Annual Performance Progress Report

Flintshire County Council
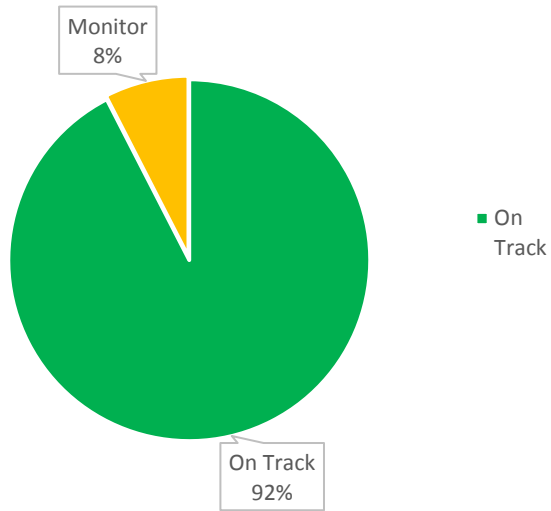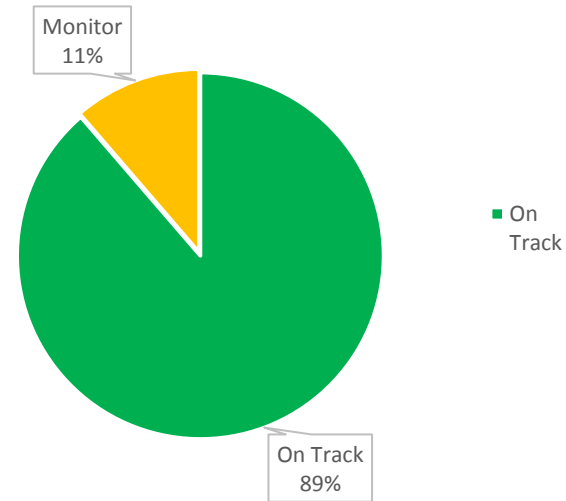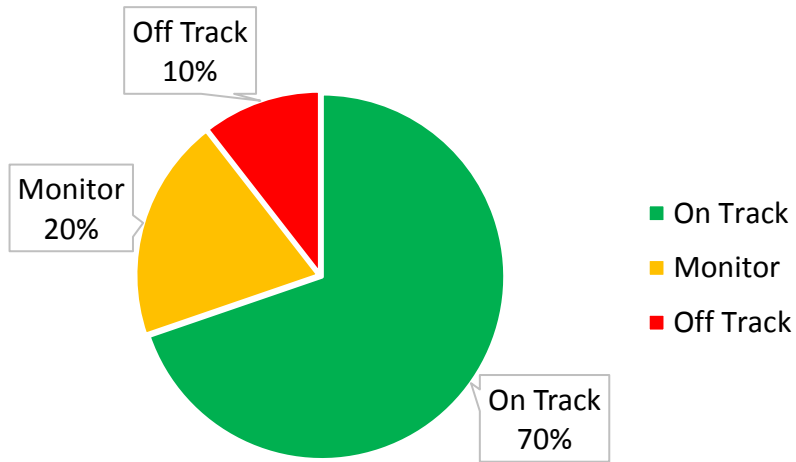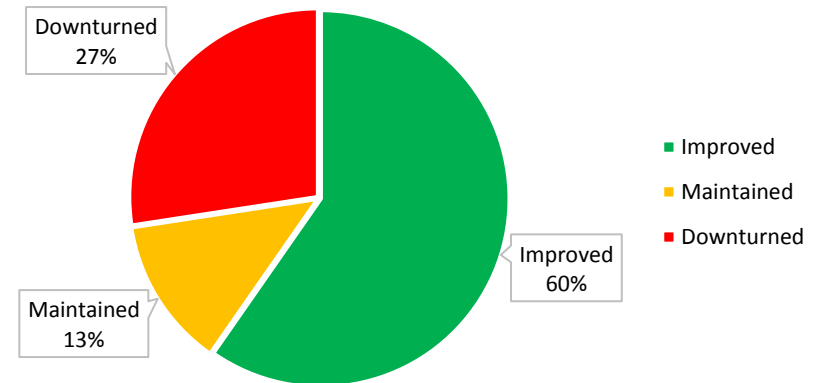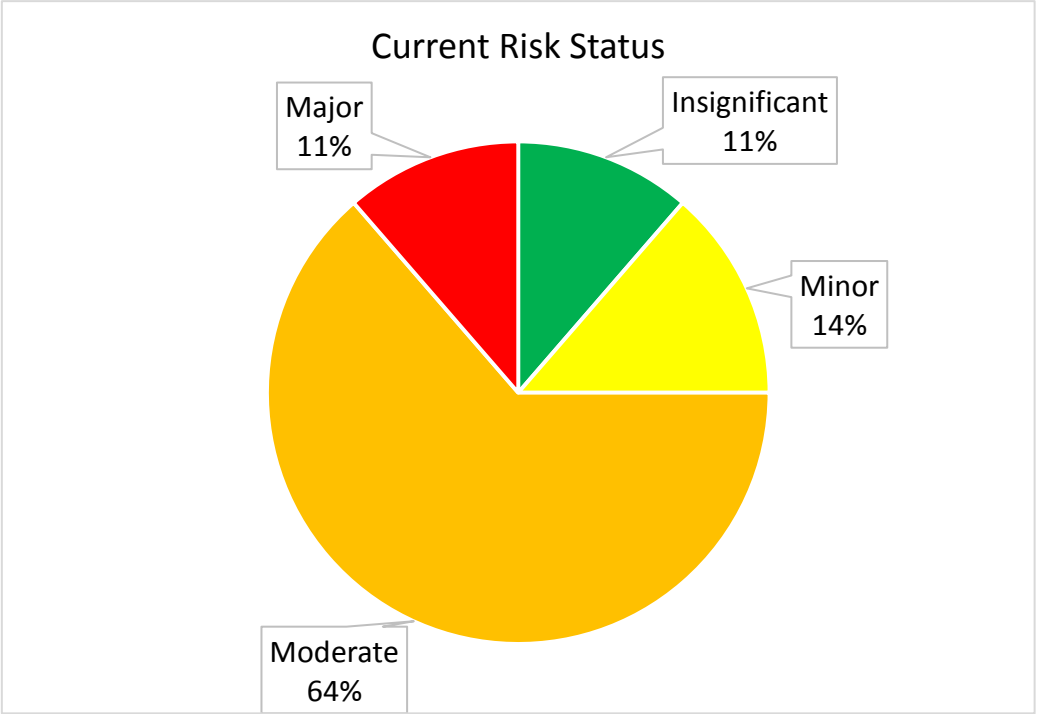
1 Supportive Council

