PROGRESS COMMENTS:
Mapping and assessment are ongoing, aligning with the national wellbeing goals and PSB priorities, as well as programme specific requirements. Work is being developed to use data to capture needs from a variety of systems to better inform cross-service delivery. The sharing of information is helpful to inform and transform future programme and strategy.
Last Updated: 12-May-2020

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
1.5.3.2 (CP) Outline our commitments in working with partner agencies to target interventions to reduce levels of child poverty	Gail Bennett - Early Intervention Services Manager	Completed	01-Apr-2019	31-Mar-2020	100.00%	GREEN	GREEN

ACTION PROGRESS COMMENTS:
A number of programmes and services have been identified as services or agencies working towards reducing the level of child poverty. Welsh Government are conducting a national review of programmes commencing Jan 2020, and this will align with other work including the funding flexibilities, early intervention and prevention approach.
Last Updated: 21-Apr-2020

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
1.5.3.3 (CP) Effective planning, performance and implementation as the 'Delivery Authority' for the Childcare Offer for Flintshire, Wrexham and Denbighshire and of its supporting capital programme	Gail Bennett - Early Intervention Services Manager	Completed	01-Apr-2019	31-Mar-2020	100.00%	GREEN	GREEN

ACTION PROGRESS COMMENTS:
Collaborative arrangement with partner Authorities are firmly established. Flintshire exceeded its initial funding for children taking up the Offer. A pilot for Early Entitlement rate to align with Childcare Offer rate was offered via Welsh Government funding. This minimized the risk of loss of early education providers, and has been successful. Welsh Government are considering national implications and it is not known if further funding will be available from January 2021. The Childcare capital programme is on target, and a time extension exceeding the initial two years has been granted by Welsh Government due to national pressures and the scale of the projects. £375k of the £500k small grants capital has been allocated to childcare providers and have been used for a variety of capital projects in various venues including school, community resources and private childcare facilities.
Last Updated: 17-Apr-2020

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
1.5.4.1 (CP) Access to sanitary products in schools and youth clubs to support wellbeing and school attendance	Claire Sinnott - Learning Advisor, Health, Wellbeing and Safeguarding	Completed	01-Apr-2019	31-Mar-2020	100.00%	GREEN	GREEN

ACTION PROGRESS COMMENTS:
There is now access to sanitary products in all schools and youth clubs.
Last Updated: 17-Jan-2020

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
1.5.5.1 (CP) Residents being supported to sustain their tenancies, pay their rent and remain in their property	David Barnes - Manager - Revenues	Completed	01-Apr-2019	31-Mar-2020	100.00%	GREEN	GREEN

ACTION PROGRESS COMMENTS:
Residents are continuing to be supported to sustain their tenancies through the continued deployment of Mobysoft 'Rent Sense' module, changes in working practices, better target of resources, all of which are aimed to a process of early interventions to assist tenants in need of help. Despite the ongoing challenges with welfare reform and an increasing number of tenants claiming Universal Credit, rent arrears were stabilised during 2019/20 and fell from £1.880m to £1.815m as at 31/3/20. The early interventions and the ongoing joint working between Housing teams in Rent Income and Supporting People is helping to ensure tenancies are sustained by preventing arrears building up and ensure tenants with complex needs or those in financial difficulty receive 'fast-tracked' support they need to address their rent payments. The number of evictions in 2019/20 fell to 26 compared to the 30 evictions undertaken in the previous year - a 13% reduction. The reduction in evictions are projected to fall further in 2020/21 through the combination of the control measures and earlier interventions.
Last Updated: 15-Apr-2020

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
1.5.6.1 (CP) Effective deployment of the two new grants under new governance and management arrangements	Craig Macleod - Senior Manager, Children's Services & Workforce	Completed	01-Apr-2019	31-Mar-2020	100.00%	GREEN	GREEN

ACTION PROGRESS COMMENTS:
Governance arrangements are fully operational, with quarterly progress reports submitted to Welsh Government. Work has commenced to develop a local outcomes framework to support programme delivery in 2020/2021.
Last Updated: 17-Apr-2020

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
1.5.6.2 (CP) Meeting need through streamlining services and developing new methods of delivery and commissioning	Craig Macleod - Senior Manager, Children's Services & Workforce	Completed	01-Apr-2019	31-Mar-2020	100.00%	GREEN	GREEN

ACTION PROGRESS COMMENTS:
A multi-agency workshop was held to take forward the work. It has been agreed to appoint a Coordinator to review the recommendations and to progress the positive working, providing a conduit for the leadership group and the various elements of the Grant, to continue to work towards transformational change and integration for service delivery detailed within the Housing Support plan and the Children and Communities Plan.
Last Updated: 17-Apr-2020

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
1.5.6.3 (CP) Successful engagement of stakeholders to inform choices on new service models	Craig Macleod - Senior Manager, Children's Services & Workforce	Completed	01-Apr-2019	30-Jun-2020	100.00%	GREEN	GREEN

ACTION PROGRESS COMMENTS:
A Partnership workshop in September 2019 identified four priorities to take forward. A further Workshop is planned for early 2020 where findings will be shared and discussed with partners, to ensure informed choices and approaches to new service models.
Last Updated: 18-Feb-2020

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
1.5.6.4 (CP) Measured performance of the Flexible Funding Programme and how it protects the most vulnerable people in our communities by using new and meaningful performance measures	Gail Bennett - Early Intervention Services Manager	Completed	01-Apr-2019	31-Mar-2020	100.00%	GREEN	GREEN

ACTION PROGRESS COMMENTS:
The Children and Communities 20/21 Plan has been endorsed by the Chief Executive, and approved by Welsh Government. It details the funding activity for each of the programmes contained within the Grant and their interdependence to support the most vulnerable in the communities. The national Framework remains outstanding. Work is being progressed on the Flintshire framework.
Last Updated: 17-Apr-2020

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
1.5.7.1 (CP) Achievement of targets for supporting individuals to enter employment, learning or volunteering	Sharon Jones - Communities For work	In Progress	01-Apr-2019	31-Mar-2020	75.00%	AMBER	GREEN

ACTION PROGRESS COMMENTS:
Although currently below target for the twelve month period on the Communities For Work Programme. Welsh government have acknowledge that targets across Wales needed to be revised for 2020/2021. Communities For Work plus have exceeded 2019/2020 targets, these have been increased for 2020/2021 and been agreed by Welsh Government. Both the Communities For Work and Communities For Work plus teams are now fully staffed and engagement activity and events have increased. Successful Employability Pathways were held in Mold and Flint and further pathways are planned for 2020/2021. The teams have helped support our mentoring scheme participants with 40 entering employment and 44 accessing further training. Employment outcomes include manufacturing, customer services, security, health care, Flintshire County Council Care assistant and retail.
Last Updated: 14-Apr-2020

Performance Indicators

KPI Title	Previous Year Actual	Actual	Performance Indicator Trend	Target	Performance RAG
CP1.1.1M01 (SS008) The number of Holywell Extra Care (Plas yr Ywen) units created	New Measure	No Data	N/A	50	

Lead Officer: Susie Lunt - Senior Manager, Integrated Services and Lead Adults
Reporting Officer: Jacque Slee - Team Manager Performance
Progress Comment: Plas Yr Ywen was due to open in February 2020, with apartments being allocated and residents moving in over a period of eight weeks, with the facility being fully operational by the end of March 2020. The opening has been delayed indefinitely however, due to planning for the COVID-19 response.
Last Updated: 22-Jun-2020

KPI Title	Previous Year Actual	Actual	Performance Indicator Trend	Target	Performance RAG
CP1.1.1M02 (SS009) The number of Extra Care units provided across Flintshire	184	184	↔	239	RED

Lead Officer: Susie Lunt - Senior Manager, Integrated Services and Lead Adults
Reporting Officer: Jacque Slee - Team Manager Performance
Progress Comment: Plas Yr Ywen, Holywell was due to open in February, with apartments being allocated and residents moving in over a period of eight weeks for full operations by the end of March 2020. The opening has been delayed due to the interruption of the emergency and the care workers assigned to the facility have been deployed elsewhere. This means that we will not be able to increase the number of extra care units to the target as previously planned.
Last Updated: 22-Jun-2020

KPI Title	Previous Year Actual	Actual	Performance Indicator Trend	Target	Performance RAG
CP1.1.3M01 / CP5.1.1M01 (SS010) The number of people who access the social prescribing / 3rd sector service through the Single Point of access.	282	451	↑	290	GREEN

Lead Officer: Susie Lunt - Senior Manager, Integrated Services and Lead Adults
Reporting Officer: Jacque Slee - Team Manager Performance
Progress Comment: Activity in social prescribing is measured at two points in the year; two social prescribing officers worked with 249 individuals between October and March, bringing the annual total to 451.
Last Updated: 15-Jun-2020

KPI Title	Previous Year Actual	Actual	Performance Indicator Trend	Target	Performance RAG
CP1.1.3M02 (SS011) The number of admissions to step up / step down beds.	163	108	↓	0	GREEN

Lead Officer: Susie Lunt - Senior Manager, Integrated Services and Lead Adults
Reporting Officer: Jacque Slee - Team Manager Performance
Progress Comment: Between April and September there were 108 admissions to step down beds. Data has not been collected for the second half of this year due to the redeployment of BCUHB staff as part of the pandemic response.
Last Updated: 16-Jun-2020

KPI Title	Previous Year Actual	Actual	Performance Indicator Trend	Target	Performance RAG
CP1.1.3M03 (SS012) The number of in house and independent sector domiciliary providers working towards the silver standard for Progress for Providers	New Measure	12	N/A	10	GREEN

Lead Officer: Susie Lunt - Senior Manager, Integrated Services and Lead Adults
Reporting Officer: Jacque Slee - Team Manager Performance
Progress Comment: This year, three in house, three Extra Care and six independent sector domiciliary providers have been working towards achieving the Silver standard for Progress for Providers, the quality standard for domiciliary care. Two in house domiciliary and two Extra Care providers have so far achieved the Silver standard.
Last Updated: 16-Apr-2020

KPI Title	Previous Year Actual	Actual	Performance Indicator Trend	Target	Performance RAG
CP1.1.3M04 (SS015) Percentage of urgent requests for equipment that meet or exceed the national 1 Day response standards	90	100	↑	98	GREEN

Lead Officer: Jacque Slee - Team Manager Performance
Reporting Officer: Jacque Slee - Team Manager Performance
Progress Comment: Equipment is managed by the North East Wales Community Equipment Service (NEWCES). The National standard for urgent requests is 90% within one day.
Last Updated: 16-Apr-2020

KPI Title	Previous Year Actual	Actual	Performance Indicator Trend	Target	Performance RAG
CP1.1.3M05 (SS016) Percentage of requests for equipment that meet or exceed the national 7 Day standard	80	100	⬆	80	⬤⬤⬤ GREEN

Lead Officer: Jacque Slee - Team Manager Performance
Reporting Officer: Jacque Slee - Team Manager Performance
Progress Comment: The National standard for the provision of equipment requests within 7 days is 80%.
Last Updated: 16-Apr-2020

KPI Title	Previous Year Actual	Actual	Performance Indicator Trend	Target	Performance RAG
CP1.1.3M06 (SS017) Percentage of equipment that is re-used	70%	89	⬆	70	⬤⬤⬤ GREEN

Lead Officer: Susie Lunt - Senior Manager, Integrated Services and Lead Adults
Reporting Officer: Jacque Slee - Team Manager Performance
Progress Comment: The National standard for the reuse of equipment is 70%.
Last Updated: 16-Apr-2020

KPI Title	Previous Year Actual	Actual	Performance Indicator Trend	Target	Performance RAG
CP1.1.4M01 (PM18) [SEP] The percentage of adult protection enquiries completed within 7 days	95.28	94.85	⬇	78	⬤⬤⬤ GREEN

Lead Officer: Jane M Davies - Senior Manager, Safeguarding & Commissioning
Reporting Officer: Jacque Slee - Team Manager Performance
Progress Comment: Overall this year, 94.9% of adult protection enquiries were completed within the 7 day timescale, against an annual target of 85%. The Safeguarding Unit continue to prioritise and act on adult safeguarding reports in a timely manner
Last Updated: 14-May-2020

KPI Title	Previous Year Actual	Actual	Performance Indicator Trend	Target	Performance RAG
CP1.1.4M02 The percentage of adult safeguarding reports which proceeded to an enquiry	88.32	91.92	↑	89	GREEN

Lead Officer: Jane M Davies - Senior Manager, Safeguarding & Commissioning
Reporting Officer: Jacque Slee - Team Manager Performance
Progress Comment: We continue to work closely with agencies to ensure that safeguarding reports are appropriate and that the information submitted is of good quality.
Last Updated: 11-Jun-2020

KPI Title	Previous Year Actual	Actual	Performance Indicator Trend	Target	Performance RAG
CP1.2.2M01 (SS001) The percentage pre-birth assessments completed within timescales.	New Measure	92.59	N/A	90	GREEN

Lead Officer: Craig Macleod - Senior Manager, Children's Services & Workforce
Reporting Officer: Jacque Slee - Team Manager Performance
Progress Comment: Data has been refreshed for the full year, to ensure that all assessments have been counted. 40 out of 43 of pre-birth assessments were completed within timescales during the year; sometimes assessments are delayed due to the mother's late presentation to Health.
Last Updated: 22-Apr-2020

KPI Title	Previous Year Actual	Actual	Performance Indicator Trend	Target	Performance RAG
CP1.2.2M02 (SS002) The percentage of children who were reported as having run away or gone missing from home who had a return interview	New Measure	100	N/A	Baseline Year	GREEN

Lead Officer: Craig Macleod - Senior Manager, Children's Services & Workforce
Reporting Officer: Jacque Slee - Team Manager Performance
Progress Comment: All 18 of the children who were reported missing had a return interview. This is a baseline year and no target has been set.
Last Updated: 22-Apr-2020

KPI Title	Previous Year Actual	Actual	Performance Indicator Trend	Target	Performance RAG
CP1.2.2M03 (SCC/034) The percentage of reviews of children on the Child Protection Register due in the year that were carried out within the statutory timescales	100	100	↔	98	GREEN

Lead Officer: Craig Macleod - Senior Manager, Children's Services & Workforce
Reporting Officer: Jacque Slee - Team Manager Performance
Progress Comment: 100% of child protection reviews were held in timescales in quarter 4, giving an overall performance for the year of 99.3%
Last Updated: 22-Apr-2020

KPI Title	Previous Year Actual	Actual	Performance Indicator Trend	Target	Performance RAG
CP1.2.2M04 (SCC/014) The percentage of initial child protection conferences that were due in the year and were held within 15 working days of the strategy discussion	100	86.36	↓	95	AMBER

Lead Officer: Craig Macleod - Senior Manager, Children's Services & Workforce
Reporting Officer: Jacque Slee - Team Manager Performance
Progress Comment: In quarter four, one family of 9 siblings had their conference held outside timescales due to scheduling difficulties, bringing us to an overall percentage for the year of 86%. Delays were due to difficulties scheduling over the holiday periods, and ensuring the attendance of the relevant parties.
Last Updated: 22-Apr-2020

KPI Title	Previous Year Actual	Actual	Performance Indicator Trend	Target	Performance RAG
CP1.2.3M01 (SS003) Number of new foster carer approvals in the year	22	18	↓	10	GREEN

Lead Officer: Craig Macleod - Senior Manager, Children's Services & Workforce
Reporting Officer: Jacque Slee - Team Manager Performance
Progress Comment: In quarter four we completed approvals for 3 general and 2 kinship carers. The total number of approvals has exceeded the target set for the year.
Last Updated: 22-Apr-2020

KPI Title	Previous Year Actual	Actual	Performance Indicator Trend	Target	Performance RAG
CP1.2.4M01 (SS004) Number of referrals to the Family Group Meeting Service	277	348	↑	280	GREEN

Lead Officer: Craig Macleod - Senior Manager, Children's Services & Workforce
Reporting Officer: Jacque Slee - Team Manager Performance
Progress Comment: A further 33 actions following a multi-agency meeting were recorded where it was felt that a Family Group Meeting would benefit the family, but the family declined support.
Last Updated: 22-Apr-2020

KPI Title	Previous Year Actual	Actual	Performance Indicator Trend	Target	Performance RAG
CP1.2.4M02 (SS005) Number of Special Guardianship Orders made	6	5	↓	2	GREEN

Lead Officer: Susie Lunt - Senior Manager, Integrated Services and Lead Adults
Reporting Officer: Jacque Slee - Team Manager Performance
Progress Comment: Special Guardianship orders are awarded as an alternative to being a looked after child, for those children who cannot live with their birth parents and who would benefit from a legally secure placement. Five were awarded in the year, with a further two in the process but delayed in Court.
Last Updated: 22-Apr-2020

KPI Title	Previous Year Actual	Actual	Performance Indicator Trend	Target	Performance RAG
CP1.3.1M01 / CP2.1.6M02 (SS013) People with a learning disability accessing Project Search to improve their employability skills	New Measure	9	N/A	Baseline Year	GREEN

Lead Officer: Susie Lunt - Senior Manager, Integrated Services and Lead Adults
Reporting Officer: Jacque Slee - Team Manager Performance
Progress Comment: Nine young people enrolled in Project Search in the September intake. No target has been set as we are establishing a baseline for the year.
Last Updated: 16-Apr-2020

KPI Title	Previous Year Actual	Actual	Performance Indicator Trend	Target	Performance RAG
CP1.3.1M02 (SS014) Number of people transitioning into Hwb Cyfle	New Measure	52	N/A	50	GREEN

Lead Officer: Susie Lunt - Senior Manager, Integrated Services and Lead Adults
Reporting Officer: Jacque Slee - Team Manager Performance
Progress Comment: This figure represents the average number of individuals attending the day service at Hwb Cyfle up until the start of the COVID-19 outbreak.
Last Updated: 16-Apr-2020

KPI Title	Previous Year Actual	Actual	Performance Indicator Trend	Target	Performance RAG
CP1.4.1M01 Number of Private Rented Sector (PRS) properties available via HAWS Lettings contract for Housing Solutions	New Measure	3	N/A	Baseline Year	GREEN

Lead Officer: Jenni Griffiths - Homeless and Advice Manager
Reporting Officer: Denise Naylor - Housing Programmes Support Manager
Progress Comment: Although no allocations for homeless clients have been made this quarter, three homeless clients have been put forward for consideration for the three new properties HAWS have secured and we are confident these will result in positive homeless outcomes for these clients.
Last Updated: 22-Jun-2020

KPI Title	Previous Year Actual	Actual	Performance Indicator Trend	Target	Performance RAG
CP1.4.1M02 Number of additional Private Rented Sector (PRS) properties available via HAWS lettings contract	New Measure	4	N/A	Baseline Year	GREEN

Lead Officer: Jenni Griffiths - Homeless and Advice Manager
Reporting Officer: Denise Naylor - Housing Programmes Support Manager
Progress Comment: An additional 3 private rented properties were secured through HAWS in quarter four of this year.
Last Updated: 21-Apr-2020

KPI Title	Previous Year Actual	Actual	Performance Indicator Trend	Target	Performance RAG
CP1.4.1M03 (PAM/012) Percentage of households successfully prevented from becoming homeless	79.54	81.33	↑	85	AMBER

Lead Officer: Martin Cooil - Housing & Prevention Service Manager
Reporting Officer: Jenni Griffiths - Homeless and Advice Manager
Progress Comment: The Housing Solutions Service achieved 84% successful outcomes this quarter which is an increase on previous quarters. The year to date percentage is 81.33%. 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. (Un-validated)
Last Updated: 22-Jun-2020

KPI Title	Previous Year Actual	Actual	Performance Indicator Trend	Target	Performance RAG
CP1.4.2M01 The percentage of council houses that meet the Welsh Housing Quality standards within our annual programme	100	117.77	↑	100	GREEN

Lead Officer: Sean O'Donnell - Contract Surveyor
Reporting Officer: Denise Price - Business Performance Manager
Progress Comment: We are yet to conclude the Welsh Housing Quality standards (WHQS) Capital Programme, however we were ahead of programme on a number of workstreams due to the good weather and early engagement with our tenants at the start of the financial year. We were also able to include additional properties without exceeding set budgets etc. and we were able to surpass our target number of properties before the end of the financial year.
Our target up to quarter four was to complete 1914 properties. We have completed 2512 properties.
Last Updated: 22-Jun-2020

KPI Title	Previous Year Actual	Actual	Performance Indicator Trend	Target	Performance RAG
CP1.4.2M02 Tenant satisfaction level	95.8	95.8	↔	95	●●● GREEN

Lead Officer: Sean O'Donnell - Contract Surveyor
Reporting Officer: Denise Price - Business Performance Manager
Progress Comment: The hard work achieved in quarter one and quarter two to improve our contractors engagement and also to ensure that all operatives showed their ID badges has assisted with the very high tenant satisfaction score of 95.8%.
There are further improvements to be implemented and areas where we can improve such as communicating delays with our tenants as soon as possible. This should further improve these questions where low scores are recorded moving forwards.
Last Updated: 22-Jun-2020

KPI Title	Previous Year Actual	Actual	Performance Indicator Trend	Target	Performance RAG
CP1.4.3M01 Increase supply and variety of affordable homes	249	307	↑	228	●●● GREEN

Lead Officer: Melville Evans - Senior Manager - Housing Programmes
Reporting Officer: Denise Naylor - Housing Programmes Support Manager
Progress Comment: SHARP has delivered or is currently on site delivering 307 affordable homes. In addition, the Council and NEW Homes have also acquired a further 32 units from private schemes in partnership with local developers.
Last Updated: 22-Jun-2020

KPI Title	Previous Year Actual	Actual	Performance Indicator Trend	Target	Performance RAG
CP1.4.4M01 The number of Council homes completed or under construction through the Strategic Housing and Regeneration Programme (SHARP)	123	170	↑	91	●●● GREEN

Lead Officer: Melville Evans - Senior Manager - Housing Programmes
Reporting Officer: Denise Naylor - Housing Programmes Support Manager
Progress Comment: Up to the end of March 2020 116 Council homes have been completed and handed over to the Council.
A further 78 either on site or scheduled to begin.
Last Updated: 16-Apr-2020

KPI Title	Previous Year Actual	Actual	Performance Indicator Trend	Target	Performance RAG
CP1.4.4M02 The number of affordable homes owned and managed by NEW Homes	62	128	↑	101	🟢 GREEN

Lead Officer: Denise Naylor - Housing Programmes Support Manager
Reporting Officer: Melville Evans - Senior Manager - Housing Programmes
Progress Comment: 128 units owned and managed by NEW Homes as at 31st March 2020.
Last Updated: 23-Mar-2020

KPI Title	Previous Year Actual	Actual	Performance Indicator Trend	Target	Performance RAG
CP1.4.4M03 The number of affordable homes completed or under construction through the Strategic Housing and Regeneration Programme (SHARP)	61	115	↑	39	🟢 GREEN

Lead Officer: Denise Naylor - Housing Programmes Support Manager
Reporting Officer: Melville Evans - Senior Manager - Housing Programmes
Progress Comment: As at 31st March 2020 a total of 115 affordable units have been delivered or are under construction through the SHARP.
Last Updated: 16-Apr-2020

KPI Title	Previous Year Actual	Actual	Performance Indicator Trend	Target	Performance RAG
CP1.4.4M04 Number of affordable homes provided through planning permission	168	82	↓	0	🟢 GREEN

Lead Officer: Lynne Fensome - Management and Support Manager
Reporting Officer: Mandy Lewis - Manager - Planning Development
Progress Comment: There is a lower level of affordable housing approved as many of the larger housing applications were not considered policy compliant and were refused. Some of those which were approved had viability assessments which meant the development was not capable of delivering affordable housing. There were also a number of smaller residential applications which did not meet the policy trigger or the need in the local area to provide affordable housing was not established.
Last Updated: 23-Jun-2020

KPI Title	Previous Year Actual	Actual	Performance Indicator Trend	Target	Performance RAG
CP1.4.5M01 (PAM/015) Average number of calendar days taken to deliver a DFG	300	195.83	⬆	247	🟢🟤🔴 GREEN

Lead Officer: Rafaela Rice - Disabled Facilities Manager
Reporting Officer: Jen Griffiths - Benefits Manager
Progress Comment: 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.
The Private Sector DFG Service has had a change in management which has provided an opportunity to review key areas of the business and has highlighted a number of key areas of focus such as performance management, process redesign with the aim to improve customer experience. A slight improvement has been observed in delivery performance from the previous two quarters.
Last Updated: 22-Jun-2020

KPI Title	Previous Year Actual	Actual	Performance Indicator Trend	Target	Performance RAG
CP1.5.2M01 Delivery of energy efficiency measures to domestic properties in Flintshire	New Measure	2175	N/A	1000	🟢🟤🔴 GREEN

Lead Officer: Leanna Jones - Energy Projects Coordinator
Reporting Officer: Niall Waller - Service Manager - Enterprise and Regeneration
Progress Comment: The Domestic Energy Efficiency Project Team were able to exceed the target this year through our delivery under Warm Homes Fund, as well as expansion of our crisis fund and our fee-based work for social housing providers. The partnership work with utility companies and Welsh Government has allowed even more households to benefit from efficient heating systems, insulation, and renewable energy. This has allowed us to reduce fuel poverty and our carbon footprint across the county.
Last Updated: 23-Jun-2020