Actions

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
1.1.1.1 Provide new social and affordable homes	Melville Evans - Senior Manager - Housing Programmes	Completed	01-Apr-2017	31-Mar-2019	100.00%	GREEN	GREEN

ACTION PROGRESS COMMENTS:
Work continues to deliver the Strategic Housing and Regeneration Programme. The programme has delivered 153 new Council and affordable homes at the end of March 2019. The next phase of the programme has been approved and will deliver a further 130 new Council and affordable homes across the county at Nant y Gro (Gronant), Llys Dewi (Penyffordd, Holywell), Dobshill, Maes Gwern (Mold) and Garden City (Sealand). In addition the development at Maes Gwern will deliver 22 shared equity homes. This takes the total to 305 properties out of the target of 500 by 2021. Work continues to identify suitable land within the county for further developments and early stages of consultation are underway for two schemes at Mostyn.

Last Updated: 24-Apr-2019

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
1.1.1.2 Welsh Housing Quality Standard (WHQS) investment plan targets achieved	Sean O'Donnell - Contract Surveyor	Completed	01-Apr-2017	31-Mar-2019	100.00%	GREEN	GREEN

ACTION PROGRESS COMMENTS:
All WHQS contracts progressed into Year 4 (2018/19) of the 6 year Capital Programme with a smooth transition into new 'external' areas of work. The Capital Programme has introduced work streams which will gradually replace the Internal work streams (kitchens and bathrooms). This will comprise of roofing works, window & door replacements along with wider community works including car parking and communal footpaths. These new work streams will have an increased impact on communities as they begin to transform the aesthetics and environment by regenerating and revitalising areas. All WHQS contracts for the 2018-2019 financial year have been completed and our current expenditure and delivery key performance indicators have also been met.

Last Updated: 12-Apr-2019

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

ACTION PROGRESS COMMENTS:
1. The 2018 update builds upon the findings of the 2016 Gypsy Traveller Accommodation Assessment (GTAA) which suggests an additional household pitch need of 8 pitches over the 5 years 2018-2022 (compared with 5 over a comparable period in the 2016 GTAA) and a total of 26 pitches over the 15 year plan period 2018-2032 (28 pitches in the 2016 GTAA).
2. The Council has provided evidence of a total of 37 unauthorised encampments with a total of 156 caravans (an average of 4.2 caravans per encampment) in 2017 and in 2018 the figures were 30 encampments, 26 of which were on private land and 111 caravans (an average of 3.7 caravans). Transit activity continues to take place within Flintshire and the average encampment involves 4 caravans. Given the scale of unauthorised encampment activity, it would be recommended small-transit provision for up to 5 caravans is provided. An area of land in Flintshire has been identified which would be suitable for transit site provision but at this stage no consultation has taken place with key stakeholders. This land would be suitable for the provision of six pitches and would meet the unmet need of the GTAA.
3. Improvements to Riverside amenity blocks have been on-going during the period under review with new kitchens and doors being fitted to five blocks. An application for Capital Site Grant funding has been made to Welsh Government (WG) to improve the aesthetics on site including installation of new fencing, removal of all rubbish and updated shower blocks. We have secured £250,000 capital site funding from the WG for the above refurbishments. It is out for tender at this time and work will be completed before the end of the financial year.

Last Updated: 15-Apr-2019

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
1.1.2.1 Improve standards within the private rented sector	Jenny Prendergast - Health and Safety Team Leader	Completed	01-Apr-2017	31-Mar-2019	100.00%	GREEN	GREEN

ACTION PROGRESS COMMENTS:
We have proactively undertaken work to ensure that landlords register with Rent Smart Wales and have been working with Rent Smart Wales to tackle those who are resistant to registering . This has resulted in 94.84% of landlords registered with Rent Smart Wales.

Last Updated: 11-Jun-2019

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
1.1.2.2 Deliver the Council's housing growth needs	Lesley Bassett - Housing Strategy Manager	Completed	01-Apr-2017	31-Mar-2019	100.00%	GREEN	GREEN

ACTION PROGRESS COMMENTS:

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

Last Updated: 15-Apr-2019

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
1.1.2.3 Meeting the housing needs of vulnerable groups	Lesley Bassett - Housing Strategy Manager	Completed	01-Apr-2017	31-Mar-2019	100.00%	GREEN	GREEN

ACTION PROGRESS COMMENTS:

To date we have rehoused 46 people from vulnerable groups into appropriate housing. We have also implemented a strategic acquisition policy which enables us to acquire units where they meet a specific need including larger families.

Last Updated: 15-Apr-2019

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
1.2.1.1 Support Flintshire residents to better manage their financial commitments	Jen Griffiths - Benefits Manager	Completed	01-Apr-2017	31-Mar-2019	100.00%	GREEN	GREEN

ACTION PROGRESS COMMENTS:

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

Last Updated: 09-Apr-2019

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
1.2.1.2 Working collaboratively to minimise Universal Credit (UC) Risks	Jen Griffiths - Benefits Manager	Completed	01-Apr-2017	31-Mar-2019	100.00%	GREEN	GREEN

ACTION PROGRESS COMMENTS:
Progress has been managed and monitored during the year via various meetings which include the Tackling Poverty Partnership; Universal Credit Operational Board; and Universal Credit Social Landlord group. Where issues are based around the national model, there is a process in place to escalate, track progress and disseminate solutions or work around as and when received.

Last Updated: 09-Apr-2019

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
1.2.1.3 Develop skills programmes and delivery mechanisms for North Wales Growth Deal	Niall Waller - Service Manager - Enterprise and Regeneration	Completed	01-Apr-2017	31-Mar-2019	100.00%	GREEN	GREEN

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

Last Updated: 29-Apr-2019

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
1.2.1.4 Develop and deliver programmes to improve domestic energy efficiency to reduce Co2 emissions and fuel poverty	Niall Waller - Service Manager - Enterprise and Regeneration	Completed	01-Apr-2017	31-Mar-2019	100.00%	GREEN	GREEN

ACTION PROGRESS COMMENTS:

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

Last Updated: 12-Apr-2019

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
1.3.1.1 Expand and support the care sector to enable people to live well and have a good quality of life	Jane M Davies - Senior Manager, Safeguarding & Commissioning	Completed	01-Apr-2017	31-Mar-2019	100.00%	GREEN	GREEN

ACTION PROGRESS COMMENTS:

The 32 bed expansion of Marleyfield Care Home is in the design phase, with a planned operational date of mid-2021.
Hwb Cylfe, the replacement for Glanrafon Day Centre for people with a learning disability, is now open.
The third Extra Care facility, Llys Raddington in Flint, opened and is fully occupied, while the Holywell new build is in the construction phase, with an expected operational date of 2021.

In September 2018 the Progress for Providers project was publicly recognised, winning the Social Care Wales Accolades Awards for 'Excellent outcomes for people of all ages by investing in the learning and development of staff'. The project was also a finalist in the Association for Public Service Excellence (APSE) Awards - 'Celebrating outstanding achievement and innovation within UK local government service delivery'.
We are developing support materials and training for residential providers who are working towards silver and gold accreditation, and progressing the roll out for domiciliary and nursing care.
The regional framework for Domiciliary Care is now in place; some new providers have come on board, and we are working regionally to reopen the framework to increase numbers further. A review of the domiciliary care sector in Flintshire for recruitment and retention has been completed, and we have developed a strategy to support this. Alongside this, we are in the initial phases of reviewing demand management, particularly with regard to domiciliary care.