KPI Title	Previous Year Actual	Actual	Performance Indicator Trend	Target	Performance RAG
CP1.5.2M02 Number of vulnerable households supported through the Healthy Homes Healthy People programme	New Measure	1440	N/A	1000	🟢🟤🔴 GREEN

Lead Officer: Leanna Jones - Energy Projects Coordinator
Reporting Officer: Niall Waller - Service Manager - Enterprise and Regeneration
Progress Comment: Based on reports provided by the Warm Homes Fund Healthy Homes Healthy People project.
Last Updated: 17-Apr-2020

KPI Title	Previous Year Actual	Actual	Performance Indicator Trend	Target	Performance RAG
CP1.5.3M01 Number of children who accessed the Childcare offer	1900	3385	▲	2500	GREEN

Lead Officer: Gail Bennett - Early Intervention Services Manager
Reporting Officer: Jacque Slee - Team Manager Performance
Progress Comment: 3385 children accessed the childcare offer between April 2019 and March 2020.
Last Updated: 16-Jun-2020

KPI Title	Previous Year Actual	Actual	Performance Indicator Trend	Target	Performance RAG
CP1.5.3M02 Number of childcare providers	No Data	178	▼	0	GREEN

Lead Officer: Gail Bennett - Early Intervention Services Manager
Reporting Officer: Jacque Slee - Team Manager Performance
Progress Comment: 333 childcare providers in total took part; 178 of these were Flintshire providers.
Last Updated: 22-Apr-2020

KPI Title	Previous Year Actual	Actual	Performance Indicator Trend	Target	Performance RAG
CP1.5.4M01 Access to sanitary products in schools (percentage)	New Measure	100	N/A	100	GREEN

Lead Officer: Vicky Barlow - Senior Manager - School Improvement Systems
Reporting Officer: Kim Brookes - Senior Manager - Business Change and Support
Progress Comment: All schools, youth clubs and foodbanks had 3 deliveries.
Last Updated: 08-Apr-2020

KPI Title	Previous Year Actual	Actual	Performance Indicator Trend	Target	Performance RAG
CP1.5.4M02 Access to sanitary products in youth clubs (percentage)	New Measure	100	N/A	100	GREEN

Lead Officer: Vicky Barlow - Senior Manager - School Improvement Systems
Reporting Officer: Kim Brookes - Senior Manager - Business Change and Support
Progress Comment: All schools, youth clubs and foodbanks now had their 3 deliveries.
Last Updated: 08-Apr-2020

KPI Title	Previous Year Actual	Actual	Performance Indicator Trend	Target	Performance RAG
CP1.5.4M03 Access to sanitary products in Foodbanks	New Measure	100	N/A	100	GREEN

Lead Officer: Vicky Barlow - Senior Manager - School Improvement Systems
Reporting Officer: Kim Brookes - Senior Manager - Business Change and Support
Progress Comment: All schools, youth clubs and foodbanks now had their 3 deliveries.
Last Updated: 08-Apr-2020

KPI Title	Previous Year Actual	Actual	Performance Indicator Trend	Target	Performance RAG
CP1.5.5M01 Average number of days to process new claims for housing benefit and council tax reduction	21.29	17.28	↑	20	GREEN

Lead Officer: Jen Griffiths - Benefits Manager
Reporting Officer: Suzanne Jones - Team Manager - Benefits and Council Tax Reduction Assessment
Progress Comment: The target has been achieved due to a review of key processes and changes implemented.
Last Updated: 17-Apr-2020

KPI Title	Previous Year Actual	Actual	Performance Indicator Trend	Target	Performance RAG
CP1.5.5M02 Average number of days to process change in circumstances for housing benefit and council tax reduction	4.73	4.66	↑	8	GREEN

Lead Officer: Jen Griffiths - Benefits Manager
Reporting Officer: Suzanne Jones - Team Manager - Benefits and Council Tax Reduction Assessment
Progress Comment: The target has been achieved due to a review of key processes and changes implemented.
Last Updated: 17-Apr-2020

KPI Title	Previous Year Actual	Actual	Performance Indicator Trend	Target	Performance RAG
CP1.5.6M01 Total grant claim achieved	New Measure	99.7	N/A	100	GREEN

Lead Officer: Gail Bennett - Early Intervention Services Manager
Reporting Officer: Jacque Slee - Team Manager Performance
Progress Comment: The total underspend for Children and Communities Grant and Housing Support Grant is £38,507 which gives a 0.3% percentage underspend against the combined Grants of £11.2m
Last Updated: 08-Jun-2020

KPI Title	Previous Year Actual	Actual	Performance Indicator Trend	Target	Performance RAG
CP1.5.7M01 Number of individuals supported through the mentoring service that enter employment, learning or volunteering	366	346	⬇	260	⬤⬤⬤ GREEN

Lead Officer: Sharon Jones - Communities For work
Reporting Officer: Lynne Fensome - Management and Support Manager
Progress Comment: Communities For Work (CFW)
Welsh Government (WG) set out revised targets in October 2019 for the remainder of the Communities for Work 2019/20 year. We are currently below target for Communities for Work with 15 into employment for 2019/20 out of a target of 36. Learning outcomes are on target and 26 have been achieved. Combined with the employment figures, the volume of learning outcomes reflects the distance from the labour market and the lack of qualifications held by the participants in their chosen field. Volunteering continues to be below the target of 18 with just 6 taking up this opportunity. Welsh Government acknowledged that targets across Wales needed to be revised for 2020/2021.

Communities for Work Plus (CFW+)
Communities for Work Plus (CFW+) continues to lead the way in terms of target achievement. The target of assisting 65 participants into employment was met and exceeded as 94 participants gained employment. The learning target of 105 was also exceeded, reaching 195 in either training or Basic Skills. Again this reflects the distance from the labour market and the lack of relevant qualifications. The number of volunteering participants was lower than the target of 90, with just 10 taking this up. This reflects that a large proportion of participants feel confident and comfortable re-joining the labour market. Communities For Work plus have exceeded 2019/20 targets, these have been increased for 2020/21 and been agreed by Welsh Government.

Last Updated: 25-Jun-2020

Risks

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 Griffiths - Homeless and Advice Manager	Denise Naylor - Housing Programmes Support Manager	Amber	Red	⬆	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 and a strategic partnership with HAWs commenced in May 2019. The emergency beds provision is in place and is proving to be in demand.

Progress Comment: Homelessness remains a high area of risk as a result of a number ongoing factors but it is important to note the risk of an increase in homelessness post COVID-19 is significant. The service is at the moment receiving only approximately 50% of presentations compared to this time last year but this is in the main due to the measures put in place by the Government to protect people from homelessness during COVID-19. At this time it is unclear what will happen once existing measures are withdrawn post COVID-19 but there is a real risk of increased homelessness through a number of factors such as:

- Recommencement of possession hearings including the backlog from this period.
- Rent/Mortgage arrears accrued during this period.
- Financial hardship through loss of employment.
- Long term changes to affordability of properties due to impacts of the above.

Last Updated: 22-Jun-2020

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: Housing Strategy and Action Plan 2019 - 24 used to manage Section 106 and Social Housing Grant programmes.
A framework to maximize the level of affordable housing.
HRA Business Plan will target 50 new social rent homes each year.
Introduction of North Wales Construction Framework.
Progress Comment: This is, and will remain to be, an ongoing risk as the shortfall of affordable housing to meet local housing need as identified in the Local Housing Market Assessment is 238 per annum, which is rarely met year on year. Therefore, whilst the Council, our Housing Association partners and developers are committed to delivering significant number of affordable housing there will continue to be a shortfall for the foreseeable future.
To this effect, the Council's SHARP has delivered a total of 180 new social (114) and affordable rent (66) homes to date. A further 125 new social (72) and affordable rent / low cost home ownership (53) units are under construction or scheduled to start. This includes a scheme at Nant y Gro, Gronant which will deliver a further 41 council and affordable homes subject to planning approval in March 2020. Three further schemes which will deliver a further 111 units are being worked up.
The Housing Associations are committed to delivering 229 affordable housing by 2021 through the Social Housing Grant programme.
In addition, NEW homes has a Council approved Development Strategy which is looking to deliver a further 200 units over the next two years.
In light of the findings of the Welsh Government's Affordable Housing Review, the Council is now working with other local authorities and North Wales Housing Associations to develop a North Wales Procurement Framework with North Wales based contractors which could enable it to deliver new housing schemes under new arrangements post the SHARP contract. This could enable the Council to engage with local developers and partner housing associations to deliver sites locally. It is proposed that the new Framework will be live by August 2020.
Last Updated: 22-Jun-2020

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	Cheryl Marland - Housing Access and Sarth Team Leader	Denise Naylor - Housing Programmes Support Manager	Amber	Amber	↔	Closed

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: This risk has been closed due to not being able to measure the impact of the Welfare Reform Programme directly on the demand for social and affordable housing.
Last Updated: 02-Jan-2020

RISK TITLE	LEAD OFFICER	SUPPORTING OFFICERS	INITIAL RISK RATING	CURRENT RISK RATING	TREND ARROW	RISK STATUS
Diminishing 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. The Council is working with private developers and housing associations to jointly develop sites to purchase and develop privately owned sites. Introduction of a North Wales Construction Framework in April 2020.
Progress Comment: To date the number of new Council and affordable homes completed, being built or scheduled to be built has reached 305. The target of 500 by 2021 is within reach with work underway to identify land suitable for the construction of the remaining 195 new affordable and council homes. This could include development on sites which are not council owned in partnership with local developers and housing associations through the North Wales Construction Framework which is being established by local authorities and housing associations. The new Framework is scheduled to go live April 2020.
Last Updated: 22-Jun-2020

RISK TITLE	LEAD OFFICER	SUPPORTING OFFICERS	INITIAL RISK RATING	CURRENT RISK RATING	TREND ARROW	RISK STATUS
Diminishing 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. The Council is working with private developers and housing associations to jointly develop sites to purchase and develop privately owned sites. Introduction of a North Wales Construction Framework in April 2020.
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Last Updated: 22-Jun-2020

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	Green	⬇	Closed

Potential Effect: A reduction in the construction and delivery of Council houses
Management Controls: Welsh Government (WG) has reduced Borrowing CAP restrictions for the housing Revenue Account (HRA).
Progress Comment: This is no longer considered to be a risk as the cap on borrowing within the housing revenue account ended May 2019. The ending of the cap means that Flintshire will continue to invest in building council homes.
Last Updated: 10-Jan-2020

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	Jen Griffiths - Benefits Manager	Rafaela Rice - Disabled Facilities Manager	Amber	Amber	⬌	Open

Potential Effect: There will be a reputational risk to the Council if adaptations fail to meet the expectations of customers. This in increased because of the national ranking of performance by Welsh Government.
Management Controls: i) Monitoring and management of adaptation cases.
ii) Ongoing process review.
iii) Continually seek ways to further increase cost-efficiency.
iv) Increase in budget allocation to meet demand.
Progress Comment: The performance on DFG timescales has been an area of challenge over time and a management board was established to improve and monitor progress.
The budget for the programme is currently on track.
There has been improved performance in relation to timescales for completing adaptations, which also improves the outcomes for our customers.
A new procurement process is currently being implemented.
 Last Updated: 12-May-2020

RISK TITLE	LEAD OFFICER	SUPPORTING OFFICERS	INITIAL RISK RATING	CURRENT RISK RATING	TREND ARROW	RISK STATUS
Universal Credit Full Service roll out: by working in partnership with the Department of Working Pensions (DWP) and other stakeholders to manage any negative impact from falling upon both residents and Council services.	Jen Griffiths - Benefits Manager	Dawn Barnes - Welfare Reform Manager	Red	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. Collaborative working is taking place to improve communication across the teams and active participation with other agencies at hubs and community events will help to identify opportunities for early intervention.

Council Tax Collection continues to be under pressure and a recent review of the claims process for Council Tax Reduction are now in place to make it easier and quicker and will continue to monitor the success of this review.   Although there is no evidence of links to increased presentations for homelessness, this remains a risk and will continue to monitor the rate of homelessness.

Frequent budget reviews of the Discretionary Housing Payments funding remains a priority to maximise support for residents.

Progress Comment: Work is underway to identify and manage the impacts of Universal Credit on Council Tenants and their rent accounts. This work is concentrated around early intervention which enables support to be provided to those who need it. This support provides a more realistic chance of the rent accounts becoming more manageable and out of an arrears situation.

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 2019/20 the Welfare Reform Team continue to provide assistance and support to residents who are impacted by Welfare Reforms with a focus on early identification and intervention to prevent the problem from escalating.

As a result of the current emergency situation, the Welfare Reform Team will continue to respond to and provide ongoing intensive assistance to support residents through personal changes in household financial circumstances for 2020/21.

Commencement in July 2019 of a Department for Works & Pensions Pilot of moving those in receipt of existing benefits or tax credits onto Universal Credit known as managed migration will remain a risk of an increase in demand in services for 2020/21.

A programme of improving communications across teams to help identify customers who will require further support and guidance is ongoing. Council Tax Collection remains under pressure.

Last Updated: 22-Jun-2020

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	Sian Humphreys - Welfare Reform 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 Council's Welfare Reform Response Team provides assistance and support with the implementation of Universal Credit. The team are also responsible for providing welfare and budgeting support and actively engage with customers, landlords and other service providers to ensure customers' needs can be met. There is still a significant numbers accessing this support due to residents presenting with underlying debt issues. Managers across Customer Services, Neighbourhood Housing and Revenues and Benefits continue to work together to develop early intervention strategies.

 Last Updated: 11-May-2020

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	David Barnes - Manager - Revenues	Sheila Martin - Income Team Leader	Amber	Yellow	↓	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: i) Continue the proactive response to Council tenants impacted by the spare room subsidy ensuring they are supported to remain in, or move from their property, lessening the negative impact on the Housing Revenue Account and the risk of homelessness.

ii) Flintshire County Council (FCC) funding a personal budgeting support service (delivered by the CAB) for Universal Credit (UC) claimants who experience problems managing their single monthly UC payment, including their housing costs.

iii) FCC continuing to provide advice and support services helping Flintshire households maximise their income through accessing social security benefits & better managing their financial commitments.

iv) FCC effective management of Discretionary Housing Payment budget is enabling target support to households, primarily impacted by the welfare reforms.

Progress Comment: Rent arrears have stabilised and being brought under control as the year end outturn reflects an improved financial position where rent arrears have fallen, as a result of the measures introduced to tackle rent arrears through early intervention with tenants, but where necessary, also escalating cases to court quickly for those tenants who fail to engage or pay.

To ensure the rent recovery process is more efficient to meet the challenges of the future, the investment and 'go-live' deployment of the Mobysoft Rent Sense solution in quarter one allowed the Rent Income service to track and monitor rent arrears much more quickly through systems that will offer predictive analytics, trend-analysis and risk profiling, meaning that officer time will not be wasted on cases that do not require contact.

The unprecedented additional work generated by the launch of Universal Credit full service rollout from April 2017 continues to create a changing and challenging rent collection environment but on a positive note, the increasing reliance of managed/direct payments through the Department of Work and Pensions (DWP) is helping to stabilise the increase in rent arrears by ensuring those in receipt of UC are able to meet their obligations to pay rent, even though as a social landlord, the Council receives managed payments in arrears.

Council Tax collection rates have not been majorly impacted by the introduction of Universal Credit and the Council continues to achieve the highest collection level of any Welsh local authority.

Last Updated: 22-Apr-2020

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	Sian Humphreys - Welfare Reform 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. The Welfare Team provide support with budgeting to assist in this area.
Progress Comment: Welfare Rights and Supporting People teams continue to work with residents during the year to explore areas of income maximisation for residents of the County. This work is critical to ensure residents receive the correct levels of Social Security Benefits. Therefore allowing residents to be in a position to contribute more widely to the local economy.
Last Updated: 12-May-2020

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	Amber	↓	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: Working with Corporate colleagues to use capital investment to support the development of our in-house provision.
Increase bed and extra care capacity for dementia/ learning disabilities.
Joint marketing and recruitment campaign, including portals, sharing of candidates, and shared approach.
Rolling out the value-based recruitment programme to make advertising for care staff more appealing to a wider audience.
Progress Comment: The expansion of Marleyfield House to support the medium term development of the nursing sector remains on track, with a target date of 2021.
Value based recruitment is seeing a positive impact for in-house recruitment; however recruitment within the independent sector remains challenging.
No care homes are currently in Escalating Concerns.
Situation is fluid with COVID-19 response; launch of Discharge Facilitation Group and opening of 2 new care homes will have an impact.
Last Updated: 20-Apr-2020

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

Potential Effect: Increased waiting times for DoLS assessments and impact on reputation of the Council.
Management Controls: Actively prioritise waiting list for DoLS assessments
Regularly engage with providers to keep the priority list refreshed.
Develop internal processes in preparation for the introduction of legislation relating to Liberty Protection Safeguards.
Progress Comment: The waiting list continues to be actively managed, with urgent and review authorisations being prioritised.
Training on Liberty Protection Safeguard legislation has taken place, and the additional resource implications are becoming clearer. National guidance remains to be finalised.
Last Updated: 20-Apr-2020

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. Corporate Safeguarding e-learning modules are available for employees who do not need to undertake specialist training. Further training has been provided by AFTA Thought, who provide drama based training. The training is aimed at employees and the Independent sector working with young children in pre-school settings. Further training on County Lines, Modern Slavery and Prevent has been provided by North Wales Police. These sessions have been well attended by the workforce, school employees and elected members.
Last Updated: 20-Apr-2020

RISK TITLE	LEAD OFFICER	SUPPORTING OFFICERS	INITIAL RISK RATING	CURRENT RISK RATING	TREND ARROW	RISK STATUS
Insufficient supply and escalating cost of placements for children with complex needs	Craig Macleod - Senior Manager, Children's Services & Workforce	Jacque Slee - Team Manager Performance	Amber	Red	⬌	Open

Potential Effect: Increasingly difficult to secure appropriate placements for children with complex needs within budget constraints.
Management Controls: Supporting resilient families through the Early Help Hub.
Targeted support to families on the edge of care.
Combat exploitation through the Strategic and Operational MET (Missing, Exploitation, Trafficking) group.
Policies and models to attract new foster carers and expand the type of placements offered.
Working with local providers to reshape the residential market.
Maximising local housing options.
Progress Comment: Meeting the needs of children with complex needs remains challenging. We have identified the services that we will develop in house, and those that we will seek to commission, to bring greater resilience, choice and enhanced market supply. A joint service model has been developed with Health for an in house assessment and support Team funded through grant allocation. The service will help prevent escalation on needs and reduce reliance on residential care. A North Wales Regional Market Position Statement for Children's Services has been launched setting our commissioning needs and intentions. Flintshire delivered a workshop for all Independent Fostering Agencies and Residential care Providers in November 2019 to help stimulate appropriate market development. Whilst we have put the above management controls in place, our latest assessment of the level of risk is that it remains red.
Last Updated: 20-Apr-2020

RISK TITLE	LEAD OFFICER	SUPPORTING OFFICERS	INITIAL RISK RATING	CURRENT RISK RATING	TREND ARROW	RISK STATUS
Demand outstrips supply for domiciliary care	Jane M Davies - Senior Manager, Safeguarding & Commissioning	Jacque Slee - Team Manager Performance	Red	Amber	⬇	Open

Potential Effect: Delayed discharge from hospital; unable to fulfil need for care packages at home.
Management Controls: Utilising the Care@Flintshire portal to promote vacancies.
Working with providers to establish appropriate fee rates.
Regional Domiciliary Care Agreement in place.
Value Based recruitment.
Investment in the Microcare model.
Progress Comment: We are rolling out training on value based recruitment both in house and in the independent sector, and a task group is looking at recruitment and retention with Communities for Work.
Fee rates have been developed for 2020/21, and providers have been consulted.
Recent work has focused on using our in house domiciliary and reablement resources flexibly to meet the demands of the market. This has enabled us to reduce the waiting list for domiciliary care.   Current mitigation in place around COVID-19 response.
Last Updated: 20-Apr-2020

RISK TITLE	LEAD OFFICER	SUPPORTING OFFICERS	INITIAL RISK RATING	CURRENT RISK RATING	TREND ARROW	RISK STATUS
Relationship issues of families under stress and the impacts on relationship quality could increase due to additional financial pressures	Gail Bennett - Early Intervention Services Manager	Jacque Slee - Team Manager Performance	Amber	Amber	↔	Open

Potential Effect: Deteriorating parental relationships and a resulting instability and negative experience for children, and possible escalation into statutory services. Exposure to parental conflict is estimated to feature in the lives of more than 1.2 million children nationally. It does huge damage to children through emotional and behavioural problems during childhood and impact on life chances. It is estimated that for 'intact' families 11% of all children are affected by parental conflict, rising to 28% in workless families. In separated families 50% of children experience levels of parental conflict that are potentially damaging and have longer term impacts on individuals, families, communities and services.

Management Controls: In-year mapping and assessment of child poverty to inform future programme and strategy development ensuring maximizing income and reducing family outgoings.

Outline our commitments working with partner agencies to target interventions to reduce levels of child and family poverty.

Effective planning, performance and implementation as the 'Delivery Authority' for the Childcare Offer for Flintshire, Wrexham and Denbighshire and of its supporting capital programme.

Progress Comment:

We are undertaking a high level mapping exercise to help us understand the issues around relationship conflicts.

Plans going forward include the use of an element of the grant to increase the knowledge and skills of the workforce to meaningfully support parents with relationship difficulties, to reduce stress on the family and raise awareness and educate into the implications that parental conflict has on the child.

The grant will also be used to support innovative provision such as parenting groups and peer support groups.

Last Updated: 20-Apr-2020

RISK TITLE	LEAD OFFICER	SUPPORTING OFFICERS	INITIAL RISK RATING	CURRENT RISK RATING	TREND ARROW	RISK STATUS
Failure to secure sufficient funding to meet the needs of vulnerable families	Gail Bennett - Early Intervention Services Manager	Jacque Slee - Team Manager Performance	Amber	Amber	↔	Open

Potential Effect: Shows us that age 5 is the key age for intervention, before the opportunity is lost. Children's developmental needs will not be met.

Management Controls: In-year mapping and assessment of pathways to ensure that the needs of families are met.

Outline our commitments working with partner agencies to target interventions to reduce levels need.

Effective planning of services at various tiers of need.

Progress Comment: Welsh Government continue to progress the Funding Flexibilities Agenda, with two new Grants with ten programmes of activity; Housing Support (three) and Children and Communities (seven). An outcomes framework is being developed nationally with the aim to support strategic, cross-organisational alignment and ways of working across programmes to enhance the delivery of early intervention, prevention and support services whilst still meeting the terms of the Grant. Flintshire has been successful this year, through Early Years of becoming an Early Years Pathfinder and securing additional funding of £550k, as well as £16k for relationship support. We continue to use these Grants and additional Grants and funding, such as the Transformation Fund to build upon core services and keep in the fore our commitment to integrated services that support the needs of the vulnerable children and adults in our communities through a range of early intervention, prevention and support mechanisms. Despite funding reductions we aim to mitigate or remove disadvantages to vulnerable people to enable them to have the same life chances as others, contributing to a more equal Flintshire and Wales. We continually keep our eye on population needs and opportunities for funding.

Last Updated: 20-Apr-2020

Ambitious Council

Actions

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
2.1.1.1 (CP) The Region reaching agreement of a Heads of Terms with the governments of UK and Wales to unlock a Growth Deal for the region and for Flintshire	Niall Waller - Service Manager - Enterprise and Regeneration	Completed	01-Apr-2019	31-Dec-2019	100.00%	GREEN	GREEN

ACTION PROGRESS COMMENTS:
Outline Heads of Terms have been signed with UK Government (UKG) and Welsh Government (WG) enabling Growth Deal projects to enter the next stage of development; the preparation of detailed business cases for investment.
Last Updated: 24-Oct-2019

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
2.1.1.2 (CP) Assessment of the priority needs of Flintshire for improved digital connectivity to contribute to regional digital strategy	Niall Waller - Service Manager - Enterprise and Regeneration	Completed	01-Apr-2019	31-Dec-2019	100.00%	GREEN	GREEN

ACTION PROGRESS COMMENTS:
A digital action plan for Flintshire has been produced and its priorities are included within the overarching regional digital connectivity strategy.
Last Updated: 09-Oct-2019

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
2.1.1.3 (CP) Agreement and the first stage of implementation of a digital strategy for the region which improves connectivity (access and processing capacity / speed) for businesses, public sector partners and communities in Flintshire)	Niall Waller - Service Manager - Enterprise and Regeneration	Completed	01-Apr-2019	31-Mar-2022	100.00%	GREEN	GREEN

ACTION PROGRESS COMMENTS:
The digital strategy for North Wales is now in place. There are four main work streams underway:
1) Connection of all public buildings across North Wales to the fibre network to future-proof connectivity - currently being delivered 19/20 and 20/21 following a successful bid to the UK Government (UKG) Local Full Fibre Network programme.
2) Support for rural communities to connect to faster broadband - recruited a shared officer with Wrexham County Borough Council (WCBC) following successful bid to Rural Development Plan programme.
3) Developing projects to provide leading-edge connectivity infrastructure into strategic employment sites and along strategic transport routes - Growth Deal project under development.
4) Seeking further Welsh Government (WG) support to improve connectivity infrastructure for rural communities.
Last Updated: 16-Apr-2020

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
2.1.2.1 (CP) The introduction of a regional hub by Welsh Government (WG) and North Wales Economic Ambition Board (NWEAB) to co-ordinate inward investment and respond to the demands of businesses	Niall Waller - Service Manager - Enterprise and Regeneration	Ongoing	01-Apr-2019	31-Mar-2020	-	AMBER	GREEN

ACTION PROGRESS COMMENTS:
The regional business hub is still at an early stage of development by Welsh Government and the North Wales Economic Ambition Board. The Council has contributed to the development process and remains committed to strengthening business support and inward investment through increased regional working.
Last Updated: 23-Jun-2020

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
2.1.2.2 (CP) Planning of new infrastructure schemes to provide business growth in Flintshire (Deeside Enterprise Zone (DEZ) etc.) for the medium-term	Ian Bushell - Technical and Performance Manager	In Progress	01-Apr-2019	31-Mar-2020	35.00%	GREEN	GREEN

ACTION PROGRESS COMMENTS:
The medium term Integrated Transport Plan for the Deeside Industrial Estate involves providing multi model sustainable transport which includes the provision of a Park & Ride/Share facility, Shuttle Interchange and the Deeside Parkway Station. Shared use walking and cycling infrastructure, to Active Travel Standards, provides access to the entrance to every place of employment in the park. In addition to this, Deeside Parkway Station is in the options appraisal stage along with the proposed shuttle interchange.
Last Updated: 17-Apr-2020

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
2.1.2.3 (CP) Maximise opportunities to achieve available funding for scheme improvements whilst also achieving timely grant submissions	Anthony Stanford - Highways Strategy Manager	Completed	01-Apr-2019	31-Mar-2020	100.00%	GREEN	GREEN

ACTION PROGRESS COMMENTS:
Having recently received Welsh Government funding invitations for the forthcoming financial year (2020/21), we have now submitted applications under a number of grant funding streams for which we expect to receive notification from WG in the coming weeks.
Last Updated: 15-Apr-2020

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
2.1.2.4 (CP) Provision of a new Park and ride facility within Deeside Industrial Park	Ian Bushell - Technical and Performance Manager	In Progress	01-Apr-2019	31-Mar-2021	45.00%	GREEN	GREEN

ACTION PROGRESS COMMENTS:
The detail design stage is now complete as part of the design and build contract. The expected start date of full construction is May 2020 with a possible 10 month construction period.
Last Updated: 17-Apr-2020

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
2.1.2.5 (CP) Preparation of a support plan for businesses to manage the eventuality of a transition out from the European Union (Brexit)	Niall Waller - Service Manager - Enterprise and Regeneration	Completed	01-Apr-2019	31-Mar-2020	100.00%	GREEN	AMBER

ACTION PROGRESS COMMENTS:
The Council has developed a transitional plan which will take effect once the outcome of the Brexit process is known. This includes:
1) Monitoring vulnerable business sectors to identify potential impacts and work with Welsh Government and North Wales Economic Ambition Board to develop bespoke support.
2) Accelerating support for the development of local supply chains.
3) Increasing support for local businesses to build resilience. In the meantime, the Council is sharing all Brexit information with businesses to ensure that they can base their preparations on the latest information.
Last Updated: 24-Jan-2020

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
2.1.3.1 (CP) Placing the LDP on deposit on time in quarter two for consultation with stakeholders and the public as the next step towards adoption of the Plan	Adrian Walters - Team Leader	Completed	01-Apr-2019	30-Jun-2020	100.00%	GREEN	GREEN

ACTION PROGRESS COMMENTS:
The Deposit Local Development Plan (LDP) was approved by Council on 11 September 2019 and the Plan was made available for public consultation for a six week period commencing 30 September 2019 and ending 11 November 2019.
Last Updated: 18-Feb-2020

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
2.1.3.2 (CP) Final preparation of the Plan for submission to Welsh Government by June 2020	Adrian Walters - Team Leader	In Progress	01-Apr-2019	30-Jun-2019	30.00%	AMBER	GREEN

ACTION PROGRESS COMMENTS:
The Deposit Local Development Plan (LDP) opened for public consultation on the 30 September 2019 and closed on 11 November 2019. Whilst the Council remain on track to prepare responses to the comments received to the Deposit LDP and the consideration given to date confirms that the plan remains sound in the view of Officers, the COVID-19 emergency restrictions will prevent the plan proceeding as per its agreed timetable. Consideration is currently being given to the extent of the revision required, which will be a minimum of three months and possibly up to six months.
Last Updated: 17-Apr-2020

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
2.1.4.1 (CP) Adoption of a strategy by quarter one to ensure long term sustainability of town centres leading to updated bespoke local town plans	Niall Waller - Service Manager - Enterprise and Regeneration	Completed	01-Apr-2019	31-Mar-2020	100.00%	GREEN	GREEN

ACTION PROGRESS COMMENTS:
The Strategy was adopted in May 2019 by Cabinet. Discussions are underway in a number of towns to review the current approach to supporting them. In addition, the Council has worked with the Town Council and business community in Holywell to secure Welsh Government resources to re-open the High Street to vehicles to encourage more customers into the town. The Council is also supporting Mold businesses in developing a Business Improvement District (BID) for the town centre. The Council is supporting Buckley Town Council with a trial depedestrianisation scheme and with a review of their town action plan.
Last Updated: 16-Apr-2020

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
2.1.4.2 (CP) Testing of the model of a Business Improvement District for Mold (through a local ballot of rate paying businesses) as a pilot exercise	Niall Waller - Service Manager - Enterprise and Regeneration	In Progress	01-Apr-2019	31-Mar-2020	75.00%	AMBER	AMBER

ACTION PROGRESS COMMENTS:
The BID process has been delayed in Mold due to concerns over the levels of business engagement that had taken place. Following a series of successful meetings with businesses a well-represented task group has been established and the business plan for the Business Improvement District (BID) is being redrafted. The ballot will not now take place until well into 2020/21.
Last Updated: 17-Apr-2020

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
2.1.5.1 (CP) Key interventions for cycleways, active travel, highway improvements, bus network and rail improvements	Anthony Stanford - Highways Strategy Manager	Completed	01-Apr-2019	31-Mar-2020	100.00%	GREEN	GREEN

ACTION PROGRESS COMMENTS:
A number of key integrated transport interventions have been developed and included within a number of funding applications to Welsh Government (WG), under a variety of grant funding streams for the forthcoming financial year (2020/21). We expect to receive notification from WG in the coming weeks. The Councils Integrated Transport Strategy, which was approved by Cabinet in February of this year, details the Council's long term transport aspirations which will see the methodology utilised in Deeside being replicated across the County as a whole in order to develop a fully integrated transport solution.
Last Updated: 15-Apr-2020

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
2.1.5.2 (CP) Key interventions for accessing employment, health, leisure and education facilities by accessing national funds with winning business cases	Anthony Stanford - Highways Strategy Manager	Completed	01-Apr-2019	31-Mar-2020	100.00%	GREEN	GREEN

ACTION PROGRESS COMMENTS:
The core aim of the Authorities Integrated Transport Strategy is to facilitate access to sites of employment, health, leisure & education. A number of key integrated transport interventions have been developed and included within a number of funding applications submitted to Welsh Government under a variety of grant funding streams for the forthcoming financial year (2020/21). We expect to receive notification from WG in the coming weeks. The Councils Integrated Transport Strategy, which was approved by Cabinet in February of this year, details the Council's long term transport aspirations which seeks to replicate the methodology utilised in Deeside across all strategic locations of the County, thus achieving a fully integrated transport solution for Flintshire as a whole and cross border. Streetscene's forward work programme ensures that applications for numerous funding streams are prepared in advance thus ensuring highest chance of bid success.
Last Updated: 15-Apr-2020

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
2.1.5.3 (CP) The LDP Deposit Plan making provision for local growth which will be supported by new or improved infrastructure	Adrian Walters - Team Leader	Completed	01-Apr-2019	31-Mar-2020	100.00%	GREEN	GREEN

ACTION PROGRESS COMMENTS:
The Deposit Local Development Plan (LDP) is accompanied by an Infrastructure Plan which identifies the approach the preparation of the Plan has taken in terms of engaging with infrastructure providers and ensuring appropriate infrastructure either exists or can be provided. The Infrastructure Plan will be reviewed and updated as the Plan progresses.
Last Updated: 18-Oct-2019

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
2.1.6.1 (CP) Sustainability of the social enterprises supported/created by the Council	Niall Waller - Service Manager - Enterprise and Regeneration	Completed	01-Apr-2019	31-Mar-2020	100.00%	GREEN	GREEN

ACTION PROGRESS COMMENTS:
The Council continues to provide a dedicated resource to support the social enterprise sector. This includes intensive one to one support for new social enterprises to help them to establish themselves as well as ongoing support. 20 Social enterprises have been supported. The dedicated support included the provision of 44 business support sessions of which 37 were delivered to social enterprises registered in Flintshire, including; business planning, policy development, cash flow forecasting, preparing for investment, social media training, business awards applications and Social Enterprise Places accreditation. The other seven sessions were delivered to five members of the public in Flintshire carrying out pre-start work exploring the opportunity to register as social enterprises.
Last Updated: 16-Apr-2020

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
2.1.6.2 (CP) Implement Project Search with Hft to achieve real jobs for people with a learning disability	Niall Waller - Service Manager - Enterprise and Regeneration	Completed	01-Apr-2019	31-Mar-2020	100.00%	GREEN	GREEN

ACTION PROGRESS COMMENTS:
Project Search is an internship for young people up to the age of 25 who have a learning disability, with the aim of providing a range of skills for individuals to apply in the workplace. It is hoped that at the end of the internship, full paid employment will be achieved. The first intake was in September of this year, with nine young people involved.
Last Updated: 22-Jan-2020

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
2.2.1.1 (CP) National financial support secured (from Welsh Government and Arts Council for Wales) for major capital investment for refurbishment of Theatr Clwyd	Colin Everett - Chief Executive	In Progress	01-Apr-2019	31-Mar-2020	75.00%	AMBER	AMBER

ACTION PROGRESS COMMENTS:
Formal application was made to Welsh Government for strategic funding in quarter two. Arts Council of Wales funding (£6m estimate) has already been reserved. A letter was received from Welsh Government on 23 December 2019 signalling positive support for scheme, recognising the urgency around a comital decision, and inviting urgent engagement with civil servants to explore capital funding solutions. Ministers and senior civils servants later confirmed in quarter 4 that a funding package was in the late stages of development with reconfirmation that the project remains a high priority for Welsh Government. The Arts Council has confirmed in quarter four that the £6M estimated funding has passed the final stage of approvals in its process, and is fully aligned as a body to the Council case for Welsh Government funding. A formal announcement on a Welsh Government funding package has been delayed due to the onset of the COVID-19 emergency situation.
Last Updated: 23-Apr-2020

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
2.2.1.2 (CP) Reaching an agreement between the Board of Theatr Clwyd, the Council and the Arts Council of Wales on the most sustainable, legal, governance and financial / commercial model for the Theatr for the future from 2021/22	Colin Everett - Chief Executive	Completed	17-Sep-2019	31-Dec-2019	100.00%	GREEN	GREEN

ACTION PROGRESS COMMENTS:
Cabinet, on the recommendation of the Theatre Board, has agreed in principle to transition to an independent trust model in April 2021. A full project plan in place is in place with the support of a dedicated project manager. A further report was made to Cabinet in December 2019. Cabinet endorsed the plan to enter a full and final stage of due diligence with a comital decision to be made to a transfer by mid-2020.
Last Updated: 07-Jan-2020

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
2.2.1.3 (CP) Performance of the theatre against its adopted business plan targets (reported quarterly to the Board of Theatr Clwyd)	Colin Everett - Chief Executive	Completed	01-Apr-2019	31-Mar-2020	100.00%	GREEN	GREEN

ACTION PROGRESS COMMENTS:
The Theatre has performed well against its annual and medium-term business plan aims, objectives and targets. Quarterly reports have been made to the Theatre Board. The 2020/21 business plan will be presented to both Cabinet and Overview and Scrutiny when committee meetings have returned to normal.
Last Updated: 23-Apr-2020

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
2.2.2.1 (CP) Agreement of a Masterplan for the County Hall campus, recognising the needs of existing and future occupiers, with agreed aims and objectives, timelines, financing and a preferred solution for a future civic hub.	Andrew Farrow - Chief Officer - Planning, Environment and Economy	In Progress	01-Apr-2019	31-Mar-2020	10.00%	GREEN	GREEN

ACTION PROGRESS COMMENTS:
The Masterplan has yet to be developed in any detail, however, we have undertaken an initial officer workshop to seek initial views and potential options. The civic hub will fall out of this study and we are exploring with other public sector bodies, their appetite to be part of a wider site strategy which will include location. This project has a long lead in time, is complex and will require extensive discussions and consultation with a wide number of stakeholders.
Last Updated: 22-Jun-2020

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
2.2.3.1 (CP) Complete construction projects at Connah's Quay High School (phase two) and Ysgol Penyffordd on time, to budget and to standard	Damian Hughes - Senior Manager, School Planning & Provision	Completed	01-Apr-2019	31-Dec-2019	100.00%	GREEN	GREEN

ACTION PROGRESS COMMENTS:
The new school in Penyffordd opened to pupils and staff in September 2019 (phase one). The demolition of the former school, external works and car parking provision (phase two) were completed in November 2019. Connah's Quay High School (phase two) was completed in November 2019. Both projects were completed on time and within budget.
Last Updated: 24-Jan-2020

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
2.2.3.2 (CP) Commencement of investment projects at Ysgol Glan Aber, Ysgol Castell Alun	Damian Hughes - Senior Manager, School Planning & Provision	In Progress	01-Apr-2019	31-Mar-2021	50.00%	GREEN	GREEN

ACTION PROGRESS COMMENTS:
The construction project at Ysgol Glan Aber has completed as anticipated in March 2020. The proposed construction project at Ysgol Castell Alun is in detailed design development stage, the anticipated completion date for construction is August 2021.
Last Updated: 17-Apr-2020

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
2.2.3.3 (CP) Commencement of investment projects at Queensferry CP (linked to the Plas Derwen project) and Ysgol Glanrafon, Mold (Welsh Government Welsh Medium Grant)	Damian Hughes - Senior Manager, School Planning & Provision	In Progress	01-Apr-2019	31-Mar-2020	30.00%	GREEN	GREEN

ACTION PROGRESS COMMENTS:
As planned a contractor was formally commissioned in January 2020 for the proposed project at Ysgol Glanrafon, Mold. The project is now in design development stage, which will lead to cost certainty, thereafter, the construction phase will follow. The Queensferry Campus project is currently in Design Development stage, with the expectation that the Full Business case is submitted to Welsh Government (WG) within the next few months. This will enable capital release and construction phase start.
Last Updated: 17-Apr-2020

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
2.2.3.4 (CP) Successful navigation of the proposed remaining Band B through both Council democratic process and Welsh Government Business case process	Damian Hughes - Senior Manager, School Planning & Provision	In Progress	01-Apr-2019	31-Mar-2020	25.00%	GREEN	GREEN

ACTION PROGRESS COMMENTS:
The agreed Band B investment programme has already started with a completed project at Connah's Quay High School and the Queensferry Campus project in Design Development stage. Cabinet had previously agreed that Welsh Government are approached to establish whether the original funding envelope could be increased from £85m to £103m. The advice received was to continue to progress individual projects contained within the programme and to continue dialogue with WG colleagues. Recently, Cabinet agreed to proceed with a MIM pathfinder project in the Mynydd Isa Area, for a 3-16 campus, for which work is progressing to tie in with key WG milestones. Additionally, Cabinet have agreed that officers should to consult with the key stakeholders in the communities at of Broughton and Saltney in respect of primary and secondary educational models. In addition to consult with key stakeholders at Ysgol Croes Atti, Flint in respect of the proposed new replacement school in a nearby location. These planned consultations will be implemented when the current situation allows.
Last Updated: 17-Apr-2020

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
2.2.4.1 (CP) Creation of a single joint Archives service between Flintshire and Denbighshire County Councils	Claire Harrington - Principal Archivist	Completed	01-Apr-2019	31-Mar-2020	100.00%	GREEN	GREEN

ACTION PROGRESS COMMENTS:
The new joint Archive Service of Flintshire and Denbighshire County Councils officially came into existence on 1 April 2020. It is known as the North East Wales Archive (NEWA). A new Senior Management Team has been created under the leadership of the Temporary Joint Service Manager with representation from both services. A new service logo has been designed. Work will now continue to embed the new joint service and enhance its offer to the public.
Last Updated: 14-Apr-2020

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
2.2.4.2 (CP) Securing national support from the Heritage Lottery Fund for capital funding for a new regional Archives facility.	Claire Harrington - Principal Archivist	In Progress	01-Apr-2019	31-Mar-2020	80.00%	GREEN	GREEN

ACTION PROGRESS COMMENTS:
Formal presentation to the National Lottery Heritage Fund Board delivered by the two Chief Officers from Flintshire and Denbighshire and the Project Manager on 7 February 2020. Confirmation received on 17 February 2020 that the bid was successful at the Expression of Interest stage and this bid is now in the final twelve national projects out of the original 146 invited to progress to the final bidding stage. The original timescale for this submission was November 2020 but this has now been delayed until February 2021 as a result of the COVID-19 national emergency. The Archive Programme Board will continue to work remotely on developing the bid with support from the National Lottery, the Museum and Library Division of Welsh Government and an expert adviser on heritage funding applications.
Last Updated: 14-Apr-2020

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
2.2.5.1 (CP) Entering a framework agreement with Social Services to integrate the Welsh Government (WG) Childcare and WG 21st Century school funding grants to enable an investment project at Ysgol Croes Atti, Shotton.	Damian Hughes - Senior Manager, School Planning & Provision	Completed	01-Apr-2019	31-Mar-2020	100.00%	GREEN	GREEN

ACTION PROGRESS COMMENTS:
The project will be commissioned via the school modernisation team at construction phase.
Last Updated: 23-Jan-2020

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
2.2.5.2 (CP) Obtain cost certainty through design development of the Ysgol Croes Atti project and submit a Business Case to Welsh Government to release the balance capital funding	Damian Hughes - Senior Manager, School Planning & Provision	In Progress	01-Apr-2019	31-Mar-2020	25.00%	GREEN	GREEN

ACTION PROGRESS COMMENTS:
The project is currently at detailed design stage. Once cost certainty is established a Full Business Case (FBC) will be submitted to Welsh Government (WG) to release capital funding for the construction phase. This is likely be in the next three to four months
Last Updated: 17-Apr-2020

Performance Indicators

KPI Title	Previous Year Actual	Actual	Performance Indicator Trend	Target	Performance RAG
CP1.3.1M01 / CP2.1.6M02 (SS013) People with a learning disability accessing Project Search to improve their employability skills	New Measure	9	N/A	Baseline Year	GREEN

Lead Officer: Susie Lunt - Senior Manager, Integrated Services and Lead Adults
Reporting Officer: Jacque Slee - Team Manager Performance
Progress Comment: Nine young people enrolled in Project Search in the September intake. No target has been set as we are establishing a baseline for the year.
Last Updated: 16-Apr-2020

KPI Title	Previous Year Actual	Actual	Performance Indicator Trend	Target	Performance RAG
CP2.1.2M01 Number of businesses supported through the regional hub	New Measure	5781	N/A	120	GREEN

Lead Officer: Niall Waller - Service Manager - Enterprise and Regeneration
Reporting Officer: Lynne Fensome - Management and Support Manager
Progress Comment: The regional hub is under development but is not yet in place. The output figures represents the local out-turn in the interim.
Last Updated: 20-Apr-2020

KPI Title	Previous Year Actual	Actual	Performance Indicator Trend	Target	Performance RAG
CP2.1.2M02 New jobs created through the support of the regional hub	New Measure	2777	N/A	Baseline Year	GREEN

Lead Officer: Niall Waller - Service Manager - Enterprise and Regeneration
Reporting Officer: Lynne Fensome - Management and Support Manager
Progress Comment: The regional hub is not in place although development work is well underway. The year to date figure provided is the local figure for jobs created. No target has been set as we are establishing the first year baseline.
Last Updated: 20-Apr-2020

KPI Title	Previous Year Actual	Actual	Performance Indicator Trend	Target	Performance RAG
CP2.1.6M01 Number of Social Enterprises supported	84	70	↓	50	●●● GREEN

Lead Officer: Niall Waller - Service Manager - Enterprise and Regeneration
Reporting Officer: Mike Dodd - Social Enterprise Development Lead Officer
Progress Comment: During this period 15 social enterprises received business support advice and guidance.
The entailed the delivery of 42 business support sessions overall.
The support provided ranged from, but not limited to: preparing for investment, business planning, exploring appropriate and adopting legal structures and developing policies and procedures. During this period one commercial business was supported to convert into a social enterprise.
Last Updated: 08-Apr-2020

Risks

RISK TITLE	LEAD OFFICER	SUPPORTING OFFICERS	INITIAL RISK RATING	CURRENT RISK RATING	TREND ARROW	RISK STATUS
Availability of sufficient funding to resource key priorities	Jen Griffiths - Benefits Manager	Rafaela Rice - Disabled Facilities Manager	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: The performance on Disabled Facility Grant (DFG) timescales has been an area of challenge over time and a management board was established to improve and monitor progress.
The budget for the programme is currently on track.
Last Updated: 12-May-2020

RISK TITLE	LEAD OFFICER	SUPPORTING OFFICERS	INITIAL RISK RATING	CURRENT RISK RATING	TREND ARROW	RISK STATUS
Number of school places not matching the changing demographics	Damian Hughes - Senior Manager, School Planning & Provision	Kim Brookes - Senior Manager - Business Change and Support	Red	Amber	⟷	Open

Potential Effect: Higher teacher ratios, unfilled places, backlog maintenance pressures, inefficient estate
Management Controls: Continuation of school modernisation and investment programme, will over time, 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: 19-Mar-2020

RISK TITLE	LEAD OFFICER	SUPPORTING OFFICERS	INITIAL RISK RATING	CURRENT RISK RATING	TREND ARROW	RISK STATUS
Failure to obtain grant funding to support educational delivery.	Kim Brookes - Senior Manager - Business Change and Support		Red	Amber	⬇	Open

Potential Effect: Larger class sizes in all phases and potential breach of infant class size regulations.

Challenge in meeting WG recommendations on staffing levels to deliver Foundation Phase curriculum.

Reduction in standards achieved by pupils – risk to Council reputation and risk of Estyn follow up for Education Services.

Reduction in quality of education delivered by schools resulting in more schools in Estyn categories.

Reduction in support for vulnerable pupils e.g. FSM, LAC, ALN.

Higher deficit budgets in schools – corporate finance risk.

Unsustainable schools in some communities.

Increasing redundancy costs for Council as schools cut staff.

Increasing challenge in recruiting senior leaders in schools.

Increasing sickness absence in the school workforce.

Management Controls: Regular finance monitoring through various channels e.g. Cabinet; Chief Officer Team;

Overview & Scrutiny; School Budget Forum; Portfolio Finance Team.

Regular interface with Headteachers & Chairs of Governors to maintain open communication.

to support strategic planning by school leaders.

Regular interface with Welsh Government and Welsh Local Government Association to maintain.

high profile on education spending.

Management of school estate through School Organisational Change Strategy.

Timely referrals to Occupational Health & Care First.

Progress Comment: The risk remains the same overall in that if we do not receive grant funding then core service delivery and impact on learners remains the same. However, at this time, there is no specific example of where we have not received a grant as expected and continuation of some areas of grant funding are expected to be confirmed by the end of March 2020. Some grant funding for schools from Wales Government has been received. Further impact on grants regime following re-purposing of schools has yet to be determined.