Last Updated: 15-Apr-2019

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
1.3.1.2 Support greater independence for individuals with a frailty and/or disability, including those at risk of isolation.	Susie Lunt - Senior Manager, Integrated Services and Lead Adults	Completed	01-Apr-2017	31-Mar-2019	100.00%	GREEN	GREEN

ACTION PROGRESS COMMENTS:
We completed a review of double handed care (2 staff attending each call), and have been finding creative solutions as an alternative to traditional domiciliary care; these solutions are efficient and cost effective, and support a culture of control & self-determination, whilst freeing up domiciliary care hours to be utilised for people in critical need.
A new 37 hour post in partnership with Flintshire Local Voluntary Council (FLVC) was recruited in the Single Point of Access to support social prescribing, linking to GPs in the community.
The business case for Glan y Morfa was agreed and Welsh Government are supporting with funding from the Integrated Care Fund. The refurbishment programme has commenced. This facility will provide a step-down for people with a physical disability, who are ready for discharge but not ready to go home.
We are setting up a Trio project, to provide small scale day time support for people who have dementia and/or feel isolated in their community. The intention is to bring together "home companions" to support each other and reduce the need for formal day or respite care.

Last Updated: 15-Apr-2019

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
1.3.1.3 Improve outcomes for Looked After children	Craig Macleod - Senior Manager, Children's Services & Workforce	Completed	01-Apr-2017	31-Mar-2019	100.00%	GREEN	GREEN

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

Last Updated: 09-Apr-2019

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
1.4.1.1 Develop and integrate services for carers with our commissioned providers	Susie Lunt - Senior Manager, Integrated Services and Lead Adults	Completed	01-Apr-2017	31-Mar-2019	100.00%	GREEN	GREEN

ACTION PROGRESS COMMENTS:

Carers' Services continue to progress and develop, adapting to the changing needs of carers when they present. Flintshire has continued to work closely and proactively with our Carers' Services reviewing our working practices and partnerships regularly via the Carers' Strategy Group. The North Wales Strategy for Carers' Services is now in place, and all North Wales Local Authorities and the Health Board are currently completing their first self-assessment. The Strategy aims to further embed the Social Services and Wellbeing (Wales) Act and create more consistency in service provision across the regions and across health and social services. Flintshire works with a number of organisations that provide a wide range of services to support carers. Our contract with Barnardos for Young Carers Services has been extended to fall into line with the other carer contracts, and all will be due for review in 2019/20.

Last Updated: 15-Apr-2019

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
1.4.1.2 Embed the long term use of Integrated Care Fund (ICF) to meet local needs and demands	Susie Lunt - Senior Manager, Integrated Services and Lead Adults	Completed	01-Apr-2017	31-Mar-2019	100.00%	GREEN	GREEN

ACTION PROGRESS COMMENTS:

Partners in Flintshire have continued to maximise the use of the extended Integrated Care Fund (ICF) programme to meet the priorities of Flintshire residents. The re-phasing of agreed ICF capital funding has been agreed to fit with our capital programme, and Welsh Government have confirmed the ongoing use of ICF revenue funding for existing projects. Examples of the work funded by ICF to support people with dementia include increasing support offered to care homes to continue through the Progress for Providers Framework and extending that work into the domiciliary care sector, and reviewing the support offered to people with early onset dementia. A percentage of the ICF revenue budget (£100K) has been allocated to the Flintshire Local Voluntary Council for supporting projects.

Last Updated: 15-Apr-2019

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
1.4.1.3 Embed the Early Help Hub into everyday practice by working with statutory partners and the third sector	Craig Macleod - Senior Manager, Children's Services & Workforce	Completed	01-Apr-2017	31-Mar-2019	100.00%	GREEN	GREEN

ACTION PROGRESS COMMENTS:

The Early Help Hub is fully functioning, with commitment from all agencies. Enhanced consortia arrangements for support through Families First projects are ensuring responsive access to help for families. During the year, 1,246 families accessed the Hub and were provided with information and / or support, well above our target for the year of 800 families.

Last Updated: 15-Apr-2019

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
1.4.1.4 Working with the new Wales Programme to recognise Adverse Childhood Experiences (ACE's)	Craig Macleod - Senior Manager, Children's Services & Workforce	Completed	01-Apr-2017	31-Mar-2019	100.00%	GREEN	GREEN

ACTION PROGRESS COMMENTS:

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

Last Updated: 09-Apr-2019

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
1.5.1.1 All Council portfolios to understand and act on their responsibilities to address safeguarding	Jane M Davies - Senior Manager, Safeguarding & Commissioning	Completed	01-Apr-2017	31-Mar-2019	100.00%	GREEN	GREEN

ACTION PROGRESS COMMENTS:

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

Last Updated: 15-Apr-2019

Performance Indicators

KPI Title	Previous Year Actual	Actual	Performance Indicator Trend	Target	Performance RAG
IP1.1.1.1M01 The numbers of additional Council homes being built through the SHARP programme	55	57	↑	99	RED

Lead Officer: Neal Cockerton - Chief Officer - Housing and Assets
Reporting Officer: Denise Naylor - Housing Programmes Support Manager
Progress Comment: During 2018/19 a total of 15 council properties were completed as part of the Strategic Housing and Regeneration Programme. In the same year work commenced at sites at Llys Dewi – Penyffordd, Holywell, Maes Gwern - Mold and Dobshill. Completion at these sites will provide a further 42 new council homes. There has been a delay in the start of the development at Nant y Gro, Gronant which, when it commences will deliver a further 37 new council homes. This development forms part of the target of 99 for 2018/19 however it is unlikely to start until early in 2019/20.

Last Updated: 18-Jun-2019

KPI Title	Previous Year Actual	Actual	Performance Indicator Trend	Target	Performance RAG
IP1.1.1.2M02 The numbers of additional affordable homes being built through the SHARP programme	40	61	↑	61	GREEN

Lead Officer: Melville Evans - Senior Manager - Housing Programmes
Reporting Officer: Denise Naylor - Housing Programmes Support Manager
Progress Comment: April 2018 saw the completion of the remaining 22 units at The Walks, Flint providing a total of 12 affordable units for rent through NEW Homes built through SHARP. Work has also commenced at sites at Llys Dewi – Penyffordd, Holywell, Maes Gwern - Mold and Dobshill which will deliver a further 39 affordable homes for rent plus 22 shared equity homes. There has been a delay in the start date of the development at Nant y Gro, Gronant which is due to commence early in 2019/20 and will provide a further 4 affordable homes.

Last Updated: 07-May-2019

KPI Title	Previous Year Actual	Actual	Performance Indicator Trend	Target	Performance RAG
IP1.1.1.3M03 The number of additional properties managed by NEW Homes	63	22	⬇	22	●●● GREEN

Lead Officer: Melville Evans - Senior Manager - Housing Programmes
Reporting Officer: Denise Naylor - Housing Programmes Support Manager
Progress Comment: NEW Homes was set up to provide housing for affordable rent to the 'squeezed middle'. The property portfolio included new build properties through the Strategic Housing and Regeneration Programme and private developers' Section 106 agreements alongside properties managed on behalf of private landlords. NEW Homes Board have agreed to remove the managed lettings offer and will no longer manage properties on behalf of private landlords. This will see an overall reduction in the number of properties managed by NEW Homes but through an ambitious development plan to be considered by the Council there will be an increase in new properties for affordable rent over the next 3 years.

Last Updated: 07-May-2019

KPI Title	Previous Year Actual	Actual	Performance Indicator Trend	Target	Performance RAG
IP1.1.1.4M04 Increasing the total number of properties managed by NEW Homes	126	120	⬇	148	●●● AMBER

Lead Officer: Melville Evans - Senior Manager - Housing Programmes
Reporting Officer: Denise Naylor - Housing Programmes Support Manager
Progress Comment: The total number of properties managed by NEW Homes at the end of March 2018 was 120. Moving forward this will reduce by 18 as the company will no longer offer its managed lettings service to private landlords. NEW Homes has prepared its business plan which includes ambitious plans to increase the number of owned properties through a range of options for consideration and approval by the Council.

Last Updated: 01-Apr-2019

KPI Title	Previous Year Actual	Actual	Performance Indicator Trend	Target	Performance RAG
IP1.2.1.1M01 The percentage of landlords and letting agents compliant with the Rent Smart Code of Practice	80.35	94.84	↑	75	●●● GREEN

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

Last Updated: 24-Apr-2019

KPI Title	Previous Year Actual	Actual	Performance Indicator Trend	Target	Performance RAG
IP1.2.1.2M02 The percentage of tenants protected from unsuitable living conditions	100	100	↔	100	●●● GREEN

Lead Officer: Andrew Farrow - Chief Officer - Planning, Environment and Economy
Reporting Officer: Jenny Prendergast - Health and Safety Team Leader
Progress Comment: All complaints about substandard housing conditions were investigated. 340 service requests dealt with during 2018/19.

Last Updated: 24-Apr-2019

KPI Title	Previous Year Actual	Actual	Performance Indicator Trend	Target	Performance RAG
IP1.2.2.1M01 The number of additional affordable units provided through the SHG Programme	N/A	122	N/A	N/A	N/A

Lead Officer: Neal Cockerton - Chief Officer - Housing and Assets
Reporting Officer: Denise Naylor - Housing Programmes Support Manager
Progress Comment: The Social Housing Grant is funding provided by Welsh Government (WG) to the Council's Housing Association partners to deliver social housing in Flintshire to address housing need. The funding is awarded by WG on a scheme by scheme basis and therefore the projected number of housing delivered through the programme changes depending on which schemes are approved by WG. The figure 122 includes 43 General needs units, 7 Supported housing units and 72 Extra Care units (flint) which were completed within the 2018/19 SHG programme.