Last Updated: 18-Apr-2020

RISK TITLE	LEAD OFFICER	SUPPORTING OFFICERS	INITIAL RISK RATING	CURRENT RISK RATING	TREND ARROW	RISK STATUS
Failure to deliver Growth Deal projects within Flintshire	Niall Waller - Service Manager - Enterprise and Regeneration	Lynne Fensome - Management and Support Manager	Amber	Amber	⟷	Open

Potential Effect: "• Reputational risk to the Council.
• Infrastructure investment does not keep pace with needs and business is lost to the economy.
• Support for businesses in Flintshire does not match need and fails to encourage investment.
• The region having a sufficient voice at Welsh Government and UK Government levels to protect its interests.
• Delays to or reductions to funding streams from UK and Welsh Governments.
• Progress in delivering infrastructure investment falls behind schedule.
Management Controls: Establish oversight structure to review progress towards delivering growth deal projects (AF).
Progress Comment: The Council is involved in the development of all relevant Growth Deal projects and is gearing up to take advantage of the opportunities arising for the County once they have been approved from 2021 onwards.
 Last Updated: 17-Apr-2020

Learning Council

Actions

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
3.1.1.1 (CP) Pupil performance in 2019 assessment/examination outcomes at ages 7, 11, 14, 16 and 18 years exceeding the Wales national average	Vicky Barlow - Senior Manager - School Improvement Systems	Completed	01-Apr-2019	31-Mar-2020	100.00%	GREEN	GREEN

ACTION PROGRESS COMMENTS:
National changes in the reporting of teacher assessments have been introduced over the past two years. This supports the key objectives of the Welsh Government in delivering robust assessment, evaluation and accountability arrangements to support a self-improving system. As part of this, data that has traditionally been aggregated upwards for comparison at Foundation Phase (FP), Key Stage 2 and Key Stage 3 has been removed. New interim Key Stage 4 measures were introduced for 2019 as part of the significant education reform programme in Wales. The data provided for individual schools will be based on first entry results and so, across several indicators, it will not be possible to compare 2019 figures with previous performance. An interim annual report on outcomes for 2019 was presented at the November meeting of the Education and Youth Overview Scrutiny Committee and final key stage 4 and 5 performance outcomes tabled for March although the meeting was not held due to the current emergency situation.
Last Updated: 20-Apr-2020

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
3.1.1.2 (CP) Following the Estyn inspection of the Local Authority in June, completion of the post inspection action plan and commence implementation	Vicky Barlow - Senior Manager - School Improvement Systems	Completed	01-Apr-2019	31-Dec-2019	100.00%	GREEN	GREEN

ACTION PROGRESS COMMENTS:
The local authority was inspected by Estyn in June 2019 and the report published on 9 August 2019. Development of the Post Inspection Action Plan (PIAP) included consultation with key stakeholders including teams within the Education Portfolio and Head teacher Federations. The Estyn report and recommendations made were presented to the October 2019 meeting of the Education and Youth Overview Scrutiny meeting. The PIAP was presented at the November meeting of the Education and Youth Overview Scrutiny Committee and to Cabinet in their December meeting.
Last Updated: 23-Jan-2020

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
3.1.2.1 (CP) Schools making suitable preparations for the transition to the new curriculum	Vicky Barlow - Senior Manager - School Improvement Systems	Completed	01-Apr-2019	31-Mar-2020	100.00%	GREEN	GREEN

ACTION PROGRESS COMMENTS:
All schools are engaging positively with the national focus on implementing the new curriculum for Wales. Flintshire schools have good representation on local and national leadership development programmes. GwE and the six regional local authorities have consulted with head teacher representatives and are currently implementing a regional peer engagement model. The refined version of the new school curriculum was made available to schools on 28 January 2020 to be used across schools by 2022.
Last Updated: 20-Apr-2020

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
3.1.2.2 (CP) Teaching staff receiving quality professional development through the self-evaluation system	Vicky Barlow - Senior Manager - School Improvement Systems	Completed	01-Apr-2019	31-Mar-2020	100.00%	GREEN	GREEN

ACTION PROGRESS COMMENTS:
The regional professional development offer available to all schools is targeted to ensure that schools can deliver a transformational and engaging curriculum. Flintshire schools are engaging positively in the regional action research and peer engagement work. GwE's Supporting Improvement Advisers (SIAs) regularly review with individual schools their bespoke professional development needs, as part of continuous self-evaluation and school improvement.
Last Updated: 20-Apr-2020

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
3.1.3.1 (CP) Effective implementation of the new corporate and schools system to support pupils with Additional Learning Needs	Jeanette Rock - Senior Manager - Inclusion and Progression	Completed	01-Apr-2019	31-Mar-2020	100.00%	GREEN	GREEN

ACTION PROGRESS COMMENTS:
The Council's Additional Learning Needs (ALN) Transformation Plan was amended to accommodate the revised implementation date of September 2021. The ALN provision map for schools was completed and this is now feeding into regional planning. Schools have completed a trial of the Individual Development Plan documentation. The milestones identified for working with local colleges on defining universal provision for ALN have been met. The first phase of the procurement process for the IT system has been completed and this will continue into next year.
Last Updated: 17-Apr-2020

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
3.1.3.2 (CP) Training completed for all key employees as part of the implementation of the new Additional Learning Needs (ALN) Act	Jeanette Rock - Senior Manager - Inclusion and Progression	Completed	01-Apr-2019	31-Mar-2020	100.00%	GREEN	GREEN

ACTION PROGRESS COMMENTS:
Schools and central staff have engaged in the training offered to prepare for the revised ALN Act implementation date. Six of the planned eight officers have completed the training to become Person Centred Planning trainers; the remaining two will complete in the coming year. Schools have recorded the training they have accessed in relation to the Act via the ALN Audit tool and 96% of Flintshire schools are reportedly on track with this. Further training will continue into the coming year, including national, regional and local for all stakeholders.
Last Updated: 17-Apr-2020

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
3.1.3.3 (CP) Effective implementation of the Communications Strategy as part of the implementation of the Additional Learning Needs (ALN) act	Jeanette Rock - Senior Manager - Inclusion and Progression	Completed	01-Apr-2019	31-Mar-2020	100.00%	GREEN	GREEN

ACTION PROGRESS COMMENTS:
Regular events have ensured that key stakeholders have been kept informed over the year. This has included Headteacher Federation Meetings and Conferences, Governor Training sessions, Additional Learning Needs Coordinator Forums, School Cluster Meetings, Portfolio Team Meetings and Overview and Scrutiny Meetings. The Council's website has also been updated. Meetings arranged to share information with health colleagues have had to be re-scheduled due to the Coronavirus; these will commence in the coming year. School clusters have worked on plans for raising parental awareness and these will be implemented across 2020/21.
Last Updated: 17-Apr-2020

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
3.1.4.1 (CP) Home to school Transport Policy change agreed by quarter one and implementation of a revised and sustainable policy	Damian Hughes - Senior Manager, School Planning & Provision	Completed	01-Apr-2019	30-Jun-2020	100.00%	GREEN	GREEN

ACTION PROGRESS COMMENTS:
Cabinet agreed that that the Home to school transport policy be amended. Policy has been amended and published. Measures will come into effect for pupils/students from September 2020.
Last Updated: 18-Feb-2020

Performance Indicators

KPI Title	Previous Year Actual	Actual	Performance Indicator Trend	Target	Performance RAG
CP3.1.1M01 (PAM/032) Educational Attainment at Key Stage 4- average capped 9 score for pupils in Year 11	352.2	347.2	↓	354.4	GREEN

Lead Officer: Vicky Barlow - Senior Manager - School Improvement Systems
Reporting Officer: Kim Brookes - Senior Manager - Business Change and Support
Progress Comment: The LA performance on the Capped 9 indicator is 347.2pts, just slightly below the national average of 354.4pt.
Last Updated: 20-Apr-2020

KPI Title	Previous Year Actual	Actual	Performance Indicator Trend	Target	Performance RAG
CP3.1.1M02 Capped 9 Score for pupils entitled to Free School meals	New Measure	288.8	N/A	Baseline Year	GREEN

Lead Officer: Vicky Barlow - Senior Manager - School Improvement Systems
Reporting Officer: Kim Brookes - Senior Manager - Business Change and Support
Progress Comment: The performance of pupils entitled to free school meals is slightly lower than the national average of 298.9 but there has been a slight decrease in the performance gap since 2018.
Last Updated: 20-Apr-2020

KPI Title	Previous Year Actual	Actual	Performance Indicator Trend	Target	Performance RAG
CP3.1.1M03 (PAM/007) Percentage of pupil attendance in primary schools	94.6	95.25	↑	95	GREEN

Lead Officer: Jeanette Rock - Senior Manager - Inclusion and Progression
Reporting Officer: Kim Brookes - Senior Manager - Business Change and Support
Progress Comment: The number of primary schools with attendance above the Welsh average increased with attendance across primary schools improving by 0.65% compared with the previous year. Illness remains the reason for the majority of absences.
Last Updated: 17-Apr-2020

KPI Title	Previous Year Actual	Actual	Performance Indicator Trend	Target	Performance RAG
CP3.1.1M04 (PAM/008) Percentage of pupil attendance in secondary schools	93.7	94.65	↑	94.1	🟢 GREEN

Lead Officer: Jeanette Rock - Senior Manager - Inclusion and Progression
Reporting Officer: Kim Brookes - Senior Manager - Business Change and Support
Progress Comment: Attendance across secondary schools improved by 0.95% compared with the previous year. Schools and officers are working in collaboration to provide a broader curriculum offer which is supporting increased engagement across the sector.
Last Updated: 17-Apr-2020

KPI Title	Previous Year Actual	Actual	Performance Indicator Trend	Target	Performance RAG
CP3.1.1M05 (PAM/033) Percentage of pupils assessed in Welsh at the end of the Foundation phase (Year 2 pupils)	6.5	6.17	↓	9	🔴 RED

Lead Officer: Vicky Barlow - Senior Manager - School Improvement Systems
Reporting Officer: Kim Brookes - Senior Manager - Business Change and Support
Progress Comment: We have not met our target of increasing number of pupils being assessed through the medium of Welsh at foundation phase as it is a matter of parental choice to pursue Welsh medium education. However, the development of increased capacity through the capital programme for areas where there is demand e.g. Mold and Flint/Shotton should have a positive impact on the future numbers alongside other strategies to promote Welsh Medium Education. This has been identified as a risk and is being monitored regularly.
Last Updated: 23-Apr-2020

KPI Title	Previous Year Actual	Actual	Performance Indicator Trend	Target	Performance RAG
CP3.1.1M06 (PAM/034) Percentage of year 11 pupils studying Welsh (first language)	5.10	5.26	↑	5.5	🟠 AMBER

Lead Officer: Vicky Barlow - Senior Manager - School Improvement Systems
Reporting Officer: Kim Brookes - Senior Manager - Business Change and Support
Progress Comment: This is slightly below the target set. The difference equates to 6 learners.
Last Updated: 22-Apr-2020

KPI Title	Previous Year Actual	Actual	Performance Indicator Trend	Target	Performance RAG
CP3.1.1M07 Percentage of pupils aged 16 achieving 5A* - A grades at GCSE	16.6	16.38	⬇	18	AMBER

Lead Officer: Vicky Barlow - Senior Manager - School Improvement Systems
Reporting Officer: Kim Brookes - Senior Manager - Business Change and Support
Progress Comment: The percentage of pupils achieving 5 A*/A GCSEs or equivalent was 0.4% below previous year of 16.6%, after a significant improvement from 14.5% in 2017. This continues to be a priority moving forward as the national percentage is 18%.
Last Updated: 20-Apr-2020

KPI Title	Previous Year Actual	Actual	Performance Indicator Trend	Target	Performance RAG
CP3.1.1M08 (PAM/009) Percentage of year 11 leavers not in education, training, or employment.	1.17	No Data	N/A	1.2	

Lead Officer: Jeanette Rock - Senior Manager - Inclusion and Progression
Reporting Officer: Kim Brookes - Senior Manager - Business Change and Support
Progress Comment: Data on the percentage of NEETs is currently unavailable from Welsh Government (WG).
Last Updated: 17-Apr-2020

KPI Title	Previous Year Actual	Actual	Performance Indicator Trend	Target	Performance RAG
CP3.1.1M09 The percentage of young people aged 16 – 18 in the youth justice system offered education, training or employment	59	72	⬆	55	GREEN

Lead Officer: James Warr - Operations Manager
Reporting Officer: Louisa Greenly - Performance Management & Information Officer
Progress Comment: This measure looks at those young people undertaking 16 hours or more of education, training and/or employment. The Youth Justice Service assesses young people who commence a prevention or statutory intervention with the Youth Justice Service in the period. There were 18 young people above Statutory School Age who had a Youth Justice intervention end in the period. Of these 13 were offered at least 16 hours of education, training or employment. This age group is a challenging one, and especially in a criminal justice setting. Therefore the service needs to work closely with external providers of education and vocational projects to ensure that young people reach their full potential.
Last Updated: 01-Apr-2020

KPI Title	Previous Year Actual	Actual	Performance Indicator Trend	Target	Performance RAG
CP3.1.1M10 Reduction in the number of pupils who receive fixed term exclusions from school	1189	1267	↓	1150	AMBER

Lead Officer: Jeanette Rock - Senior Manager - Inclusion and Progression
Reporting Officer: Kim Brookes - Senior Manager - Business Change and Support
Progress Comment: There has been an overall increase of 5% in the level of fixed term exclusion across Flintshire schools however, there was a reduction in the number of exclusions of more than 5 days.
Last Updated: 17-Apr-2020

KPI Title	Previous Year Actual	Actual	Performance Indicator Trend	Target	Performance RAG
CP3.1.1M11 Reduction in the number of pupils who are permanently excluded from school	28	26	↑	28	GREEN

Lead Officer: Jeanette Rock - Senior Manager - Inclusion and Progression
Reporting Officer: Kim Brookes - Senior Manager - Business Change and Support
Progress Comment: The level of permanent exclusion remains comparatively high when compared with other local authorities particularly in the secondary sector. Whilst the number in this academic year in under target, this remains a priority to support a further reduction in the level of permanent exclusion across Flintshire schools.
Last Updated: 17-Apr-2020

Risks

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		Red	Amber	↔	Open

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

Management Controls: Condition surveys are carried out to identify priorities.

Limited funding to address the backlog of known repair and maintenance works.

Capital works reducing the backlog of known repair and maintenance works as part of refurbishments of schools or new schools are being constructed.

Progress Comment: Condition and maintenance of the school estate is well managed by the Council, with no schools falling into category "D" for condition. Continuation of capital investment through the School Modernisation Programme is of vital importance, this enables the Council to make significant progress into the repair and maintenance backlog. This programme also supports a reduction of unfilled places and provides a more efficient school estate. The risk will be reviewed when the next cycle of condition surveys are available.

Last Updated: 21-Apr-2020

RISK TITLE	LEAD OFFICER	SUPPORTING OFFICERS	INITIAL RISK RATING	CURRENT RISK RATING	TREND ARROW	RISK STATUS
A failure to meet the duties on schools and the Council by the Additional Learning Needs and Education Tribunal (Wales) Act 2018	Jeanette Rock - Senior Manager - Inclusion and Progression	Kim Brookes - Senior Manager - Business Change and Support	Amber	Amber	⬇	Open

Potential Effect: The Council does not have sufficient staff to discharge its duties in line with the published timelines and is challenged through the Education Tribunal system. The duties are extended to cover a wider age range, from 0-25 (previously 3-19) and to also now include young people who engage with further education. The Council currently has no funding allocated to cover the additional learning provision that may be required by the individuals covered by the extended age range. Failure to provide is challengeable through the tribunal system. This is likely to create a corporate financial risk.

There are officer capacity issues associated with the transfer of responsibility for commissioning Post 16 specialist provision. Whilst a methodology for funding transfer is being developed, any provision costs which exceed the allocation will need to be funded through the Council's own budget creating a volatile financial risk similar to the current 'Out of County' expenditure.

Schools do not have sufficient capacity to meet their duties towards pupils with Additional Learning Needs (ALN) resulting in additional workload for Council officers and potential redress through tribunal.

Increasing sickness absence in the workforce due to increase workload demands.

Management Controls: Development of Transformation Plan outlining actions against key Welsh Government/Council milestones, particularly in relation to finance.

Monitoring of Plan activity on a monthly basis through DMT and Portfolio Finance meetings.

Development of a communication strategy to ensure all key stakeholders are informed in a timely manner.

Escalation when factors become known to forums such as Programme Board and Overview & Scrutiny Committees.

Monitoring through cross Portfolio Meetings/events to ensure wider corporate awareness and understanding of the potential implications.

Progress Comment: The duties placed on the Council by the Act have been deferred to the new implementation date of September 2021. Publication of the operating Code has also been delayed to the end of 2020. This will impact on the Council's ability to prepare fully to meet the revised statutory duties however, the current risk level remains low due to the revised implementation date.

Last Updated: 17-Apr-2020

RISK TITLE	LEAD OFFICER	SUPPORTING OFFICERS	INITIAL RISK RATING	CURRENT RISK RATING	TREND ARROW	RISK STATUS
Schools not have planned effectively for the introduction of the new curriculum and assessment model	Vicky Barlow - Senior Manager - School Improvement Systems	Kim Brookes - Senior Manager - Business Change and Support	Yellow	Yellow	⬌	Open

Potential Effect: Schools unprepared for significant changes to the curriculum and assessment models
Lack of clarity for schools and individual teachers around areas of learning and experience
Increasing challenge in recruiting and retaining senior leaders and teachers in schools
Reducing standards in quality of education and learner outcomes
Poor Estyn outcomes for LA and for schools
Reputational damage to Council
Management Controls: Regular interface with the Regional School Improvement Service (GwE) and Welsh Government to maintain overview of progression of new curriculum introduction.
Identification of future school leaders & engagement in Regional School Improvement Service (GwE) professional offer for school leadership.
Regular monitoring of progress of individual schools in mapping and evaluation progress in line with national timelines through G6.
Regular interface with Headteachers & Chairs of Governors to maintain open communication to support strategic planning by school leaders to meet the requirements of the new curriculum.
Regular Quality and Standards meetings with GwE Core Leads.
Regular monitoring of vacancies – schools.
Progress Comment: All schools are engaged with the "clusters of schools" model adopted regionally to implement the new curriculum. Schools have good levels of involvement on national and local leadership development programmes. The new curriculum for schools was published in January 2020 for implementation in September 2021.
Last Updated: 20-Apr-2020

Green Council

Actions

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
4.1.1.1 (CP) Establishment of an officer group by quarter three to lead on the Council's commitment to be carbon neutral by 2030	Sadie Waterhouse - Energy Conservation Engineer	In Progress	01-Apr-2019	31-Mar-2020	75.00%	GREEN	GREEN

ACTION PROGRESS COMMENTS:
Chief Officer for Planning Environment and Economy has responsibility for the Council's Carbon Reduction Strategy. A themed discussion at the Senior Leader Academi was held on 6th November introduced the concept of introducing a response to Climate Change Strategy Board. Following this the first meeting of the officer group will be convened. A report on the Council's response to Climate Change was presented to Cabinet in December 2019 and Environment Overview and Scrutiny Committee in January 2020 when all recommendations were supported. A key recommendation was to establish a climate change strategy programme board. Cabinet on the 17th December 2019 endorsed the establishment of a climate change strategy board. The Boards terms of reference and attendees will be finalised by 31st January. Due to the COVID-19 pandemic there has been limited resource to establish a group and hold the first meeting.
Last Updated: 14-Apr-2020

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
4.1.1.2 (CP) Completion of a 'state of play analysis' of current Council activities on carbon reduction underpinned by the mapping of existing activity data	Sadie Waterhouse - Energy Conservation Engineer	Completed	01-Apr-2019	31-Mar-2020	100.00%	GREEN	GREEN

ACTION PROGRESS COMMENTS:
Once agreement was secured at the meeting of the Cabinet in December for the officer group for carbon reduction to be established. Terms of reference for the group will be agreed which will include responsibility to report back on current carbon reduction activities within all service areas within the Council.
Last Updated: 24-Jan-2020

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
4.1.1.3 (CP) Completion of a greenhouse gas inventory covering scope 1, 2 and 3 emissions and greenhouse gas sequestration across the Council's land assets	Sadie Waterhouse - Energy Conservation Engineer	Completed	01-Apr-2019	31-Mar-2020	100.00%	GREEN	GREEN

ACTION PROGRESS COMMENTS:

Using Welsh Government's draft unified reporting standard; Welsh Public Sector Net Zero Carbon Reporting Guide; the total greenhouse gas emissions across all Flintshire County Council's operations and services has been calculated. In 2018-19 the Council's greenhouse gas emissions were 55,276 tCO2e (tonnes of carbon dioxide equivalent). Direct emissions from scope 1 sources such as burning fuels for heating was 5,346 tCO2e whilst indirect emissions from electricity used in buildings and street lighting was 4,772 tCO2e. However nearly 82% of the Council's greenhouse gas emissions are produced from indirect sources such as purchasing goods and services, business travel, use of fleet vehicles, waste produced through operations, assets that the Council leases to others and those it leases from others and water use. Of these scope 3 emissions; the three biggest contributors were purchased goods and services, leased assets and fleet vehicles. Land assets and their habitat type and management regime have been assessed for sequestering greenhouse gas emissions. The total amount of carbon stored in these land assets and the rate of annual sequestration will be calculated once further guidance has been received from Welsh Government. A number of key data improvements are required to improve the accuracy and reduce uncertainty in the base year greenhouse gas emissions (2018-19) and future calculations. This includes internal verification of processes and data by Internal Audit and defining responsibilities for greenhouse gas emission reporting.
Last Updated: 14-Apr-2020

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
4.1.1.4 (CP) An agreed plan to design and resource further energy efficiency and sustainable energy schemes such as the ground mounted solar PV schemes in Flint and Connah's Quay	Sadie Waterhouse - Energy Conservation Engineer	Completed	01-Apr-2019	31-Mar-2020	100.00%	GREEN	GREEN

ACTION PROGRESS COMMENTS:

Funding secured to install energy efficiency measures and solar PV at Marleyfield, Llys Gwenffrwd and Croes Atti Residential Care Homes - These are planned for Summer 2020. Contractor appointed to install solar PV at Ty Dewi Sant and Ysgol Abermorddu - These are planned for Summer 2020. -Final business cases for the Crumps Yard and Flint Landfill solar PV projects were approved by Cabinet in December and the construction contract has now been awarded - Installation is planned for Summer 2020. Detailed technical design work is underway by the Contractor. Full review of Council assets for renewable energy and carbon sequestration opportunities is ongoing.
Last Updated: 14-Apr-2020

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
4.1.1.5 (CP) Completing the renewable energy assessment though the Local Development Plan process in support of the future strategy	Sadie Waterhouse - Energy Conservation Engineer	Completed	01-Apr-2019	31-Mar-2020	100.00%	GREEN	GREEN

ACTION PROGRESS COMMENTS:
Completed by Aecom and planning policy officers for the Local Development Plan. The Assessment highlighted potential locations for solar PV in the south of the County. Also indicated that there were no opportunities for wind at 120 metre turbine height scale.
Last Updated: 22-Oct-2019

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
4.1.1.6 (CP) Agreement of a strategy for fleet conversion, away from diesel and petrol vehicles, for the medium and longer-term	Barry Wilkinson - Highways Network Manager	In Progress	01-Apr-2019	31-Mar-2020	20.00%	GREEN	GREEN

ACTION PROGRESS COMMENTS:
We are currently in the process of analysing data collected in order to identify our own Fleet that can utilise an alternative fuel source. Informal discussion with suppliers and stakeholder have taken place to gain an understanding of the marketplace and options to move forward.
Last Updated: 18-Apr-2020

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
4.1.1.7 (CP) Developing a local plan to meet the need access to E- charging points across the county network	Anthony Stanford - Highways Strategy Manager	In Progress	01-Apr-2019	31-Mar-2020	80.00%	GREEN	GREEN

ACTION PROGRESS COMMENTS:
We are working closely with Welsh Government, specialist consultants and Scottish Power Energy Networks in identifying strategic locations across the County where a business case exists for the implementation of electric vehicle charging infrastructure. In December 2019, Cabinet approved the Councils proposal to bid for Office for Low Emission Vehicles (OLEV) funding in order to accelerate the implantation of the eight immediate priority sites identified as a result of the recent Leader Study. The report recognises the importance of developing a regional approach to standardise the provision and management of charging infrastructure, for which the Council are currently in the process of developing a framework for which other Local Authorities can utilise. As a result of Cabinet approval, an application for funding was submitted in January of this year for which the outcome is expected to be known within the coming weeks. Whilst not for purposes of publically accessible charging, the Council submitted a further application under the Ultra-Low Emission Vehicle Transformation Fund for the introduction of 10 Electric Vans, 10 e-bikes, 1 electric sweeper and associated charging infrastructure (which included x20 vehicle charge points and x10 e-bike charge points) to be installed at the Councils Buckley Standard depot. The proposed infrastructure will form part of the wider depot improvement works and will be powered utilising the Councils own energy supplied by the nearby solar farm. Provision of this funding will provide the foundations required to expand the Councils fleet of electric vehicles, greatly contributing to the Councils vision of an 'all electric' fleet. Information on the outcome of bids have been held up due to the current emergency.
Last Updated: 22-Jun-2020

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
4.1.1.8 (CP) Completion of the Council's Leader Project to identify commercially viable sites enabling private sector uptake	Anthony Stanford - Highways Strategy Manager	Completed	01-Apr-2019	31-Mar-2020	100.00%	GREEN	GREEN

ACTION PROGRESS COMMENTS:
Report now complete which has identified strategic locations across the County where the implementation of electric vehicle charging points is deemed viable. The report recommends type of charging units, associated operational models and also costs associated with the required upgrade of existing infrastructure which will assist with future grant applications. Although the aims of the Leader project are predominantly focused to rural areas, the study does cover the entire County. In December 2019, Cabinet approved the Councils proposal to bid for OLEV funding in order to accelerate the implantation of the eight immediate priority sites identified as a result of the recent Leader Study. As a result, an application for funding was submitted in January of this year for which the outcome is expected to be known within the coming weeks.
Last Updated: 15-Apr-2020

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
4.1.1.9 (CP) Approval of the Council's Strategy to act as an enabler rather than a direct provider for electric charging infrastructure	Anthony Stanford - Highways Strategy Manager	In Progress	01-Apr-2019	31-Mar-2021	90.00%	GREEN	GREEN

ACTION PROGRESS COMMENTS:

Following the identification of commercially viable sites, we will bid to Welsh Government to upgrade the existing electricity network for which can then be offered to the Private sector for uptake. This approach will protect the Authority against the risk of outdated infrastructure within a rapidly advancing market and will ensure the costs of on-going maintenance are not carried by the Council. In December 2019, Cabinet approved the Councils proposal to bid for funding in order to accelerate the implementation of the eight immediate priority sites identified as a result of the recent Leader Study. As a result, an application for funding was submitted in January of this year for which the outcome is expected to be known within the coming weeks. If successful, the sites will be offered to the external market for purposes of management with an aim to standardise the provision and management of charging infrastructure both within County and across the region.

Last Updated: 15-Apr-2020

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
4.1.1.10 (CP) Identification of commercially viable sites for the introduction of appropriate charging infrastructure	Anthony Stanford - Highways Strategy Manager	Completed	01-Apr-2019	31-Dec-2019	100.00%	GREEN	GREEN

ACTION PROGRESS COMMENTS:

We are working closely with Welsh Government, specialist consultants and Scottish Power Energy Networks in identifying strategic locations across the County where a business case exists for the implementation of electric vehicle charging infrastructure. This will then allow the Authority to bid for funding to upgrade the existing electricity supply to allow private sector uptake in line with the Councils strategy to act as an enabler. In December 2019, Cabinet approved the Councils proposal to bid for Office of Low Emission Vehicles (OLEV) funding in order to accelerate the implantation of the eight immediate priority sites identified as a result of the recent Leader Study. As a result of Cabinet approval, an application for funding was submitted in January of this year for which the outcome is expected to be known within the coming weeks. Whilst not for purposes of publically accessible charging, the Council submitted a further application under the Ultra-Low Emission Vehicle Transformation Fund for the introduction of 10 Electric Vans, 10 e-bikes, 1 electric sweeper and associated charging infrastructure (which included x20 vehicle charge points and x10 e-bike charge points) to be installed at the Councils Buckley Standard depot. The proposed infrastructure will form part of the wider depot improvement works and will be powered utilising the Councils own energy supplied by the nearby solar farm. Provision of this funding will provide the foundations required to expand the Councils fleet of electric vehicles, greatly contributing to the Councils vision of an 'all electric' fleet.

Last Updated: 15-Apr-2020

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
4.1.1.11 (CP) The adoption of a strategy to reduce the Council's reliance on single use plastics	Andrew Farrow - Chief Officer - Planning, Environment and Economy	In Progress	01-Apr-2019	31-Mar-2020	25.00%	AMBER	GREEN

ACTION PROGRESS COMMENTS:
The Council's response to climate change and the requirements of Welsh Government for the public sector to be carbon neutral by 2030 was endorsed by Cabinet on 17th Dec 2019. They supported the revision of our existing Carbon Reduction Strategy which will, in turn, be supported by a series of Action Plans, including one for reducing our reliance on single use plastics. Cabinet approval was given to establish an officer task force group that would and the terms of reference for the group were due to be set out in quarter four, however the impact of the COVID-19 pandemic has impacted on the time available to move forward with the task group.
Last Updated: 17-Apr-2020

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
4.1.2.1 (CP) Revise the Waste Management Strategy for the medium-term with aims, objectives and targets	Ruth Cartwright - Regulatory Services Manager	Completed	01-Apr-2019	31-Mar-2020	100.00%	GREEN	GREEN

ACTION PROGRESS COMMENTS:
The Council are set recycling targets by Welsh Government. Operating to the current waste management strategy, Flintshire are achieving these targets in advance of statutory timescales. Welsh Government have suggested that targets will be increased in the future which would make achieving them difficult with the current services provided. Therefore, there was a need to review the current waste management strategy. A public consultation was undertaken between September 2019 and October 2019 to gauge public opinion on the current recycling and waste collection service and to consider alternative delivery model options. The outcome of the consultation was presented to the Councils Cabinet Committee on the 17th December with a recommendation to revise the current waste collection strategy to provide a more robust enforcement approach to those residents who do not recycle and to improve education and understanding on what can be recycled.
Last Updated: 24-Jan-2020

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
4.1.2.2 (CP) Parc Adfer opened on time and to operational requirements with the diversion of regional and local non-recyclable domestic waste to the new facility	Ruth Cartwright - Regulatory Services Manager	Completed	01-Apr-2019	31-Dec-2019	100.00%	GREEN	GREEN

ACTION PROGRESS COMMENTS:
Parc Adfer began accepting regional and local non-recyclable waste from the 27 August 2019.
Last Updated: 22-Jan-2020

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
4.1.2.3 (CP) The development and implementation of an education programme to promote behavioural change	Ruth Cartwright - Regulatory Services Manager	In Progress	01-Apr-2019	31-Mar-2020	80.00%	GREEN	GREEN

ACTION PROGRESS COMMENTS:
The development of a multi-regional education suite is being undertaken at Parc Adfer to educate and inform schools and communities on recycling and waste processes with the aim to influence change. The education suite is now complete and work has begun on developing educational materials to utilise at the facility. This piece of work is being developed jointly with colleagues in education. The development of an education/informative campaign for Flintshire residents is being developed following feedback from the public consultation undertaken in 2019. Increased communications and information has been released to Flintshire residents on waste and recycling during the national pandemic. Development of the education programme has been suspended due to school closures and the impact of the current emergency.
Last Updated: 22-Jun-2020

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
4.1.2.4 (CP) Achievement of Parc Adfer Commissioning / Environmental permit award	Ruth Cartwright - Regulatory Services Manager	Completed	01-Apr-2019	31-Mar-2020	100.00%	GREEN	GREEN

ACTION PROGRESS COMMENTS:
Parc Adfer was awarded its environmental permit in October 2015, by Natural Resources Wales, with a permit variation approved in March 2018. The site began accepting non-recyclable waste on 27th August 2019 and achieved commissioned status on 20th December 2019.
Last Updated: 22-Jan-2020

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
4.1.3.1 (CP) Effective management of our natural environment and accessible green space networks to deliver health, well-being and resilience goals	Tom Woodall - Access and Natural Environment Manager	Completed	01-Apr-2019	31-Mar-2020	100.00%	GREEN	GREEN

ACTION PROGRESS COMMENTS:
A New Park run at Greenfield Valley has been established. The litter picking hub at Greenfield was officially launched in partnership with Tesco. We completed the long forest projects in Flintshire, which amounted to the planting of 6,000 hedgerow plants. Needle clearance and scrub clearance completed around the Rock, Connahs Quay in an attempt to open up the area, making it less attractive to anti-social behaviour. Wales Coast Path management NRW grant completed to include a way marking project completed at Greenfield Dock. Hedge laying and pond works have been completed at Llwyni, Connah's Quay. A new bench has been installed at Etna Country Park. Tree clearing and planting project completed at Coed Talon. New 2020 event booklets have been produced for Wepre and Greenfield Valley with new online booking system. Access team have resolved 85 path issues over the quarter and a total of 436 over the year, with 50 new kissing gates installed
Last Updated: 17-Apr-2020

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
4.1.3.2 (CP) Protecting the resilience of our natural environment by increasing the biodiversity value of council owned or managed land	Tom Woodall - Access and Natural Environment Manager	Completed	01-Apr-2019	31-Mar-2020	100.00%	GREEN	GREEN

ACTION PROGRESS COMMENTS:
We have continued to coordinate the regional nature partnership and a number of partnership projects which support improved use of green spaces. In addition we have continued to coordinate volunteer wildlife recording groups including Sand Lizard and Dormouse monitoring. Section 6 of the Biodiversity Duty Plan Report is complete for 2019: 67% of actions have been either completed or good progress has been made. The tree planting programme has continued with an additional 583 trees planted this winter to date and further planned this winter season. A wildflower campaign has been initiated working with Streetscene, key objectives include reduced mowing regimes, establishing trial perennial wildflower verges and improving management at wildflower rich verges.
Last Updated: 17-Apr-2020

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
4.1.4.1 (CP) The success of measures to protect the built and environmental assets through the LDP process	Adrian Walters - Team Leader	In Progress	01-Apr-2019	31-Mar-2020	30.00%	AMBER	AMBER

ACTION PROGRESS COMMENTS:
The policies in the Deposit Local Development Plan (LDP) cannot be afforded weight in the determination of planning applications until the Plan is adopted. Once adopted, this indicator and the policies will be monitored as to their effectiveness over the remaining Plan period i.e. up to 2030. However, the consultation representations received on the relevant policies in the Deposit LDP has not indicated that there is any fundamental deficiency with the policies or conflict with national planning guidance, and have not attracted objection from Welsh Government. The built and natural environment policies are therefore likely to remain largely intact through the examination of the LDP with possible minor policy wording changes only. The team have been processing consultation responses and the position remains that there have been no fundamental deficiencies with the policies
Last Updated: 21-Apr-2020

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
4.1.4.2 (CP) The publication of policies and proposals within the Deposit Plan to protect the built and natural environment	Adrian Walters - Team Leader	Completed	01-Apr-2019	31-Mar-2020	100.00%	GREEN	GREEN

ACTION PROGRESS COMMENTS:
The Local Development Plan (LDP) was placed on deposit for public consultation on 30 September 2019 for a six week period, having been approved by the Council at its respective meetings on 23 July 2019 and 11 September 2019.
Last Updated: 22-Oct-2019

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
4.2.1.1 (CP) The effective introduction of an in-house minibus service as an innovative and sustainable based transport scheme to meet need and demand	Ceri Hansom - Integrated Transport Unit Manager	In Progress	01-Apr-2019	31-Mar-2020	70.00%	GREEN	AMBER

ACTION PROGRESS COMMENTS:
The Council has obtained a Public Service Vehicle Operators licence and been successful in purchasing four, 16 seat wheelchair accessible, minibuses for the provision of an in-house transport service for providing small areas based Local Travel Arrangements. The minibuses purchased are now been utilised throughout the County under contract to operators, the next step is to recruit drivers to operate the vehicles in-house.
Last Updated: 16-Apr-2020

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
4.2.1.2 (CP) Development of area based appropriate and sustainable Local Travel Arrangements	Ceri Hansom - Integrated Transport Unit Manager	Ongoing	01-Apr-2019	31-Mar-2020	-	GREEN	GREEN

ACTION PROGRESS COMMENTS:
There are 10 Local Travel Arrangements in service which operate in one of four agreed geographical areas of the County. Following passenger monitoring it has been identified that areas with low passenger numbers may require an alternative transport service, such as demand responsive bus services, to operate sustainably. These options are being developed while the existing bus service still operate. Demand responsive transport has now been introduced within one area of the County (January 2020), monitoring of all local travel arrangements and demand responsive transport is required on an ongoing basis. The services have been suspended due to the restrictions on travel imposed during the current emergency.
Last Updated: 22-Jun-2020

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
4.2.2.1 (CP) The range, quality, reliability and frequency of services on the core bus network either through commercially viable services, partnership arrangements or contracted services	Ceri Hansom - Integrated Transport Unit Manager	In Progress	01-Apr-2019	31-Mar-2020	50.00%	GREEN	GREEN

ACTION PROGRESS COMMENTS:
The Council are working with local bus operators to develop Quality Bus partnerships along the core bus network, from Rhyl to Chester, to ensure the quality of local bus services encourages increased passenger numbers. The Quality Partnership will deliver integrated ticketing, improved infrastructure (bus stops/highway network) and reliability of services. The current contacted and commercial bus service will be included in future Quality Partnership considerations.
Last Updated: 16-Apr-2020

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
4.2.3.1 (CP) Maintaining the infrastructure on the highway network to ensure the resilience, efficiency and reliability of road transport	Sam Tulley - Road Space Manager	Completed	01-Apr-2019	31-Mar-2020	100.00%	GREEN	GREEN

ACTION PROGRESS COMMENTS:
Following the negative impact of the 2018/19 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. Additional resources were contracted during May and June to prioritise the roads in need of repair and improve the overall condition of the network. Following the 2019/20 winter period condition surveys have been undertaken to establish a preventative maintenance programme for the forthcoming financial year.
Last Updated: 17-Apr-2020

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
4.2.3.2 (CP) Delivery of the annual Highways Asset Management Plan	Sam Tulley - Road Space Manager	In Progress	01-Apr-2019	31-Mar-2020	95.00%	GREEN	GREEN

ACTION PROGRESS COMMENTS:
The capital made available for Highway infrastructure maintenance programmes has been allocated. 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 allocated appropriately, and ensure best value for the expenditure to maintain the highway network. Highways Asset Management Plan (HAMP) schemes are underway as follows.
• Resurfacing - Programme of schemes progressing 22 sites completed with 3 sites outstanding- expected completion 31/03/2020.
• Surface Dressing – Completed; Patching – Complete.
• Undertake condition surveys to produce the annual resurfacing programme by March 2020 – Complete – The delivery of the programme will be subject to national guidance in relation to advice and guidance from UK Government, Welsh Government and public health bodies regarding the spread of the COVID-19.
• Undertake post completion inspections of utility work by March 2020 - Complete Priority is given to the areas of the network that require the investment whilst considering the local infrastructure. There has been a delay in the complete of the resurfacing programme, following advice and guidance from UK Government, Welsh Government and public health bodies regarding the spread of the COVID-19.
Last Updated: 17-Apr-2020

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
4.2.4.1 (CP) Meeting the statutory requirements of the Active Travel Act measured by the spend on projects	Anthony Stanford - Highways Strategy Manager	In Progress	01-Apr-2019	31-Mar-2020	90.00%	GREEN	GREEN

ACTION PROGRESS COMMENTS:
The introduction and development of Active Travel infrastructure is at the heart of all transport improvements for which the Authorities approved Integrated Network Map acts as a forward works programme. Active Travel links have now been provided to every business on the Deeside industrial Park, thus providing sustainable access and improved journey times to a major centre of employment. A package of local improvements has also been developed to improve walking and cycling links through the Greenfield Valley to link Holywell with the coast which is scheduled to be delivered over a three year phased programme In May 2019, Cabinet approved the progression of the Mold to Broughton Cycle scheme as the Councils Strategic application under the Welsh Government Active Travel fund for the forthcoming 2020/21 financial year. The scheme also forms an integral part of the Councils Integrated Transport Strategy that received Cabinet approval in February 2020. As a result, an application for funding was submitted in February of this year for which the outcome is expected to be known within the coming weeks.
Last Updated: 15-Apr-2020

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
4.2.4.2 (CP) Submission of annual report on active travel development across all portfolios to Welsh Government	Anthony Stanford - Highways Strategy Manager	Completed	01-Apr-2019	31-Mar-2020	100.00%	GREEN	GREEN
ACTION PROGRESS COMMENTS: Annual report submitted to Welsh Government in September of this year. Last Updated: 31-Oct-2019							

Performance Indicators

KPI Title	Previous Year Actual	Actual	Performance Indicator Trend	Target	Performance RAG
CP4.1.2M01 (PAM/030) Percentage of waste reused, recycled or composted	70.23	67.84	↓	70	AMBER

Lead Officer: Ruth Cartwright - Regulatory Services Manager
Reporting Officer: Gabrielle Povey - Recycling and Compliance Officer
Progress Comment: Unverified data -not uploaded onto Waste Data Flow.
Seasonal fluctuations including no garden waste collections Mid December - March and service suspended in March 2020 due to the current emergency
Last Updated: 17-Apr-2020

KPI Title	Previous Year Actual	Actual	Performance Indicator Trend	Target	Performance RAG
CP4.1.2M02 Average recycling rate across all HRC sites	77.37	82.1	↑	80	GREEN

Lead Officer: Ruth Cartwright - Regulatory Services Manager
Reporting Officer: Gabrielle Povey - Recycling and Compliance Officer
Progress Comment: Unverified data - slight delay in March Data due to COVID-19.
Overall increase in materials into site, including mattresses and carpets.
Last Updated: 17-Apr-2020

KPI Title	Previous Year Actual	Actual	Performance Indicator Trend	Target	Performance RAG
CP4.2.1M01 Provide Local Travel Arrangements in geographical areas of the County	New Measure	8	N/A	4	GREEN

Lead Officer: Anthony Stanford - Highways Strategy Manager
Reporting Officer: Ceri Hansom - Integrated Transport Unit Manager
Aspirational Target:
Progress Comment: Work has been carried out to review the local travel arrangements in place. There are now 8 Local Travel Arrangements as follows:

LT8 – Caergwrle - Hope - Higher Kinnerton - Broughton
CT3 – Northop Hall - Connah's Quay
CT6 – Cymau - Broughton
LT1 – Holywell – Lixwm – Rhes Y –Cae
LT2 – Holywell – Caerwys
LT3 – Holywell to Greenfield
LT4 – Buckley
LT7 – Mold - Treuddyn - Caergwrle - Hope

Local travel arrangements which were not well utilised and patronage was significantly low have been removed. Two travel arrangements (LT5 & 6) were identified and replaced with Demand Responsive Transport. A new bus service operating along the core bus network has also been introduced January 2020. A review of the local travel arrangements in Holywell in due to be undertaken in April with a view to remove the services with lower patronage and replace the services with Demand Responsive Transport.
Last Updated: 16-Apr-2020

KPI Title	Previous Year Actual	Actual	Performance Indicator Trend	Target	Performance RAG
CP4.2.2M01 The number of Quality Bus Partnerships along Core Network	New Measure	0	N/A	2	RED

Lead Officer: Anthony Stanford - Highways Strategy Manager
Reporting Officer: Ian Bushell - Technical and Performance Manager
Progress Comment: This work has been challenging due to the innovative nature of the proposals and concerns from operators, which have taken time to deal with. There has been good engagement with the bus operators. The first agreement would have been signed early in the new financial new year. The arrangements have recently been further complicated by the on-going emergency situation, as bus operators have become more concerned about their future viability and less inclined to sign- long term agreements.
Last Updated: 17-Apr-2020

KPI Title	Previous Year Actual	Actual	Performance Indicator Trend	Target	Performance RAG
CP4.2.3M01 (PAM/020) Percentage of A roads in overall poor condition	1.65	2.15	↓	2	AMBER

Lead Officer: Barry Wilkinson - Highways Network Manager
Reporting Officer: Sam Tulley - Road Space Manager
Progress Comment: Welsh Government (WG) Scanner Data received in September 2019 shows an increase in the length of roads deemed to be in a poor conditions. This was anticipated and is a result of the annual level of investment in the highway network being below the level required to maintain a steady state. However, national data continues to show that the roads within Flintshire have the lowest proportion in poor condition.
Last Updated: 21-Apr-2020

KPI Title	Previous Year Actual	Actual	Performance Indicator Trend	Target	Performance RAG
CP4.2.3M02 (PAM/021) Percentage of B roads in overall poor condition	1.39	1.82	↓	3	GREEN

Lead Officer: Barry Wilkinson - Highways Network Manager
Reporting Officer: Sam Tulley - Road Space Manager
Progress Comment: WG Scanner Data received in September 2019 shows an increase in the length of roads deemed to be in a poor conditions. This was anticipated and is a result of the annual level of investment in the highway network being below the level required to maintain a steady state. However, national data continues to show that the roads within Flintshire have the lowest proportion in poor condition.
Last Updated: 21-Apr-2020

KPI Title	Previous Year Actual	Actual	Performance Indicator Trend	Target	Performance RAG
CP4.2.3M03 (PAM/022) Percentage of C roads in overall poor condition	5.76	4.95	↑	7	GREEN

Lead Officer: Barry Wilkinson - Highways Network Manager
Reporting Officer: Sam Tulley - Road Space Manager
Progress Comment: WG Scanner Data received in September 2019 shows a marginal decrease in the length of 'C' roads deemed to be in a poor conditions. This is a result of the focused maintenance on the network in 2019. However, national data continues to show the roads within Flintshire have the lowest proportion in poor condition.
Last Updated: 21-Apr-2020

KPI Title	Previous Year Actual	Actual	Performance Indicator Trend	Target	Performance RAG
CP4.2.3M04 Undertake post completion inspections of utility works	90.57	98.19	↑	90	●●● GREEN

Lead Officer: Barry Wilkinson - Highways Network Manager
Reporting Officer: Sam Tulley - Road Space Manager
Progress Comment: Utility companies (such as Welsh Water, BT or Scottish Power) carry out excavation works on the public highway, the repairs to the road are guaranteed by the Utility Company for a period of 2 years. Every Highway Authority is required to inspect 10% of all repairs before the end of this guarantee period, but FCC inspect more than required to promote best practice and avoid future costs. If any defects are identified during the inspection the Utility are required to carry out the required remedial works, preventing the Authority from being burdened with the future repair costs. Inspections are allocated on a weekly basis, and therefore in order to provide a meaningful and reflective report, the data provided for quarter four are inspections generated in quarter three.
Last Updated: 17-Apr-2020

Risks

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	↔	Closed

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: The grant ceased to exist in 18/19 and was replaced but the competitive Enabling Nature Grant. An application was made but was unsuccessful, therefor the shortfall in funding from the Single Environment Grant is having to be found from service budgets.
Last Updated: 04-Nov-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: Under the Land Drainage Act 1991, the Council as Lead Local Flood Authority has powers available but is not compelled to undertake flood alleviation works. Flood alleviation schemes are considered in accordance with defined national protocols (based on the Five Case Business Model Approach) in order to be included in Welsh Government's 'Pipeline Programme' which can provide Flood Defence Grant in Aid funding at 85% match funding. At present Flintshire Council have no active schemes in the national programme. Several local sites have been identified with potential for viable flood alleviation schemes. Dedicated resource isolated from delivering statutory legislative Flood Coastal Erosion Risk Management (FCERM) duties is required within the Team to develop these local flood risk sites into schemes for consideration for inclusion into Welsh Government's 'Pipeline Programme'. A Team structure review in quarter one of 2020/21 will seek opportunities to address this. Welsh Government have noted the decline in schemes and are considering implementing measures to support Local Authorities, including regional dedicated 'Project Managers' to facilitate scheme delivery on behalf of local FCERM clients. Recruitment into the team was planned for quarter four but has been put on hold in response to the pandemic.
Last Updated: 23-Jun-2020

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 Network Manager	Ruth Cartwright - Regulatory Services 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 funding provided for the highway infrastructure maintenance programmes has been allocated and will be spent by the end of the financial year, however the delivery of some of the final schemes were impacted by COVID-19 and will be completed once restrictions and resources allow. The annual funding remained below the level of funding required to maintain a Steady State in the condition of the road network, which would need to be more than £2.7m per annum.
Streetscene & Transportation agree strategies for investment in highway asset groups, and ensure improved highway asset management and best value for highways investment is achieved. Condition surveys are undertaken and reviewed annually to produce the annual resurfacing programme for the next financial year. Priority is given to the areas of the network that require the investment whilst considering the local infrastructure, and this will continue whilst being mindful of the impact of COVID-19 on the deliverability of the schemes during the summer season, which is the best time of year for the works to be carried out.
Last Updated: 18-Apr-2020

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	Anthony Stanford - Highways Strategy 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: The bus subsidy is now complete with 10 Local Travel arrangements in place. A review of the local travel arrangements is now taking place and alternative solutions have been recommended where utilisation and patronage on arrangements is particularly low. This will allow the routes to be sustainable going forward.
Last Updated: 16-Apr-2020

RISK TITLE	LEAD OFFICER	SUPPORTING OFFICERS	INITIAL RISK RATING	CURRENT RISK RATING	TREND ARROW	RISK STATUS
Supply chain resilience of transport providers	Ceri Hansom - Integrated Transport Unit Manager	Anthony Stanford - Highways Strategy Manager	Amber	Red	⬆	Open

Potential Effect: Transport services cannot be provided
Management Controls: i) Management of safety compliance checks.
ii) Management of financially compliant contracts
Progress Comment: 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. Due to the current emergency situation the risks to suppliers have increased. Action has been taken by Welsh Government and local authorities to mitigate the risk by providing a financial support package to the industry. The risk will escalate in the event that financial support is withdrawn.
 Last Updated: 16-Apr-2020

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 Network 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: During the Summer of 2019, pothole repairs were undertaken in a countywide programme of patching to ensure that the Highway Network is in a safe condition for the travelling public.
Repairing the Council's roads is a priority for the service and Area Coordinators continue to identify safety defects on the network, and prioritise the roads in need of repair. This response to defect repair is delivery through the in-house Streetscene & Transportation Service Delivery teams.
 Last Updated: 18-Apr-2020

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	Ruth Cartwright - Regulatory Services 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: Officer appointed to work full time on the Community Transport / Local Travel arrangement project. Review of schemes to be undertaken 2019/2020
Progress Comment: An officer has been appointed in October 2019 to review local travel arrangements implemented and develop work with demand responsive transport.
Following a review of services where patronage is low, from January 2020, two local transport arrangements have been replaced with a demand responsive transport arrangement. Further work is ongoing with local communities and operators to review local travel arrangements throughout the County.
Last Updated: 16-Apr-2020

RISK TITLE	LEAD OFFICER	SUPPORTING OFFICERS	INITIAL RISK RATING	CURRENT RISK RATING	TREND ARROW	RISK STATUS
Public acceptance and support for recycling and re-use	Ruth Cartwright - Regulatory Services Manager		Amber	Amber	⬇	Open

Potential Effect: Increased financial pressure to pay for disposal of residual waste.
Failure to meet Welsh Government statutory recycling/re-use/composting targets.
Management Controls: Continued public engagement with Flintshire residents to educate on waste management issues.
Monitoring of resident recycling participation rates.
The use of enforcement to ensure compliance with recycling collection requirements.
Progress Comment: The Council has achieved the statutory recycling target for 2024-5.
The Council recently consulted with residents on the future of the collection service. Almost 9000 responses were received clearly showing that residents are engaged and value the current service. Feedback received will be used to target education campaigns to improve understanding and engagement.
The Christmas waste campaign was well received by residents and Members.
Ongoing engagement through the month of March (via email/press/website) to update residents on changes to waste service in light of the coronavirus pandemic.
Last Updated: 14-Apr-2020

Safe and Clean Council

Actions

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
5.1.1.1 (CP) Achievement against the actions of the Regional Community Safety Plan and the Flintshire Well-Being Plan	Sian Jones - Public Protection Manager - Community and Business	Completed	01-Apr-2019	31-Mar-2020	100.00%	GREEN	GREEN

ACTION PROGRESS COMMENTS:

The People are Safe Board has undertaken a review of performance in quarter one and quarter two and all actions are on track. Members of the Board attended Corporate Resources Overview and Scrutiny Committee (CROSC) in September 2019 to present the current work plan and reflect upon the work that had taken place over the last 12 months. The Plan was supported and endorsed by CROSC. The basis of the People are Safe Plan is derived from the North Wales Community Safety Plan and also through local intelligence and analysis. Achievements are also monitored through the Well-being Plan by the Public Services Board. During quarter three the North Wales Safer Communities Board reviewed all local Community Safety Partnership plans to seek assurance that they continued to deliver against strategic priorities. All plans (including Flintshire's) met this requirement. There has been no change in quarter four. Partners continue to work effectively together, and have met the requirements of the regional Plan.