Last Updated: 18-Jun-2019

KPI Title	Previous Year Actual	Actual	Performance Indicator Trend	Target	Performance RAG
IP1.2.2.2M02 (PAM/014) The number of new homes created as a result of bringing empty properties back into use	293	95	↓	70	●●● GREEN

Lead Officer: Lynne Fensome - Management and Support Manager
Reporting Officer: Jenny Prendergast - Health and Safety Team Leader
Progress Comment: The changes to empty properties Council Tax charges, as agreed in April 2017, have encouraged owners to bring the properties back into use. This policy change has continued to contribute to bringing empty properties back into use. We have a reduction in performance compared to 2017/18, this is due to the interpretation of the indicator over time. Work is ongoing to gain clarity of the indicator.

Last Updated: 16-Apr-2019

KPI Title	Previous Year Actual	Actual	Performance Indicator Trend	Target	Performance RAG
IP1.2.2.3M03 Number of affordable housing on all applicable applications for residential development	No Data	168	N/A	N/A	N/A

Lead Officer: Lynne Fensome - Management and Support Manager
Reporting Officer: Daniel McVey - Planning Officer
Progress Comment: Planning officers continue to assess the need for an affordable housing element on all new housing development applications and apply the relevant criteria from the Supplementary Planning Guidance Note – Local Needs and Affordable Housing

Last Updated: 11-Jun-2019

KPI Title	Previous Year Actual	Actual	Performance Indicator Trend	Target	Performance RAG
IP1.2.3.1M01 (PAM/015) Average number of calendar days taken to deliver a Disabled Facilities Grant (DFG)	305.54	299.76	↑	247	●●● RED

Lead Officer: Jen Griffiths - Benefits Manager
Reporting Officer: Joseph Muxlow - Regeneration Programme Lead
Progress Comment: A Disabled Facilities Grant (DFG) is a mandatory grant to help individuals living with a disability with the cost of adapting their homes to enable them to continue living at their residence with the maximum amount of independence.
A DFG review board meets monthly to review progress towards implementing improvements to processes and controls and to the wider adaptations system in the Council. One such action is the launch of a new contractor framework for the delivery of the DFG's which has resulted in a reduction of the number of days taken to deliver DFGs.
In 2017/18 DFG work had to be suspended due to budgetary constraints and as a result outstanding works have been completed within 2018/19. This has impacted on the overall performance for the service. DFG performance can be explained by splitting those older cases from 2017/18 and the current year cases that have been delivered using the new framework as follows:
3 adaptations delivered this quarter were 2017/18 legacy cases and average 393 days
4 adaptations delivered using the new framework average 230 days. This should provide an element of assurance that moving into the new financial year, once the legacy cases have been completed, performance will significantly improve.

Last Updated: 12-Apr-2019

KPI Title	Previous Year Actual	Actual	Performance Indicator Trend	Target	Performance RAG
IP1.2.3.2M02 The number of Flint Extra Care (Llys Raddington) units created	0	73	↑	73	●●● GREEN

Lead Officer: Neil Ayling - Chief Officer - Social Services
Reporting Officer: Jacque Slee - Team Manager Performance
Progress Comment: Llys Raddington opened in Spring 2018, providing 73 Extra Care units in Flint.

Last Updated: 18-Jun-2019

KPI Title	Previous Year Actual	Actual	Performance Indicator Trend	Target	Performance RAG
IP1.2.3.3M03 The number of Extra Care units provided across Flintshire	111	184	↑	184	GREEN

Lead Officer: Neil Ayling - Chief Officer - Social Services
Reporting Officer: Jacque Slee - Team Manager Performance
Progress Comment: 184 units currently available and in use. A further 59 units will be created with the opening of Holywell Extra Care facility

Last Updated: 18-Jun-2019

KPI Title	Previous Year Actual	Actual	Performance Indicator Trend	Target	Performance RAG
IP1.3.1.1M01 Number of days to process new housing benefit claims	17.56	21.29	↓	20	AMBER

Lead Officer: Jen Griffiths - Benefits Manager
Reporting Officer: Suzanne Jones - Team Manager - Benefits and Council Tax Reduction Assessment
Progress Comment: Following an improvement in department attendance and the completion of training for new team members towards the end of the year, the target of 20 days was achieved in Quarter 4. This should give reassurance moving into the new financial year.