Last Updated: 17-Apr-2020

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
5.1.1.2 (CP) The performance of North Wales Police in partnership with the Council as statutory Community Safety partners	Sian Jones - Public Protection Manager - Community and Business	Completed	01-Apr-2019	31-Mar-2020	100.00%	GREEN	GREEN

ACTION PROGRESS COMMENTS:

Flintshire County Council and North Wales Police continue to work effectively together both as individual partner agencies and members of the Community Safety Partnership (whose work is discharged through the People are Safe Board) and the Public Services Board. Both have assumed lead roles in local fora such as the Community Demand Reduction Partnership which considers crime and anti-social behaviour drivers every month, and also through their work in the Multi Agency Risk Assessment Conferences (MARAC) also held monthly. MARACs review the safety of those who are at highest risk of harm from domestic abuse in the County. North Wales Police are also responsive to specific requests for assistance or support when requested by Flintshire County Council officers. Flintshire County Council and North Wales Police continue to contribute to the work of the wider Community Safety Partnership, and are active members of the People are Safe Board. The position remains the same as previous quarters. FCC and North Wales Police have an excellent working relationship at both a strategic and operational level.

Last Updated: 17-Apr-2020

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
5.1.1.3 (CP) Meeting our responsibilities under the Violence Against Women, Domestic Abuse and Sexual Violence (VAWDASV) programme	Sharon Carney - Lead HR Business Partner	In Progress	01-Apr-2019	31-Mar-2020	49.00%	AMBER	AMBER

ACTION PROGRESS COMMENTS:
At the time of writing this update, 49% of employees are recorded as having completed the first of the Violence Against Women and Domestic Abuse (VAWADA) Welsh Government e-learning modules. We will continue to encourage all employees to complete this module, and to find alternative methods of delivery, including took box talks for front line employees.
Last Updated: 21-May-2020

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
5.1.2.1 (CP) Achievement against the actions and targets of the Corporate Safeguarding Action Plan	Fiona Mocko - Strategic Policies Advisor	Completed	01-Apr-2019	31-Mar-2020	100.00%	GREEN	GREEN

ACTION PROGRESS COMMENTS:
The Corporate Safeguarding Policy has been updated to reflect the new All Wales Safeguarding Procedures. A Corporate Safeguarding e-Learning module is available and completion rates are monitored through the Corporate Safeguarding Panel. Two more theatre style safeguarding workshops have been delivered by AFTA Thought to early year providers. In addition, workshops on Prevent, Modern Slavery and County Lines have been delivered to employees and elected members. A new action plan for 2020/21 will be developed.
Last Updated: 21-Apr-2020

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
5.1.2.2 (CP) Corporate Safeguarding Policy reviewed and updated	Fiona Mocko - Strategic Policies Advisor	Completed	01-Apr-2019	31-Mar-2020	100.00%	GREEN	GREEN

ACTION PROGRESS COMMENTS:
The Corporate Safeguarding Policy has been reviewed and updated to reflect changes in the All Wales Protection Procedures. The updated Corporate Safeguarding Policy was presented to the Corporate Safeguarding Panel and agreed at their meeting in March 2020.
Last Updated: 21-Apr-2020

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
5.1.3.1 (CP) Maintaining the percentage of broadly compliant establishments within the County for public protection	Helen O'Loughlin - Team Leader - Food Safety & Food Standards	Ongoing	01-Apr-2019	31-Mar-2020	-	GREEN	GREEN

ACTION PROGRESS COMMENTS:
National Indicator that is reported annually. The team carry out a planned programme of inspections throughout the year to ensure the percentage of compliant establishments remains at a consistently high percentage. However the team have been foremost in the Council response to the pandemic and planned inspection visits in quarter four have been postponed.
Last Updated: 22-Apr-2020

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
5.1.4.1 (CP) Performance against current performance standards for front-line Streetscene and Transportation	Barry Wilkinson - Highways Network Manager	Completed	01-Apr-2019	31-Mar-2020	100.00%	GREEN	GREEN

ACTION PROGRESS COMMENTS:
The Streetscene Standards have been agreed through a working group of elected members at the implementation of the service. These standards have been set as a minimum standard of service delivery to the county. The operations within Streetscene & Transportation continue to deliver these standards to the highest degree possible whilst responding to the prevailing demands. The standards of service delivery were significantly impacted during March 2020 due to COVID-19. Front-line service have been maintained wherever possible, however some services areas have had to be reduced and curtailed in line with National Government guidelines, and to redirect a diminished workforce to priority service areas.
Last Updated: 18-Apr-2020

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
5.1.4.2 (CP) Completion of a review and of performance standards for front-line Streetscene and Transportation Services	Katie Wilby - Transportation and Logistics Manager	Completed	01-Apr-2019	31-Mar-2020	100.00%	GREEN	GREEN

ACTION PROGRESS COMMENTS:
In July 2019, the Council's Cabinet approved the adoption of revised Streetscene service standards detailed, which included the additional service standards as a result of the portfolio changes.
Last Updated: 18-Oct-2019

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
5.1.5.1 (CP) Levels of enforcement against our standards for car parking, litter and dog fouling	Vicky Plant - Support Services Manager	Ongoing	01-Apr-2019	31-Mar-2020	-	GREEN	GREEN

ACTION PROGRESS COMMENTS:
Flintshire County Council currently undertake Civil Parking Enforcement and Environmental Enforcement. Civil Parking is the issuing of Penalty Charge Notices, off street and on street. And Environmental Enforcement covers, Fly Tipping, Littering, Side Waste, Public Space Protection Order (PSPO), Dogs Control Orders including dog fouling and abandoned vehicles. The standards for enforcement are set out in the environmental enforcement policy. Services are restricted or suspended due to COVID-19 lockdown.
Last Updated: 16-Apr-2020

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
5.1.5.2 (CP) Develop and implement five education programmes for environmental awareness	Vicky Plant - Support Services Manager	In Progress	01-Apr-2019	31-Mar-2020	65.00%	GREEN	GREEN

ACTION PROGRESS COMMENTS:
Three educational programmes have taken place. Two programmes relate to specific hot spot area of side waste and fly tipping, these areas are Shotton and Queensferry. Residents have been educated by leaflet drops and door knocking face to face talks with officers from the Council and also local members. The programmes have included the installation of camera systems to record evidence and these have so far have proved to be a very successful deterrent and the areas are seeing an improvement in cleanliness. The third programme is the education and engagement of residents regarding dog fouling and dog control at specific locations across Flintshire. An educational campaign is being considered in relation to school visits and parking issues in school areas. The enforcement team has seen an increase in the complaints received about parking in school areas and feel it would be beneficial to provide some education and hands on engagement with pupils. During the month of February 2020, three further campaigns were carried out, two in Mold and one in Bagillt, all were letter drops regarding dog fouling. Engagement with residents was also carried out along with distribution of dog bags.
Last Updated: 22-Jun-2020

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
5.1.5.3 (CP) Patrol Pay and Display Car parks and on street traffic restriction to ensure compliance, monitored via back office technology and reporting	Vicky Plant - Support Services Manager	Ongoing	01-Apr-2019	31-Mar-2020	-	GREEN	GREEN

ACTION PROGRESS COMMENTS:
Weekly rotas are produced to ensure that all of the public car parks and on street traffic restrictions are monitored on a consistent and regular basis. On street logs are produced for each officer via their hand held terminals and these can be crossed checked with rota details for further accuracy. The Civic Enforcement Officers' meet with the Administration and Enforcement manager at monthly one to one meetings. On street logs of officer work activity are reviewed at these meetings and form a basis of the cross checks. Enforcement officers are working to a restricted rota due to COVID-19 lockdown. Officers are still on duty and are supporting other service areas in need of further capacity.
Last Updated: 16-Apr-2020

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
5.1.5.4 (CP) Ensure that all Pay and Display infrastructure is operational utilising back office technology and reporting	Vicky Plant - Support Services Manager	Ongoing	01-Apr-2019	31-Mar-2020	-	GREEN	GREEN

ACTION PROGRESS COMMENTS:
Daily checks are made on back office systems to ensure that all car parking machines are up and running and reporting any faults. If a fault does occur an email is sent from the machine to all the enforcement officers to update them. An officer in the area will then attend the machine to troubleshoot the problem. Any issues that cannot be resolved are then escalated to supervisor/manager level to see if they can resolve the issue. The final step would be to call out the Supplier if any issues cannot be resolved. Enforcement officers are working to a restricted rota due to COVID-19 lockdown. Officers are still on duty and are also supporting other service areas in need of further capacity.
Last Updated: 16-Apr-2020

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
5.1.5.5 (CP) Respond to, and monitor, environmental crime complaints (in line with Streetscene standards)	Vicky Plant - Support Services Manager	Ongoing	01-Apr-2019	31-Mar-2020	-	GREEN	GREEN

ACTION PROGRESS COMMENTS:
Streetscene standards for fly tipping require a completion within 24 hours. All incidents are emailed through to the Enforcement Officers via the Customer Contact Centre Customer Relationship Management (CRM) System. The officer will attend the fly tip and carry out an investigation. Following this the officer will send a return email to confirm that the item(s) are ready for collection. The Customer Contact Centre will then email the relevant Area Supervisor to arrange collection. Abandoned vehicles will follow a similar process but there is no 24 hour collection standard. In this instance the monitoring will be at the Officer discretion based on the nature of the incident. Both Fly Tipping and Abandoned vehicles are recorded by the Enforcement Team in a spreadsheet to show dates reported and dates visited. Enforcement officers are working to a restricted rota due to COVID-19 lockdown. Officers are still on duty and are also supporting other service areas in need of further capacity.
Last Updated: 16-Apr-2020

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
5.1.5.6 (CP) Ensure all Fixed Penalty Notices / Penalty Charge Notices are progressed to ensure ongoing compliance	Vicky Plant - Support Services Manager	Ongoing	01-Apr-2019	31-Mar-2020	-	GREEN	GREEN

ACTION PROGRESS COMMENTS:

For Penalty Charge Notice's (PCN's) the progression includes administrative processes that are carried out via the Partnership company Wales Penalty Processing Partnership (WPPP). To include taking payments, processing appeals, notice to owner, bailiff engagement and Traffic Penalty Tribunal. Fixed Penalty Notice's (FPN's) are logged internally by the Enforcement Team, non-payment within 14 days will instigate a reminder letter giving another seven days to make payment. Failure to pay in this period will result in a second reminder giving another seven days to make payment. Failure to pay in this window will result in Single Justice Procedure paperwork being issued and an attendance at court if pursued. The internal spreadsheet gives an up to date record of payments made and current timescales. Enforcement officers are working to a restricted rota due to COVID-19 lockdown. Officers are still on duty and are also supporting other service areas in need of further capacity.

Last Updated: 16-Apr-2020

Performance Indicators

KPI Title	Previous Year Actual	Actual	Performance Indicator Trend	Target	Performance RAG
CP7.1.2M02 [SEP] Number of employees who complete the Corporate safeguarding e-learning modules	64	179	↑	150	GREEN
Lead Officer: Jane M Davies - Senior Manager, Safeguarding & Commissioning **Reporting Officer:** Jacque Slee - Team Manager Performance **Progress Comment:** The e-learning module was launched in September. 179 employees have completed it to date. Last Updated: 27-Apr-2020					

| KPI Title	Previous Year Actual	Actual	Performance Indicator Trend	Target	Performance RAG
CP7.1.3M01 (PAM/023) Percentage of food establishments that meet food hygiene standards	97.9	98.1	↑	97	GREEN
Lead Officer: Helen O'Loughlin - Team Leader - Food Safety & Food Standards **Reporting Officer:** Helen O'Loughlin - Team Leader - Food Safety & Food Standards **Progress Comment:** Well managed team who continue to meet their targets and remain in the highest performing bracket in Wales.					

KPI Title	Previous Year Actual	Actual	Performance Indicator Trend	Target	Performance RAG
CP7.1.4M01 Achieve minimum level of agreed standards	85	85	↔	85	GREEN
Lead Officer: Barry Wilkinson - Highways Network Manager **Reporting Officer:** Barry Wilkinson - Highways Network Manager **Progress Comment:** The service are continues to deliver on the agreed standards whilst balancing the demands against the available resources. Last Updated: 18-Apr-2020					

KPI Title	Previous Year Actual	Actual	Performance Indicator Trend	Target	Performance RAG
CP7.1.5M01 Number of targeted environmental educational campaigns	New Measure	12	N/A	5	GREEN

Lead Officer: Ruth Cartwright - Regulatory Services Manager
Reporting Officer: Vicky Plant - Support Services Manager
Progress Comment: Three campaigns took place in February 2020. One in Bagillt and two in Mold. Letters were presented to residents along with dog bags and any issues noted and brought back to service area for action. Two other campaigns were carried out in Shotton and Queensferry regarding fly tipping, officer and councillors worked together issuing door to door advice and letter drop. An ongoing campaign is the continued education from officers when they patrol Public Space Protection Order sites. Officers engage with members of the public and issue advice and guidance relating to the relevant orders. Educational feedback is recorded.
Last Updated: 17-Jun-2020

KPI Title	Previous Year Actual	Actual	Performance Indicator Trend	Target	Performance RAG
CP7.1.5M02 Progress non-payment of all Penalty Charge Notice (PCN) / Fixed Penalty Notice (FPN).	New Measure	98.13	N/A	100	AMBER

Lead Officer: Ruth Cartwright - Regulatory Services Manager
Reporting Officer: Vicky Plant - Support Services Manager
Progress Comment: For the period Jan to March 2020, 967 Penalty Charge Notice's (PCN's) issued with 696 paid in full 202 outstanding and 69 closed for other reasons. There were nine Fixed Penalty Notice's (FPN's) issued, four withdrawn due to IT issues, one withdrawn due to officer error and four paid in full. Enforcement officers are working to a restricted rota due to COVID-19 lockdown. Officers are still on duty and are also supporting other service areas in need of further capacity. Management and supervisor working from home with limited availability to some software systems.
Last Updated: 16-Jun-2020

Risks

RISK TITLE	LEAD OFFICER	SUPPORTING OFFICERS	INITIAL RISK RATING	CURRENT RISK RATING	TREND ARROW	RISK STATUS
Increased demand on enforcement services with introduction of new legislation	Vicky Plant - Support Services Manager	Ruth Cartwright - Regulatory Services Manager	Amber	Amber	⬌	Open

Potential Effect: Lack of resilience to respond to parking contraventions or environmental crimes.
Increased environmental crimes resulting in deterioration of natural environment.
Decreased highway safety.
Management Controls: Review upcoming legislative changes.
Improved time management of current enforcement team.
Progress Comment: Management Control in terms of Improving the Time Management of the Officers. The rota was changed Spring 2018 to effectively change the conflict of crossover within the job roles and allow the continuity of patrol to be more time effective. The team numbers have also increased from four to eight, and flexible working hours have also been introduced. Management changes to the rota are reflected in service demand and issues as reported in specific areas by members of the public, school, councillors etc. Cabinet approval to employ two further enforcement officers with increase in workload.
Last Updated: 17-Apr-2020

RISK TITLE	LEAD OFFICER	SUPPORTING OFFICERS	INITIAL RISK RATING	CURRENT RISK RATING	TREND ARROW	RISK STATUS
Lack of public support for enforcement services	Vicky Plant - Support Services Manager	Ruth Cartwright - Regulatory Services Manager	Red	Amber	⬌	Open

Potential Effect: Lack of support for the enforcement services.
Rescinding of enforcement action leading to lack of confidence in service.
Abuse and aggression towards the enforcement team.
Increased traffic contraventions and environmental crime occurrences.
Management Controls: Improved engagement with public via education and engagement events.
Improved understanding of what a parking or environmental crime is.
Engagement with NWP via Chief Officer, monthly reports now being circulated and logging of all incidents reported by Enforcement Officers.
Progress Comment: Ongoing Educational Campaigns have been progressed to provide residents with understanding on current legislation and the need to comply.
Education takes place before the implementation of any new legislation introduced.
Enforcement services fully operated by in-house team, focusing on education before enforcement.
Last Updated: 17-Apr-2020

Connected Council

Actions

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
6.1.1.1 (CP) Achievement of the aims, objectives and targets for: The Holway, Holywell – community-led regeneration	Jane M Davies - Senior Manager, Safeguarding & Commissioning	Completed	01-Apr-2019	31-Mar-2020	100.00%	GREEN	GREEN

ACTION PROGRESS COMMENTS:
The community Hub refurbishment is now complete and the Housing Tenant Liaison Officer is working with key organisations to establish a rota when agencies will be present. Work has started on the Community Centre, to make alterations to the kitchen and install new kitchen units donated by one of our key contractors as part of the Community Asset commitment.
Last Updated: 16-Apr-2020

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
6.1.1.2 (CP) Achievement of the aims, objectives and targets for: Social Value – a social value framework to maximise local investment in communities	Niall Waller - Service Manager - Enterprise and Regeneration	Completed	01-Apr-2019	31-Mar-2020	100.00%	GREEN	GREEN

ACTION PROGRESS COMMENTS:
The Social Value Strategy was approved early in 2019 and sets out the ambitions for generating new social value from Council activities. A software system to record social value generated by suppliers and services has been procured. A development officer to support officers and suppliers has been recruited and is engaging services and supporting procurement activity.
Last Updated: 16-Apr-2020

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
6.1.1.3 (CP) Achievement of the aims, objectives and targets for: Social Prescribing – a model for participation by local people with improvements in personal well-being	Michael Jones - Planning and Development Officer	Completed	01-Apr-2019	31-Mar-2020	100.00%	GREEN	GREEN

ACTION PROGRESS COMMENTS:
The number of referrals from GPs to the Single Point of Access (SPOA) for a Social Prescribing response is increasing due to targeted activity. The support offered is in response to a discussion about "what matters" to the individual meaning that the responses are person centered and bespoke to the individuals' needs.
Last Updated: 21-Apr-2020

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
6.1.1.4 (CP) Achievement of the aims, objectives and targets for: Get Flintshire Moving – participation by local people with improvements in personal health	Neil Ayling - Chief Officer - Social Services	Completed	01-Apr-2019	31-Mar-2020	100.00%	GREEN	GREEN

ACTION PROGRESS COMMENTS:
Let's Get Moving aims to develop opportunities for residents to be more active in their communities to achieve improvements in health and well-being. Work has been undertaken to encourage Council staff to be more active during the day through lunchtime walks, development and mapping of community walks, and working with Flintshire Public Services Board (PSB) organisations to support their workforce to move more and sit less. Activity in the year has included working with Cheshire Wildlife Trust on the Dee Coastliners project, with Greenfield Valley Board to increase use by the community, lunchtime walks for Council employees and the Active Colleges programme with Coleg Cambria.
Last Updated: 16-Apr-2020

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
6.1.2.2 (CP) Delivery of Aura Business Plan 2019/20	Colin Everett - Chief Executive	In Progress	01-Apr-2019	31-Mar-2020	75.00%	GREEN	GREEN

ACTION PROGRESS COMMENTS:
Aura has performing well against its annual and medium-term business plan aims, objectives and targets. Regular reports have been made to the Aura Board and to the Partnership Board with the Council. Periodic reports have been made to Overview and Scrutiny. A report was made to Cabinet in January 2020 on the renewal of the service contract with Aura for years four and five (from 1 September 2020). The 2020/21 business plan will be presented to both Cabinet and Overview and Scrutiny when committee meetings have returned to normal.
Last Updated: 23-Apr-2020

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
6.1.3.1 (CP) Adopting a Social Value Framework with an action plan with aims, objectives and targets, to make progressive impact on the value of monetary and non-monetary investment by contractors and suppliers, the geographic spread of investment across communities, and the social policy priorities of the Council and its partners.	Niall Waller - Service Manager - Enterprise and Regeneration	Completed	01-Apr-2019	31-Mar-2020	100.00%	GREEN	GREEN

ACTION PROGRESS COMMENTS:
The Social Value Strategy was approved Spring 2019 and sets out the ambitions for generating new social value from Council activities. A software system to record social value generated by suppliers and services has been procured. A development officer to support officers and suppliers has been recruited.
Last Updated: 16-Apr-2020

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
6.2.1.1 (CP) A seamless and successful transition to an Integrated Contact Centre	Rebecca Jones - Customer Services and Registration Manager	Completed	01-Apr-2019	31-Dec-2019	100.00%	GREEN	GREEN

ACTION PROGRESS COMMENTS:
Housing and Streetscene Contact Centres amalgamated on 7 August, 2019. The single Contact Centre is now based at Ty Dewi Sant, Ewloe.
Last Updated: 22-Jan-2020

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
6.2.1.2 (CP) Improvements in customer service response and resolution times	Rebecca Jones - Customer Services and Registration Manager	Ongoing	01-Apr-2019	31-Mar-2020	-	GREEN	GREEN

ACTION PROGRESS COMMENTS:
Performance against our published response times remains good with an average of 83% of complaints responded to within 10 working days. Performance fell in March due to the national emergency with a number of complaints taking longer than 10 working days to respond to.
Last Updated: 16-Apr-2020

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
6.2.1.3 (CP) Extension of the range of digitised services in Social Services, Education and Revenues and Benefits	Rebecca Jones - Customer Services and Registration Manager	Ongoing	01-Apr-2019	31-Mar-2020	-	GREEN	GREEN

ACTION PROGRESS COMMENTS:
The number of residents signing up to My Account continues to grow and now stands at 10,943. Each new service area made available through the website is linked to My Account so that residents need only sign in once. The next service area to be digitised will be Revenues and Benefits. Thereafter the intention is to renew the payment portal which will improve the look and feel for residents making digital payments. The delayed direct debit module will be added late in quarter one though, given the problems experienced with the initial release, there will be a substantial test period to ensure that all aspects are functioning correctly.
Last Updated: 16-Apr-2020

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
6.2.2.1 (CP) Meeting the aims, objectives and targets of the adopted Strategy	Rebecca Jones - Customer Services and Registration Manager	Ongoing	01-Apr-2019	31-Mar-2020	-	GREEN	GREEN

ACTION PROGRESS COMMENTS:
The range of service areas available over the website continues to grow in line with the project plan. Work has commenced on improving access to broadband via the LFFN (Local Full Fibre Network Project). Significant investment is being made (via Welsh Government grant) in improving Wi-Fi connectivity within schools. Key technologies are being replaced so that the Council IT systems are secure (e.g. Windows 7 has now been wholly replaced). Gov.roam has been put in place which enables all our employees and public sector partners to log in to network systems as though they were in their own premises which facilitates remote/mobile working and the co-location of employees.
Last Updated: 16-Apr-2020

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
6.2.2.2 (CP) Meeting the set customer standards	Rebecca Jones - Customer Services and Registration Manager	Ongoing	01-Apr-2019	31-Mar-2020	-	GREEN	GREEN

ACTION PROGRESS COMMENTS:
The volume and nature of enquiries through Connects Centres continues to grow (and is reported on separately in more detail). Performance within the combined contact centre continues to improve and the percentage of calls answered remains at just over 90% for the third consecutive month. The percentage of calls answered within 30 seconds has increased slightly to 66%, with 58% of calls being answered within 15 seconds. Average call waiting time has reduced to just under a minute, there is a decrease in the number of calls abandoned (to 7%) and this is likely to be a result of the decrease in number of calls offered.
Last Updated: 16-Apr-2020

Performance Indicators

KPI Title	Previous Year Actual	Actual	Performance Indicator Trend	Target	Performance RAG
CP1.1.3M01 / CP5.1.1M01 (SS010) The number of people who access the social prescribing / 3rd sector service through the Single Point of access.	282	451	↑	290	GREEN

Lead Officer: Susie Lunt - Senior Manager, Integrated Services and Lead Adults
Reporting Officer: Jacque Slee - Team Manager Performance
Progress Comment: Activity in social prescribing is measured at two points in the year; two social prescribing officers worked with 249 individuals between October and March, bringing the annual total to 451.
Last Updated: 15-Jun-2020

KPI Title	Previous Year Actual	Actual	Performance Indicator Trend	Target	Performance RAG
CP5.1.1M02 Number of partner services accessed by residents via the new Holway Hub	New Measure	No Data	N/A	Baseline Year	

Lead Officer: Jane M Davies - Senior Manager, Safeguarding & Commissioning
Reporting Officer: Jacque Slee - Team Manager Performance
Progress Comment: Data is not yet available for this measure.
Last Updated: 21-Apr-2020

KPI Title	Previous Year Actual	Actual	Performance Indicator Trend	Target	Performance RAG
CP5.1.1M03 Resident involvement in community activities as a measure of vibrancy	New Measure	2	N/A	Baseline Year	GREEN

Lead Officer: Jane M Davies - Senior Manager, Safeguarding & Commissioning
Reporting Officer: Jacque Slee - Team Manager Performance
Progress Comment: Two residents have been helping us to engage with the over 50's through a number of activities. Numbers at each event have been very low, but we hope that they will improve if the activities are regular.
Last Updated: 27-Apr-2020

KPI Title	Previous Year Actual	Actual	Performance Indicator Trend	Target	Performance RAG
CP5.1.3M01 Calculated monetary value* of total investment in Flintshire by contractors and suppliers	New Measure	No Data	N/A	Baseline Year	

Lead Officer: Niall Waller - Service Manager - Enterprise and Regeneration
Reporting Officer: Jacque Slee - Team Manager Performance
Progress Comment: Baseline year - The monitoring software is not available at this time to produce the figures needed for this measure.
Last Updated: 03-Jun-2020

KPI Title	Previous Year Actual	Actual	Performance Indicator Trend	Target	Performance RAG
CP5.1.3M02 Calculated monetary value* of investment by social policy priority area	New Measure	No Data	N/A	Baseline Year	

Lead Officer: Niall Waller - Service Manager - Enterprise and Regeneration
Reporting Officer: Jacque Slee - Team Manager Performance
Progress Comment: The monitoring software is not available at this time to produce the figures needed for this measure.
Last Updated: 03-Jun-2020

KPI Title	Previous Year Actual	Actual	Performance Indicator Trend	Target	Performance RAG
CP5.1.3M03 Calculated monetary value* of investment by geographic area across Flintshire	New Measure	No Data	N/A	Baseline Year	

Lead Officer: Niall Waller - Service Manager - Enterprise and Regeneration
Reporting Officer: Jacque Slee - Team Manager Performance
Progress Comment: The monitoring software is not available at this time to produce the figures needed for this measure.
Last Updated: 03-Jun-2020

KPI Title	Previous Year Actual	Actual	Performance Indicator Trend	Target	Performance RAG
CP5.2.1M01 Call abandonment rate for a combined Housing and Streetscene Contact Centre	32.00	10.97	↑	15	GREEN

Lead Officer: Rebecca Jones - Customer Services and Registration Manager
Reporting Officer: Rebecca Jones - Customer Services and Registration Manager
Progress Comment: There was significant improvement in call handling during the year with the overall abandonment rate of calls falling to 10.97% exceeding the target. This is positive considering the abandonment rate was 32% the previous year.
Last Updated: 15-Apr-2020

KPI Title	Previous Year Actual	Actual	Performance Indicator Trend	Target	Performance RAG
CP5.2.1M02 Call answering rate for a combined Housing and Streetscene Contact Centre	New Measure	87.81	N/A	Baseline Year	GREEN

Lead Officer: Rebecca Jones - Customer Services and Registration Manager
Reporting Officer: Rebecca Jones - Customer Services and Registration Manager
Progress Comment: Following the merging of two teams (Housing and Streetscene Contact Centres) in August 2019, the call answering rate for 2019/20 was 87.81%. The team will look to further improve performance in 2020/21 to ensure customers can access services without delay.
Last Updated: 15-Apr-2020

KPI Title	Previous Year Actual	Actual	Performance Indicator Trend	Target	Performance RAG
CP5.2.1M04 My Account sign up	1900	10943	↑	1250	GREEN

Lead Officer: Rebecca Jones - Customer Services and Registration Manager
Reporting Officer: Rebecca Jones - Customer Services and Registration Manager
Progress Comment: The number of people subscribing to My Account continues to grow each quarter.
Last Updated: 15-Apr-2020

KPI Title	Previous Year Actual	Actual	Performance Indicator Trend	Target	Performance RAG
CP5.2.2M01 Reduced telephone contact where services are available digitally	No Data	0	N/A	0	

Lead Officer: Rebecca Jones - Customer Services and Registration Manager
Reporting Officer: Rebecca Jones - Customer Services and Registration Manager
Progress Comment: Housing and Streetscene merged in August 2019 and no baseline data is available to compare the shift from telephone to digital. This action will be taken forward as part of the Council's Digital Strategy.
Last Updated: 15-Apr-2020

KPI Title	Previous Year Actual	Actual	Performance Indicator Trend	Target	Performance RAG
CP5.2.2M02 Increased digital self-service by customers across multiple services	New Measure	55987	N/A	Baseline Year	GREEN

Lead Officer: Rebecca Jones - Customer Services and Registration Manager
Reporting Officer: Rebecca Jones - Customer Services and Registration Manager
Progress Comment: The Council offer 113 online services for people to apply, request and report issues to the Council. We received 55,987 online enquiries in 2019-20 which is a small reduction of 2,756 on the previous year owing to a reduced number of enquiries for services such as complaints, concessionary travel, in year school transfers and recycling item requests. 24,690 self-serve payments were completed in 2019-20 equating to over 4 million pounds - methods included e.g. online, payment kiosks and automated payment lines. My Account was launched in 2019 and the number of subscriptions continue to increase with over 11,000 accounts now registered. We can see from Google Analytics that people continue to use smartphones and tablets as their preferred device when contacting the Council.
Last Updated: 21-Apr-2020

KPI Title	Previous Year Actual	Actual	Performance Indicator Trend	Target	Performance RAG
CP5.2.2M03 Percentage of chargeable services available to pay online	New Measure	16	N/A	16	⬤⬤⬤ GREEN

Lead Officer: David Barnes - Manager - Revenues

Reporting Officer:

Progress Comment: All chargeable services can be paid on-line by debit and/or credit card or by Pay Pal.

These include the mainstream high volume customer transactions associated with Council Tax, Business Rates, Housing Rents, Flintshire Invoices, Brown Bin collections.

Other chargeable services for smaller volumes of customer transactions are also available on-line. These include payment of fees for Building Control, Planning Applications, Sustainable Drainage, Animal and Pest Control, Flintshire Business Awards.

Last Updated: 22-Apr-2020

Risks

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	Jacque Slee - Team Manager Performance	Amber	Yellow	↔	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: We continue to make progress in growing the social sector through the development of Community Asset Transfers and Alternative Delivery Models. Regular review meetings and partnership board meetings are in place.
Last Updated: 20-Apr-2020

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	Jacque Slee - Team Manager Performance	Amber	Yellow	↔	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: Aura, Newydd and HFT have now successfully taken forward their Business Plans. Regular reporting to the Council through the appropriate Scrutiny Committees continues to take place.
Last Updated: 20-Apr-2020

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	Jacque Slee - Team Manager Performance	Amber	Yellow	↓	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 have been shared with the Council and show that funding levels for organisations moving forward into 2020/21 are sustainable.
 Last Updated: 20-Apr-2020

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	Jacque Slee - Team Manager Performance	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 of Community Asset Transfers (CATs) have been ongoing and it has been identified that the new organisations running CATs are sustainable and well regarded social businesses. The programme of CAT review and support is ongoing to ensure that these social businesses continue to offer well regarded services.
Last Updated: 20-Apr-2020

RISK TITLE	LEAD OFFICER	SUPPORTING OFFICERS	INITIAL RISK RATING	CURRENT RISK RATING	TREND ARROW	RISK STATUS
Reduced national funding reduces our ability to invest in communities and work proactively with them to develop their resilience	Neil Ayling - Chief Officer - Social Services	Jacque Slee - Team Manager Performance	Amber	Amber	↔	Open

Potential Effect: Communities cannot capitalise on their resources and resort to support from statutory services.
Management Controls: Work with communities to identify key challenges and barriers that they face as individuals and collectively; and use a framework of tools to help them to design a local response to address them.
Help communities, and leaders from within communities, to develop the skills and confidence to support their community to respond to challenges and optimise opportunities to thrive.
Be smarter about securing and linking potential social investment to locally identified priorities.
Work proactively with our supply chain to maximise the impact that our investment and collaboration has for communities across Flintshire.
Progress Comment: The Council and other stakeholders have been proactive in maximizing the available funding to invest in communities. We are engaging and working with local alternative delivery models (ADM's), and other alternatives to improve community resilience. We are actively reviewing community asset transfer (CAT) projects to ensure that they are successful and pursue key priorities of the council.
Last Updated: 20-Apr-2020

RISK TITLE	LEAD OFFICER	SUPPORTING OFFICERS	INITIAL RISK RATING	CURRENT RISK RATING	TREND ARROW	RISK STATUS
Customers who do not have access to technology, or the confidence to use it.	Rebecca Jones - Customer Services and Registration Manager	Margaret Parry-Jones - Overview & Scrutiny Facilitator	Red	Amber	⬇	Closed

Potential Effect: Customers are excluded from accessing Council services e.g. school admissions, and do not access benefits they are entitled to receive e.g. Council Tax Reduction.

Management Controls: Flintshire Connects provides face to face support for vulnerable customers who need assistance to access services. All Connects Centre are equipped with self-service facilities to assist those people who do not have access to technology and the team can signpost to other support e.g. Aura (libraries). The Customer Service Advisors are trained to support customers who do not have confidence to use digital technology e.g. creating email accounts, navigating website, applying for services online. The intention is to introduce Digital Champions moving forward to further support our customers and ensure no one is excluded from accessing Council services now and in the future.

Progress Comment: This risk has been closed due to it also being measured through various KPI's.

Last Updated: 13-Jan-2020

Serving Council

Actions

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
7.1.1.1 (CP) Implementation of a compliant and sustainable new pay model within 2019/20	Sharon Carney - Lead HR Business Partner	Completed	01-Apr-2019	30-Jun-2020	100.00%	GREEN	GREEN

ACTION PROGRESS COMMENTS:
The priority for the year has been a fundamental review of our pay model to accommodate the national pay agreement and implement year two of the nationally agreed pay award and maintain a modern, cost-effective, competitive and 'equality proofed' pay model. Year two of the National Joint Council (NJC) pay agreement included the introduction of a 'new' pay spine with assimilation to newly created spinal column points. The agreement introduces far greater change than a simple cost of living monetary award. If the Council were to implement the second year of the two year NJC pay agreement as per the national model on a straight like for like 'read across' our pay model would be disrupted to such an extent that it would no longer meet our organisational design and pay policy principles, and might also be open to challenge on the grounds of gender inequality. Local agreement was reached on the preferred model in March 2019 which passed the tests of being legal and equitable, workable and sustainable, acceptable and affordable. The target date for implementation was July 2019 which was achieved, backdated to April 2019.
Last Updated: 18-Feb-2020

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
7.1.1.2 (CP) Retention rates of key personnel through offering competitive pay and reward	Sharon Carney - Lead HR Business Partner	Completed	01-Apr-2019	31-Mar-2020	100.00%	GREEN	GREEN

ACTION PROGRESS COMMENTS:
The Council's new pay model provides for a competitive salary across the majority of its evaluated positions. The new pay model provides for a minimum hourly rate of £9.00 per hour which meets the Foundation Living Wage.
Last Updated: 11-May-2020

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
7.1.2.1 (CP) Adoption of a Well Being Strategy for the overall well-being of the workforce with aims, objectives and targets	Sharon Carney - Lead HR Business Partner	Ongoing	01-Apr-2019	31-Dec-2019	-	AMBER	GREEN

ACTION PROGRESS COMMENTS:
The overarching aim of the strategy is to improve the health, safety and wellbeing of employees and to prevent work associated ill health, for the overall benefit of all. This encompasses the physical, mental and social health of employees and recognises that employees' values, personal development and work across the organisation contribute to their overall wellbeing at work. The creation of the initial well-being strategy has been carried out. However, it has not yet been launched and will be reviewed in 20/21 to ensure the strategy is fit for purpose taking into account workplace considerations to ensure compliance with Coronavirus Act and supplementary risks.
Last Updated: 22-Jun-2020

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
7.1.2.2 (CP) Reduction in the number of referrals to Occupational Health on the grounds of mental health	Sharon Carney - Lead HR Business Partner	Deferred	01-Apr-2019	31-Mar-2020	50.00%	AMBER	AMBER

ACTION PROGRESS COMMENTS:
Progress for the reduction in the number of referrals to Occupational Health on the grounds of mental health has been deferred to 2020/2021.
Last Updated: 09-Jun-2020

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
7.1.3.1 (CP) Adoption of a renewed plan for effective succession planning for senior and supporting management positions	Sharon Carney - Lead HR Business Partner	In Progress	01-Apr-2019	31-Dec-2019	25.00%	AMBER	AMBER

ACTION PROGRESS COMMENTS:
The progress for succession planning will brought forward into 2020/2021. The focus have now been shifted to the resilience and sustainability of workforce due to current COVID-19 pressures.
Last Updated: 09-Jun-2020

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
7.1.3.2 (CP) Maintaining competitive pay and reward, and terms and conditions of employment	Sharon Carney - Lead HR Business Partner	Completed	01-Apr-2019	31-Mar-2020	100.00%	GREEN	GREEN

ACTION PROGRESS COMMENTS:
The Council's new pay model provides for a competitive salary across the majority of its evaluated positions. The new pay model provides for a minimum hourly rate of £9 per hour which meets the Foundation Living Wage. We continue to look for non-financial benefits to supplement and extend employee's pay, with recent initiatives which include VECTIS retail discount cards, and the introduction of Salary Sacrifice Additional Voluntary Contributions (AVCs).
Last Updated: 11-May-2020

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
7.1.3.3 (CP) Reductions in the local gender pay gap	Sharon Carney - Lead HR Business Partner	Completed	01-Apr-2019	31-Mar-2020	100.00%	GREEN	GREEN

ACTION PROGRESS COMMENTS:
The Equal Pay Audit 2019 was completed and published in March 2020. This provides information on the Council's current gender pay gap. As we monitor the sizes of our gender pay gaps within Flintshire County Council, we will seek to continue to ensure that our HR policies and practices help to improve awareness across the organisation and help close the gender pay gap. Since the last audit, we have worked hard to improve our diversity data by carrying out diversity questionnaires and encouraging employees to update their diversity data via an organisational campaign. This has resulted in an improved picture since last year and overall since the first audit in 2016, however there is still further work that can be done in this area. The Council's biggest challenge remains occupational segregation. Flintshire County Council is composed of 77% females, which are more highly concentrated lower down the pay and grading structure. Last year's action was to begin campaign that "challenges gender stereotypes", it remains our aim to continue with this work. We will continue to work on a campaign that "challenges gender stereotypes." We have some good, albeit small numbers of examples across the County Council where employees have challenged that stereotype. As part of our campaign, we want to complete case studies on some of these employees to highlight that some roles that may have traditionally been filled with a particular gender, can be accessible to all genders. We then plan to target this campaign through our apprentice and graduate recruitment as well as general recruitment across the organisation.
Last Updated: 09-Jun-2020

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
7.2.1.1 (CP) A report on performance against the adopted set of KPI's is produces alongside the Annual Financial Outturn	Sara Dulson - Strategic Finance Manager	Ongoing	01-Apr-2019	31-Mar-2020	-	GREEN	GREEN

ACTION PROGRESS COMMENTS:
The final outturn for the financial year 2019/2020 was approved by Cabinet in June and the report included the performance of some KPI's, for example the percentage achievement rate of efficiencies.
An overall report on all financial indicators will be compiled in early July and reported as required as they cut across a number of professional disciplines.
Last Updated: 14-Apr-2020

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
7.2.1.2 (CP) Selected KPI's are reported monthly in the Monitoring Report	Sara Dulson - Strategic Finance Manager	Ongoing	01-Apr-2019	31-Mar-2020	-	GREEN	GREEN

ACTION PROGRESS COMMENTS:
The monitoring of the revenue budget for Council fund and for the Housing Revenue Account (HRA) is reported to Cabinet on a monthly basis. The following KPI's are included specifically in that monthly report;
1) Achievement of efficiencies.
2) Housing Revenue Account closing balance against budget. An additional KPI on the variance between the outturn and the budget are reported as part of the Councils quarterly performance monitoring.
Last Updated: 14-Apr-2020

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
7.2.1.3 (CP) Achievement of a balanced annual budget which support the policy aims of the Council by March 2020	Sara Dulson - Strategic Finance Manager	Completed	01-Apr-2019	31-Mar-2020	100.00%	GREEN	GREEN

ACTION PROGRESS COMMENTS:
The final settlement from Welsh Government represented an increase of 3.7% for Flintshire with the all Wales average being 4.3%. This equated to a cash uplift of £10.4m, however once the additional responsibilities of teachers' pension employers increase and teacher pay grant were taken into account, this left around £6.5m to contribute to the budget gap. The Council met on 18th February. The finalisation of the triennial Actuarial Review of the Clwyd Pension Scheme and the use of the additional grant funding for Social Services all contributed to the achievement of a balanced budget with the increase in Council Tax for 2021/21 for Council Services agreed at 4.5% with an additional 0.25% for the increase in the North Wales Fire and Rescue Levy.
Last Updated: 23-Jun-2020

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
7.2.2.1 (CP) Management of a cost-effective Housing Revenue Account Business Plan for 2020/21	Rachael Corbelli - Finance Manager	Completed	01-Apr-2019	31-Mar-2020	100.00%	GREEN	GREEN

ACTION PROGRESS COMMENTS:
The Housing Revenue Account (HRA) business plan was approved by County Council on the 28th January 2020.
Last Updated: 12-Feb-2020

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
7.2.2.2 (CP) Maintaining affordable service charges which achieve income targets	Dawn Kent - Housing Manager	Completed	01-Apr-2019	31-Mar-2020	100.00%	GREEN	GREEN

ACTION PROGRESS COMMENTS:
On-going monitoring of customer satisfaction. The impact of service charges will be less for households on a low income as most of the service charges are currently eligible to be paid by Housing Benefit/Universal Credit (UC). As part of this work, consideration will need to be given to work through options which consider the impact to any approach to full cost recovery for those not able to access benefits. There has been discussion with the Housing Board members and elected members with regards to introducing full cost recovery for service charges in a phased approach. For 2019/20 the Council was at 70% service charge recovery for implemented charges, it is recommended that the increase in service charges to take the HRA to full cost recovery should be stepped over the next two years (2020/21 and 2021/22). The maximum increase that any one property would receive in 2020/21 would be £1.53 per week, if they were subject to all four service charges.
Last Updated: 13-Apr-2020

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
7.2.2.3 (CP) Effective management of rent arrears to maintain income targets	David Barnes - Manager - Revenues	Completed	01-Apr-2019	31-Mar-2020	100.00%	GREEN	GREEN

ACTION PROGRESS COMMENTS:
Good progress was made to improve rent collection and reduce rent arrears during 2019/20. The implementation of the Mobysoft 'Rent Sense' module in quarter one helped the service to direct resource capacity to those tenants at risk of falling further into arrears and not paying rent on time. Despite the ongoing challenges with welfare reform and an increasing number of tenants switching to Universal Credit, rent arrears fell to £1.815m as at 2019/20 year end compared to the previous year outturn of £1.880m - a reduction of £65k. The deployment of Mobysoft 'Rent Sense' continues to target resources through a combination of early interventions to assist tenants in need of help and taking recovery action against tenants who fail to engage or pay. .
Last Updated: 15-Apr-2020

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
7.2.3.1 (CP) Re-adoption of a fees and charges policy	Kelly Oldham Jones - Income Generation and Marketing Manager	Completed	01-Apr-2019	30-Jun-2020	100.00%	GREEN	GREEN

ACTION PROGRESS COMMENTS:
The Council's Income Generation Policy, which was endorsed by Cabinet in 2017, sets the rationale for fees and charges. The objectives and principles of the Policy include: Maximisation of revenue generation with full cost recovery wherever possible; Comparability within the public sector and market; Annual increases in line with inflation; and Transparency in charging. The Income Generation Policy also calls for an annual review of fees and charges, with annual cycles of resetting fees and charges and appropriate delegations for enacting changes. The 2019 annual review of fees and charges was reported to Cabinet in July 2019, along with a number of recommendations to enhance the process and clarify and refine elements such as annual inflation indices. The recommendations made were endorsed, resulting in: Agreed annual inflation indices - CPIH (Consumer Price Index with Housing), market rate/local; Further work to verify whether fees and charges are achieving full cost recovery; A three year staged approach to achieving full cost recovery (or market rate comparison) for all services where it is permissible to do so; and A review of the Income Generation Policy to develop a policy framework for income generation which will include consistent charging and cost recovery structure. The endorsement by Cabinet in July 2019 signifies the re-adoption of the policy on fees and charges. NB: The review, and subsequent revised version, of the Income Generation Policy will document the Council's re-adopted policy for fees and charges.
Last Updated: 18-Feb-2020

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
7.2.3.2 (CP) Agreement and implementation of a programme of cost recovery and commercial set models	Kelly Oldham Jones - Income Generation and Marketing Manager	In Progress	01-Apr-2019	31-Mar-2020	33.00%	AMBER	AMBER

ACTION PROGRESS COMMENTS:
The Council's Income Generation Policy sets the rationale for charging and calls for an annual review of fees and charges and full cost recovery wherever possible. In July 2019 Cabinet and the Corporate Resources and Overview Scrutiny Committee endorsed that the annual review of fees and charges will achieve full cost recovery wherever possible by October 2022 and an annual uplift in line with a recognised inflation index will be applied to all applicable fees and charges. The annual uplift in line with a recognised inflation index will be implemented in the 2020 annual review of fees and charges, which is due to commence in April 2020. Services will also be asked to demonstrate whether or not their fees and charges are achieving full cost recovery. To assist services with setting fees and charges that operate at full cost recovery, and demonstrating this, a template has been developed and tested. This has been modelled to recover some corporate costs/overheads and has been used to set new fees/charges in year. The Council's mechanisms for verifying full cost recovery will be enhanced in future with an aim to have a robust process in place that accounts for all costs incurred when delivering services, captures service demand data and which is clear and communicated to all employees. Cabinet endorsed a second phase of Alternative Delivery Models in July 2019 (please see Collaboration Sub-priority below). Since this time the model for two of the services in scope has changed with greater focus around enhancing commercial approaches within existing working arrangements. As such, feasibility studies and/or options appraisals will follow to explore practical application of a suitable commercial approach.
Last Updated: 23-Jun-2020

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
7.2.3.3 (CP) Achievement of corporate income target	Kelly Oldham Jones - Income Generation and Marketing Manager	Ongoing	01-Apr-2019	31-Mar-2020	-	AMBER	AMBER

ACTION PROGRESS COMMENTS:
The £207,000 income target for 2018/19 was not achieved and with an additional £100,000 target for 2019/20 the 2019/20 income target totalled £307,000. Business planning efficiencies for 2019/20 totalled £143,000, requiring a further £164,000 to be found to achieve the 2019/20 income target. The annual review of fees and charges has identified additional income of £13,000 to date, leaving £151,000 to be found in year to achieve the 2019/20 income target. An income target deficit at this level has been included in the forecast outturn for the 2019/20. The corporate review of all fees and charges - both existing charges and new opportunities - has been completed. The outcomes have been included in the draft budget for 2020/21 and the annual income target has been adjusted to account for the revised forecast levels of income. Given the completion of the review, future income targets can be predicted with a high level of confidence. A residual target of £50k for new income is likely to remain for 2020/21.
Last Updated: 21-Apr-2020

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
7.2.3.4 (CP) Agreement of a model for cost recovery for application to service level agreements	Kelly Oldham Jones - Income Generation and Marketing Manager	Completed	01-Apr-2019	31-Mar-2020	100.00%	GREEN	GREEN

ACTION PROGRESS COMMENTS:
An internal review of service level agreements (SLA) for Council support services commenced in June 2019. As part of the review a model template to support services to calculate the full cost of service delivery (direct and indirect costs) has been drafted. Alongside this, a service specification template (for customers) and a standard SLA template has been drafted. The draft model template was presented to the October meeting of the review group and will be used/tested by service area leads to cost existing SLA provision. The model template will be refined accordingly and a final version used to calculate full cost recovery to inform future/renewal SLAs from 1st April 2020.
Last Updated: 21-Apr-2020

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
7.3.1.1 (CP) Maintaining the effective and cost-efficient performance of all principal regional, sub-regional and local collaborative services	Joanne Pierce - Executive Officer (Chief Executives Suite)	Completed	01-Apr-2019	31-Mar-2020	100.00%	GREEN	GREEN