Last Updated: 12-Apr-2019

KPI Title	Previous Year Actual	Actual	Performance Indicator Trend	Target	Performance RAG
IP1.3.1.2M02 Number of days to process change of circumstances for housing benefit	3.42	4.73	↓	8	GREEN

Lead Officer: Jen Griffiths - Benefits Manager
Reporting Officer: Suzanne Jones - Team Manager - Benefits and Council Tax Reduction Assessment
Progress Comment: Following an improvement in department attendance and the completion of training for new team members, the target has been achieved.

Last Updated: 12-Apr-2019

KPI Title	Previous Year Actual	Actual	Performance Indicator Trend	Target	Performance RAG
IP1.3.1.3M03 The amount of additional income paid to Flintshire residents as a result of the work undertaken by the Council (£)	1,404,005.53	2,467,273.88	↑	1,500,000	⬤⬤⬤ GREEN

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

Last Updated: 11-Apr-2019

KPI Title	Previous Year Actual	Actual	Performance Indicator Trend	Target	Performance RAG
IP1.3.2.1M01 (PAM/012) Percentage of households successfully prevented from becoming homeless	70.47	79.54	↑	89	⬤⬤⬤ AMBER

Lead Officer: Neal Cockerton - Chief Officer - Housing and Assets
Reporting Officer: Jenni Griffith - Flintshire Connects Manager
Progress Comment: The Housing Solutions Service achieved 81.91% successful outcomes in quarter 4. The year to date percentage is 79.54%.
Whilst this is below the target set at 89% it is within the variance set. There continue to be significant challenges for homeless prevention. Welfare reform changes and the availability of suitable properties within the private rented sector has limited the options available for customers. The service is continuing to develop new and innovative working practices to assist with early intervention and prevention of homelessness.

Last Updated: 24-Apr-2019

KPI Title	Previous Year Actual	Actual	Performance Indicator Trend	Target	Performance RAG
IP1.3.2.2M02 The number of people on Universal Credit (UC) that have received personal budgeting support	487	578	↑	606	⬤⬤⬤ AMBER

Lead Officer: Jen Griffiths - Benefits Manager
Reporting Officer: Dawn Barnes - Training Officer
Progress Comment: A reduction in anticipated demand (i.e. target) for this service appears to be as a result of fewer new applications for Universal. However, overall delivery of Personal Budgeting achieved 95% against its target.

Last Updated: 09-Apr-2019

KPI Title	Previous Year Actual	Actual	Performance Indicator Trend	Target	Performance RAG
IP1.3.2.3M03 The number of people on Universal Credit (UC) that have received digital support	2,162	676	↑	365	⬤⬤⬤ AMBER

Lead Officer: Jen Griffiths - Benefits Manager
Reporting Officer: Dawn Barnes - Training Officer
Progress Comment: Digital Support continues to experience high demand. Support ranges from low level to more intensive on-line application completion. Support was provided to 676 Universal Credit recipients over the financial year which exceeded the target by 311. Information shows that high demand continues to be a result of repeat visitors requiring support and assistance.
We believe that the reduction in Assisted Digital Support in 2018/19 could be contributed to customers becoming more digitally confident at making claims via their own smart phones/devices. Customers will also be accessing support from 3rd party organisations etc and enhancing their understanding of the UC process.

Last Updated: 09-Apr-2019

KPI Title	Previous Year Actual	Actual	Performance Indicator Trend	Target	Performance RAG
IP1.3.3.1M01 Number of people completing programmes commissioned by the Council which deliver job and training outcomes	628	456	↓	500	AMBER

Lead Officer: Andrew Farrow - Chief Officer - Planning, Environment and Economy
Reporting Officer: Sharon Jones - Communities For work
Progress Comment: A total of 456 Clients between Communities For Work (CFW) and Communities For Work Plus (CFW+) have been registered for the programme during 2018/19. All have been assigned a mentor.

Last Updated: 18-Jun-2019

KPI Title	Previous Year Actual	Actual	Performance Indicator Trend	Target	Performance RAG
IP1.3.4.1M01 The number of people receiving advice and support to enable reductions in tariffs	547	788	↑	550	GREEN

Lead Officer: Andrew Farrow - Chief Officer - Planning, Environment and Economy
Reporting Officer: Leanna Jones - Energy Projects Coordinator
Progress Comment: Positive upward demand for advice from the Warm Homes Fund and Healthy Homes Healthy People (HHHP). Work also continued with Arbed in Penyffordd providing advice alongside installs, as well as support to Council Housing tenants

Last Updated: 24-Jun-2019

KPI Title	Previous Year Actual	Actual	Performance Indicator Trend	Target	Performance RAG
IP1.3.4.2M02 The number of private sector homes receiving efficiency measures	196	476	↑	100	GREEN

Lead Officer: Andrew Farrow - Chief Officer - Planning, Environment and Economy
Reporting Officer: Leanna Jones - Energy Projects Coordinator
Progress Comment: The positive performance has been as a result of a combination of Warm Homes Fund and Crisis Fund installs including boilers, heat pumps, as well as heating control and lighting upgrades, together with boilers and insulation installed to properties qualifying for Energy Company Obligation (ECO) Flex funding.