ACTION PROGRESS COMMENTS:
All collaborations have been collated and are monitored on a six monthly basis by the Chief Officer Team and reported to Corporate Resource Overview and Scrutiny Committee annually. No new risks to report with all principal collaborations performing to their set objectives and timescales.
Last Updated: 23-Apr-2020

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
7.3.1.2 (CP) An annual report will be produced with a set of Red/Amber/Green status' of service (1) Performance and (2) Sustainability	Joanne Pierce - Executive Officer (Chief Executives Suite)	Ongoing	01-Apr-2019	31-Mar-2020	-	GREEN	GREEN

ACTION PROGRESS COMMENTS:
The final annual report was due to be published at the end of quarter four 2019/20. This has been deferred due to the interruption of the COVID-19 emergency and will be revisited once we have exited the Recovery Phase of the Emergency.
Last Updated: 23-Apr-2020

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
7.3.1.3 (CP) Successful transition to a combined CCTV monitoring service hosted by Wrexham County Borough Council	Neal Cockerton - Chief Officer - Housing and Assets	In Progress	01-Apr-2019	31-Mar-2020	85.00%	AMBER	GREEN

ACTION PROGRESS COMMENTS:
Discussions were progressing in relation to transfer but progress has been suspended until the current COVID-19 Pandemic has ended.
Last Updated: 22-Jun-2020

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
7.3.1.4 (CP) Agreement to implement a sub-regional sustainable urban drainage system approval body as a new statutory service	Andrew Farrow - Chief Officer - Planning, Environment and Economy	In Progress	01-Apr-2019	31-Mar-2020	50.00%	AMBER	GREEN

ACTION PROGRESS COMMENTS:
There have been significant delays to progressing with the new/amended posts needed for the SAB role whilst agreement was reached with HR on the context and grading level, specifically around the management/supervision element. This has delayed the process of agreeing and advertising these posts and whilst they are now ready for panel consideration, the present Covid-19 emergency means that no panels are currently being convened and it is unclear when these will resume. Whilst the present team therefore is operating a SAB service, there is increasing pressure on the present small team as SAB duties are conflicting with other responsibilities in the absence of the new posts, which will add a dedicated resource to the team when agreed and recruited to. In practical terms it is not envisaged that these posts can be recruited to and filled until well into the third quarter of 2020/21.
Last Updated: 17-Apr-2020

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
7.3.1.5 (CP) Successful transition to a new service model for enforcement services	Stephen Jones - Chief Officer - Streetscene and Transportation	Completed	01-Apr-2019	31-Mar-2020	100.00%	GREEN	GREEN

ACTION PROGRESS COMMENTS:
The new in-house service has taken on the role of enforcement against littering and dog fouling from the previous contractual arrangement. The new arrangement is bedded in and the target for Fixed Penalty Notice (FPN) income are being achieved.
Last Updated: 22-Oct-2019

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
7.3.1.6 (CP) Agreement of the scope and objectives of the next phase of Alternative Delivery Models for Council managed services	Colin Everett - Chief Executive	Completed	01-Apr-2019	30-Jun-2020	100.00%	GREEN	AMBER

ACTION PROGRESS COMMENTS:
The second phase of the Alternative Delivery Models for medium-term implementation has been agreed by Cabinet. The various transformation projects are at different stages of maturity according to their respective project plans and time lines.
Last Updated: 18-Feb-2020

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
7.4.1.1 (CP) Successful implementation of priority projects within the digital programme plan	Lisa McQuaide - Project Manger	Ongoing	01-Apr-2019	31-Mar-2020	-	GREEN	GREEN

ACTION PROGRESS COMMENTS:
The Council has a rolling list of priority projects within the scope of the Digital Strategy which are prioritised in accordance with Digital Strategy Board governance arrangements. The Council has completed priority projects that it intended to complete in order to deliver a range of services and continues to work through these as per the programme work plan. The programme plan was impacted in March with some rescheduling of items as a result of COVID-19 measures.
Last Updated: 22-Jun-2020

Performance Indicators

KPI Title	Previous Year Actual	Actual	Performance Indicator Trend	Target	Performance RAG
CP6.1.1M01 Percentage of permanent employees who have left within first year of employment	2.00	8.6	↓	1.5	RED

Lead Officer: Andrew Adams - Business Information and Compliance Adviser
Reporting Officer: Sharon Carney - Lead HR Business Partner
Progress Comment: The percentage of permanent employees who have left during the first year of employment is 8.60%. Human Resources (HR) actively encourage the use of exit interviews so we can continue to monitor and understand peoples' reasons for leaving. Social Services account for 48% of the total who left within the first year of employment, with the main reason cited as competition from other employers. The introduction of a new 'Values Based Recruitment' approach during quarter should improve recruitment and retention through placing more emphasis on appointing applicants on a values-based match not only the traditional skills-based match.
Last Updated: 23-Jun-2020

KPI Title	Previous Year Actual	Actual	Performance Indicator Trend	Target	Performance RAG
CP6.1.1M02 Percentage of employee turnover (excluding early retirement and voluntary redundancy)	10.48	9.94	↑	8	RED

Lead Officer: Andrew Adams - Business Information and Compliance Adviser
Reporting Officer: Sharon Carney - Lead HR Business Partner
Progress Comment: The turnover percentage excluding early retirement and voluntary redundancy 2019-20 is 9.94%. HR continue to actively encourage the use of exit interviews to monitor and understand individual reasons for leaving. Turnover should not been seen as a negative as it can and often does provide opportunities for the organisation. Although our aspirational target was not met, it is worth noting that the overall outturn figure is consistent with the median outturn reported by the Local Government Association. This measure is for trend analysis only and as such will not be reported as a performance indicator for future years.
Last Updated: 23-Jun-2020

KPI Title	Previous Year Actual	Actual	Performance Indicator Trend	Target	Performance RAG
CP6.1.2M01 (PAM/001) The number of working days per full time equivalent (FTE) local authority employees lost due to sickness absence	10.44	11.05	⬇	8	🔴 RED

Lead Officer: Sharon Carney - Lead HR Business Partner
Reporting Officer: Andrew Adams - Business Information and Compliance Adviser
Progress Comment: The full time equivalent (FTE) days lost for the Council during 2019/20 is 11.05 days lost per FTE. Four portfolios exceeded the target with an out-turn between 5.11 and 7.15 days lost per FTE. There was an increase in the number of absences during quarter three due to infections and 'flu/infections' was the highest reason for absence in quarter three with a big impact on the overall outturn figure. A separate process was developed to record COVID-19 related absences although it is possible that some have been included in the overall outturn in the early stages of the emergency. The ongoing work between, Occupational Health, HR and Trade Unions is key to improving attendance management and remains a key priority of the people strategy moving forward.
Last Updated: 23-Jun-2020

KPI Title	Previous Year Actual	Actual	Performance Indicator Trend	Target	Performance RAG
CP6.1.2M02 Increase in attendance of managers and employee Stress Management training	145	453	⬆	200	🟢 GREEN

Lead Officer: Andrew Adams - Business Information and Compliance Adviser
Reporting Officer: Sharon Carney - Lead HR Business Partner
Progress Comment: Target specific Portfolios and Services Areas who are likely to benefit most.
Last Updated: 18-May-2020

KPI Title	Previous Year Actual	Actual	Performance Indicator Trend	Target	Performance RAG
CP6.1.2M03 Number of accredited Mental Health First Aiders across the organisation	New Measure	Not started	N/A	10	

Lead Officer: Andrew Adams - Business Information and Compliance Adviser
Reporting Officer: Sharon Carney - Lead HR Business Partner
Progress Comment: The Health and Wellbeing Strategy is now complete with it due to be published in due course. The Council have agreed an action plan with 'Time to Change' and implementation date to be confirmed. This will enable training of mental health champions and recruitment of Mental Health First Aiders across the Council.
Last Updated: 18-May-2020

KPI Title	Previous Year Actual	Actual	Performance Indicator Trend	Target	Performance RAG
CP6.1.3M01 (PAM/044) The number of apprentices (excluding teachers) on formal recognised apprenticeship schemes within the authority during the year per 1,000 employees	New Measure	18.33	N/A	Baseline Year	GREEN

Lead Officer: Heather Johnson - Corporate Training Officer
Reporting Officer: Sharon Carney - Lead HR Business Partner
Progress Comment: This measures the number of apprentices employed by the local authority that are undertaking learning through a formal, recognised apprenticeship scheme funded by Welsh Government during the year. This includes those which were completed during the year. Both new entrants and existing staff that are up-skilling should be included. There are no age restrictions. This measure extends to all staff, excluding teachers. For details of the formal, recognised apprenticeship schemes funded by Welsh Government, please refer to the Apprenticeships Framework.
Last Updated: 19-May-2020

KPI Title	Previous Year Actual	Actual	Performance Indicator Trend	Target	Performance RAG
CP6.1.3M02 The number of apprentices that complete the programme with a positive outcome	100	97	↓	95	GREEN

Lead Officer: Heather Johnson - Corporate Training Officer
Reporting Officer: Sharon Carney - Lead HR Business Partner
Progress Comment: 33 apprentices were due to complete this year and 32 had a positive outcome. Positive outcome is deemed to be those who complete the apprentice programme and gain internal/ external employment or progress to higher level qualifications.
Last Updated: 19-May-2020

KPI Title	Previous Year Actual	Actual	Performance Indicator Trend	Target	Performance RAG
CP6.1.3M03 Percentage of all direct employees achieving Foundation Living Wage	New Measure	100	N/A	100	GREEN

Lead Officer: Andrew Adams - Business Information and Compliance Adviser
Reporting Officer: Sharon Carney - Lead HR Business Partner
Progress Comment: The Council's new pay model provides for a competitive salary across the majority of its evaluated positions. The new pay model provides for a minimum hourly rate of £9.00 per hour which meets the Foundation Living Wage.
Last Updated: 05-May-2020

KPI Title	Previous Year Actual	Actual	Performance Indicator Trend	Target	Performance RAG
CP6.1.3M04 Percentage of eligible employees receiving an annual appraisal	80.04	80.42	↑	100	AMBER

Lead Officer: Sharon Carney - Lead HR Business Partner
Reporting Officer: Andrew Adams - Business Information and Compliance Adviser
Progress Comment: As at 31 March 2020, based on the information recorded in iTrent, the percentage of our eligible workforce who had received an appraisal was 77%. Five of the eight Portfolios achieved 80% or higher completion rates. We have worked hard as a council over recent years, to stress the importance of appraisals and make sure all employees have the opportunity. All managers are responsible for recording completed appraisals in iTrent. Any outstanding appraisals should be scheduled, and where possible, also recorded in iTrent. An Appraisal Advisory Review was carried out by Internal Audit in August 2019. The review identified that not all managers were updating iTrent once the appraisal was complete. The same review also identified issues with consistency of appraisals across the Council. This resulted in the appraisal policy, forms and tools in support of performance management being revised and then shared with key stakeholders prior to implementing. The new, simplified process is flexible enough to accommodate the diverse range of services, positions occupied across the Council. A manager's guide has also been developed to support the managers and the process with a view to ensuring consistency of approach.
Last Updated: 21-May-2020

KPI Title	Previous Year Actual	Actual	Performance Indicator Trend	Target	Performance RAG
CP6.2.1M01 The percentage of planned efficiencies achieved	98	91	↓	95	AMBER

Lead Officer: Gary Ferguson - Corporate Finance Manager
Reporting Officer: Sara Dulson - Strategic Finance Manager
Progress Comment: The 91% is reported within the M11 Revenue monitoring report as the latest position. It is not anticipated that this will change however final outturn will not be reported until July 2020.
Last Updated: 14-Apr-2020

KPI Title	Previous Year Actual	Actual	Performance Indicator Trend	Target	Performance RAG
CP6.2.1M02 Percentage of income target achieved	No Data	51.14	N/A	75	RED

Lead Officer: Gary Ferguson - Corporate Finance Manager
Reporting Officer: Sara Dulson - Strategic Finance Manager
Progress Comment: When setting the budget for 2019/20 it was acknowledged that the income target was particularly challenging and only 51% of income was able to be achieved compared with the increased target. Work on fees and charges is ongoing within service portfolios, including where possible moving towards the achievement of full cost recovery. The annual review of fees and charges will be considered by Cabinet in July 2020 and set further inflationary increases to be implemented from October 2020. As part of the 2020/21 budget, the income target has also been adjusted to better reflect realistic income levels.
Last Updated: 25-Jun-2020

KPI Title	Previous Year Actual	Actual	Performance Indicator Trend	Target	Performance RAG
CP6.2.1M03 Maximise the collection of Council Tax	98.23	97.9	↓	98.2	AMBER

Lead Officer: Gareth Owens - Chief Officer - Governance
Reporting Officer: David Barnes - Manager - Revenues
Progress Comment: The 'in-year' Council Tax collection level fell by 0.3% during 2019/20 with a final outturn of 97.9% compared to 98.2% in the previous year. The reduction in 'in-year; collections was due to the combined effects of:
1) loss of committal as a recovery tool.
2) ongoing recovery of monies due from the bulk Single Person Discount Review, 3) the impact on collections during the last 3 weeks in March as a result of the COVID-19 emergency measures.
Last Updated: 15-Apr-2020

KPI Title	Previous Year Actual	Actual	Performance Indicator Trend	Target	Performance RAG
CP6.2.1M04 The percentage variance between the revenue budget out-turn and the budget set	0.2	0.56	↓	0.5	AMBER

Lead Officer: Gary Ferguson - Corporate Finance Manager
Reporting Officer: Sara Dulson - Strategic Finance Manager
Progress Comment: The M11 Revenue monitoring report is showing a projected overspend of £1.524m against budget. This is not the final outturn position which will be reported in July 2020
Last Updated: 14-Apr-2020

KPI Title	Previous Year Actual	Actual	Performance Indicator Trend	Target	Performance RAG
CP6.2.2M01 Level of Rent Arrears as a percentage of the Annual Rent Yield	4.9%	4.54	⬇	4.7	🟢🟠🔴 GREEN

Lead Officer: David Barnes - Manager - Revenues
Reporting Officer: Sheila Martin - Income Team Leader
Progress Comment: Rent arrears for 2019/20 closed at £1.815m as opposed to £1.881m in the previous year a reduction of £65k.
The year-end position demonstrates rent arrears have been brought under control and we are slowly moving back to the position last seen in 2017/18 when we compare rent arrears to the gross rent yield.
Last Updated: 22-Apr-2020

Risks

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 - Strategic Finance Manager	Red	Red	⬌	Open

Potential Effect: Reduction in funding of Revenue Support Grant leading to challenging financial position for the Council in its ability to set a balanced budget.
Management Controls: 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 with the strategy to be reviewed during the period based on the best available intelligence and identification of solutions available.
Progress Comment: The Council considered the final options for the budget on 18th February 2020 and was able to approve a legally balanced budget, although there were no indicative amounts provided for 2021/22 and beyond.
The current emergency began towards the end of the financial year and will have a significant impact on public finances including local government.
Even prior to the pandemic, the medium term was forecast to be challenging with an initial high level forecast for 2021/22 of a gap of £10m.
This is currently being reviewed following a Medium Term Financial Strategy (MTFS) workshop held in early March 2020 and an update on the future outlook is due to be reported to Members prior to the Summer recess.
Last Updated: 23-Jun-2020

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		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: A detailed programme of works has been developed including all the Council's aspirations. This has been developed into a phased action plan with sufficient resource allocated to achieve the aspirations. Resources are tight, especially in certain teams, and work is planned based on an assessment of which teams are needed to complete the task and whether they have capacity. Any significant extra requests for work will delay the existing planned actions.
Last Updated: 20-Apr-2020

RISK TITLE	LEAD OFFICER	SUPPORTING OFFICERS	INITIAL RISK RATING	CURRENT RISK RATING	TREND ARROW	RISK STATUS
Fully funding demand led services and inflationary pressures	Sara Dulson - Strategic Finance Manager	Gary Ferguson - Corporate Finance Manager	Red	Red	⬌	Open

Potential Effect: Reductions or cessation of services and high increases in Council Tax levels
Management Controls: National lobbying for improved funding for local government in Wales to include indexation of nationally agreed pay award, increases in demand and Nationally agreed legislative changes.
Maximisation of business planning efficiencies from Portfolios and increases to fees and charges
Progress Comment: The Council successfully developed its case through a Cross Party Working Group of Members and supporting officers to align with the work the Welsh Local Government Association (WLGA). The Council will continue to press for fully funded demand led services and inflationary pressures as it progresses and updates its Medium Term Financial Strategy.
Last Updated: 23-Jun-2020

RISK TITLE	LEAD OFFICER	SUPPORTING OFFICERS	INITIAL RISK RATING	CURRENT RISK RATING	TREND ARROW	RISK STATUS
Competing priorities and limited organisational capacity slow the pace of change	Gareth Owens - Chief Officer - Governance	Lisa McQuaide - Project Manger	Amber	Amber	⬌	Open

Potential Effect: It will delay implementation of projects and the improvements to service or income they might generate.
Management Controls: The Digital Strategy Board has ranked all the current projects based on organisational significance and is preparing work plan based on the available capacity.
Progress Comment: Planned work programme discussions have taken place and some items within have been scheduled - risk level currently remains the same in terms of competing priorities and capacity. Digital Strategy Board governance arrangements are in place to support this.
Last Updated: 15-Apr-2020

RISK TITLE	LEAD OFFICER	SUPPORTING OFFICERS	INITIAL RISK RATING	CURRENT RISK RATING	TREND ARROW	RISK STATUS
Encouraging our customers to access services digitally results in some people finding it more difficult to get the support or service they need	Cher Lewney - Digital Customer & Community Resilience Programme Manager	Aled Griffith - IT Infrastructure Manager	Amber	Green	⬇	Closed

Potential Effect: Sectors of our population could find it more difficult or be unable to access the services they need.
Management Controls: The Council will continue to provide services via its telephone contact centre and Connects offices.
Progress Comment: This risk has been closed due to the risk no longer being appropriate and the lack of opportunity to measure a meaningful and reflective impact.
Last Updated: 13-Jan-2020

| RISK TITLE	LEAD OFFICER	SUPPORTING OFFICERS	INITIAL RISK RATING	CURRENT RISK RATING	TREND ARROW	RISK STATUS
A shift in technical and digital skill-sets is required to ensure we can support new digital ways of working.	Cher Lewney - Digital Customer & Community Resilience Programme Manager	Aled Griffith - IT Infrastructure Manager	Amber	Amber	↔	Closed

Potential Effect: It will sub-optimise the benefits or savings that might be achieved from digital services and will slow the pace of take up of digital services.
Management Controls: Each project will include its own staff development plan to ensure that skills exits to utilize new digital technology as it is installed. Digital skills will be included essential criteria when recruiting. The Council will need to consider building a team to support the website.
Progress Comment: This risk is to be reassessed as we are not able to report on it efficiently or effectively.
Last Updated: 24-Jan-2020

RISK TITLE	LEAD OFFICER	SUPPORTING OFFICERS	INITIAL RISK RATING	CURRENT RISK RATING	TREND ARROW	RISK STATUS
Potential impact on service demand when setting fees and charges	Kelly Oldham Jones - Income Generation and Marketing Manager	Rachael Corbelli - Finance Manager	Amber	Amber	↔	Open

Potential Effect: Reduced service demand and knock on effect on workforce capacity.
Reduced income and/or failure to achieve income target.
Management Controls: Market analysis for new fees/charges to inform level of charging.
Three year staged approach to achieve full cost recovery, allowing incremental increases rather than one significant in year change.
Annual review of fees and charges which will consider service demand and enable fees and charges to be reviewed in line with demand/cost analysis.
Progress Comment: This risk is ongoing, with the management controls deployed when setting new fees/charges and for the annual review as and when required.
Last Updated: 21-Apr-2020

RISK TITLE	LEAD OFFICER	SUPPORTING OFFICERS	INITIAL RISK RATING	CURRENT RISK RATING	TREND ARROW	RISK STATUS
Meeting Internal Targets	Sara Dulson - Strategic Finance Manager	Gary Ferguson - Corporate Finance Manager	Amber	Red	⬆	Open

Potential Effect: Impact on the overall financial position of the Authority impacting on Medium Term Financial Strategy (MTFS).
Management Controls: Review of in year efficiencies and mitigate any shortfalls.
Review of income and expenditure to ensure financial management is robust.
Review at Programme Board and escalation as necessary.
Progress Comment: Recurring shortfalls in income and expenditure that cannot be mitigated are included as pressures in the Medium Term Financial Strategy (MTFS).
Programme Boards receive an update on the financial position for the portfolio at each meeting.
The Month 11 revenue monitoring report confirms that 91% of the in-year efficiencies will be met by the end of the financial year. The 2020/21 budget included some pressures for efficiencies that were unable to be mitigated and the MTFS continues to be updated as part of the ongoing review.
 Last Updated: 14-Apr-2020

RISK TITLE	LEAD OFFICER	SUPPORTING OFFICERS	INITIAL RISK RATING	CURRENT RISK RATING	TREND ARROW	RISK STATUS
The appetite of collaborative partners limits the scope for new collaborations and can bring into question the long-term viability of existing collaborations where performance and/or cost-benefit is questioned.	Colin Everett - Chief Executive	Joanne Pierce - Executive Officer (Chief Executives Suite)	Red	Amber	⬇	Open

Potential Effect: • Failure to deliver efficiencies
• Reputational damage
• Failure to deliver corporate priorities
Management Controls: • Ensure that all service change takes into account collaborative benefits as one of the options
• Regularly monitor progress of existing collaborations
• Ensure appropriate governance arrangements are in place, both at transition and as part of the final collaboration
• Provide political and professional profile for ongoing collaborative projects
Progress Comment: - All portfolio business plans consider collaborations as a model of delivery.
- Progress against collaboration models is monitored and reported upon twice annually; including providing a position statement to WLGA.
- All collaborations consider and make arrangements for appropriate governance; following the governance arrangements of the lead authority.
- Cabinet are informed of the progress against ongoing collaborative projects twice annually. Flintshire takes a professional role in all the collaborations we are a partner in.
Last Updated: 23-Apr-2020

RISK TITLE	LEAD OFFICER	SUPPORTING OFFICERS	INITIAL RISK RATING	CURRENT RISK RATING	TREND ARROW	RISK STATUS
The transition of one service model to another	Neal Cockerton - Chief Officer - Housing and Assets	Lynne McAlpine - Personal Assistant	Red	Amber	⬇	Open

Potential Effect: • Delay in the transition
• Anticipated efficiencies will not be realised leading to potential increased cost
Management Controls: Ensure adequately resourced
• Realistic programmes regularly managed and monitored
• Regular reporting to COT , Cabinet and Scrutiny
Progress Comment: This risk affects a number of service areas. The specific risk to Housing and Assets is related to housing repairs expanding on external opportunities. This is at concept stage.
Last Updated: 17-Apr-2020

RISK TITLE	LEAD OFFICER	SUPPORTING OFFICERS	INITIAL RISK RATING	CURRENT RISK RATING	TREND ARROW	RISK STATUS
Increasing costs of service delivery and rising demand for some services	Gary Ferguson - Corporate Finance Manager	Sara Dulson - Strategic Finance Manager	Red	Red	⬇	Open

Potential Effect: The Council may not be able to deliver services or may not be able to set a legal balanced budget
Management Controls: • Regular monitoring of budgets
• Escalation of areas of increasing financial risk such as increased cost and demand
• Seek additional national funding for inflationary uplifts and areas of high service demand
• Challenge by finance for mitigation within the service
• Prevention strategies to minimise demand
• Regular reporting to COT/Cabinet/Council
Progress Comment: The Council monitors the cost of service delivery through revenue monthly monitoring with service managers and reports to Cabinet.
The Council approved a balanced budget at its meeting on 18 February 2020 for 2020/21 and this will be monitored on a monthly basis through reporting to Cabinet.
Any issues relating to service delivery and rising demand are considered as part of the ongoing work on the Councils Medium Term Financial Strategy.
Last Updated: 23-Jun-2020

RISK TITLE	LEAD OFFICER	SUPPORTING OFFICERS	INITIAL RISK RATING	CURRENT RISK RATING	TREND ARROW	RISK STATUS
Not investing sufficiently in the resource to modernise our business processes and technologies.	Mandy Humphreys - IT Business Services Manager	Aled Griffith - IT Infrastructure Manager, Gareth Barclay - Senior Performance and Business Data Officer	Red	Amber	⬇	Closed

Potential Effect: This will impact both our customers, who increasingly expect to access services digitally and our partners, who increasingly wish to collaborate with us digitally.
Failure to digitise services will limit the degree to which the council will be able to deliver associated efficiencies.
Management Controls: The Digital Strategy Board will assess business cases for inclusion in the Digital Strategy with prioritization given to those likely to deliver tangible benefits to the public.
Funding arrangements to support business cases will need to be included.
Any business cases/projects that are considered critical to the success of the strategy where no funding is available should be submitted as bids as part of the councils Medium Term Financial Strategy/Capital Strategy.
Progress Comment: Closed as the risk is a duplicate of another risk - 'Competing priorities and limited organisation capacity slow the pace of change'.
Last Updated: 16-Jun-2020