Last Updated: 24-Jun-2019

KPI Title	Previous Year Actual	Actual	Performance Indicator Trend	Target	Performance RAG
IP1.3.4.3M03 The number of Council homes receiving energy efficiency measures	105	151	↑	100	GREEN

Lead Officer: Andrew Farrow - Chief Officer - Planning, Environment and Economy
Reporting Officer: Leanna Jones - Energy Projects Coordinator
Progress Comment: A total of 151 Council homes have received energy efficient measures. These include loft insulation, lighting upgrades and boiler/air source heat pump installs.

Last Updated: 24-Jun-2019

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

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

Last Updated: 16-Apr-2019

KPI Title	Previous Year Actual	Actual	Performance Indicator Trend	Target	Performance RAG
IP1.4.1.2M02 Number of independent sector providers working towards Bronze standard in Progress for Providers of domiciliary care	N/A	4	N/A	3	GREEN

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

Last Updated: 16-Apr-2019

KPI Title	Previous Year Actual	Actual	Performance Indicator Trend	Target	Performance RAG
IP1.4.1.3M03 The number of care homes that have achieved bronze standard who have also achieved silver standard for Progress for Providers	0	0	↔	5	RED

Lead Officer: Jacque Slee - Team Manager Performance
Reporting Officer: Jacque Slee - Team Manager Performance
Progress Comment: 14 Care homes have achieved Bronze standard. Following a 6 month consolidation period, all 14 homes are now working towards silver standard, and the first are expected to achieve by March 2020.

Last Updated: 16-Apr-2019

KPI Title	Previous Year Actual	Actual	Performance Indicator Trend	Target	Performance RAG
IP1.4.1.4M04 Sustaining existing care homes within Flintshire	26	27	↑	26	GREEN

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

Last Updated: 16-Apr-2019

KPI Title	Previous Year Actual	Actual	Performance Indicator Trend	Target	Performance RAG
IP1.4.1.5M05 The percentage occupancy within Flintshire care homes	95.3	95	⟷	95	🟢🟠🔴 GREEN

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

Last Updated: 16-Apr-2019

KPI Title	Previous Year Actual	Actual	Performance Indicator Trend	Target	Performance RAG
IP1.4.2.2M02 The percentage of the relevant workforce to have received training in Regulation and Inspection of Social Care (Wales) Act (RISCA)	N/A	100	N/A	100	🟢🟠🔴 GREEN

Lead Officer: Neil Ayling - Chief Officer - Social Services
Reporting Officer: Jacque Slee - Team Manager Performance
Progress Comment: RISCA training roll out has been completed to all relevant employees.

Last Updated: 16-Apr-2019

KPI Title	Previous Year Actual	Actual	Performance Indicator Trend	Target	Performance RAG
IP1.4.3.1M01 (PAM/028) Percentage of child assessments completed in time	92.8	94.87	↑	84	🟢🟠🔴 GREEN

Lead Officer: Craig Macleod - Senior Manager, Children's Services & Workforce
Reporting Officer: Jacque Slee - Team Manager Performance
Progress Comment: Yearly performance shows an improvement since last year and above the All Wales Average of 88%.

Last Updated: 24-May-2019

KPI Title	Previous Year Actual	Actual	Performance Indicator Trend	Target	Performance RAG
IP1.4.3.2M02 (PAM/029) Percentage of children in care who had to move 2 or more times	20.89	9.54	↑	10	●●●● GREEN

Lead Officer: Craig Macleod - Senior Manager, Children's Services & Workforce
Reporting Officer: Jacque Slee - Team Manager Performance
Progress Comment: 9.5% of children looked after have moved more than twice. This included planned placement moves in accordance with the child's Care and Support Plan. This is a significant improvement on last year's performance.

Last Updated: 24-May-2019

KPI Title	Previous Year Actual	Actual	Performance Indicator Trend	Target	Performance RAG
IP1.4.3.3M03 Percentage of looked after children with a timely health assessment	54	70.57	↑	81	●●● AMBER

Lead Officer: Neil Ayling - Chief Officer - Social Services
Reporting Officer: Jacque Slee - Team Manager Performance
Progress Comment: Significant improvement has been made by Betsi Cadwaladr University Health Board (BCUHB) since last year, with the looked after nurse regularly attending team meetings and managing the assessment appointments.

Last Updated: 24-May-2019

KPI Title	Previous Year Actual	Actual	Performance Indicator Trend	Target	Performance RAG
IP1.5.1.1M01 Number of adult carers identified.	1,185	1,370	↑	900	●●● GREEN

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

Last Updated: 18-Jun-2019

KPI Title	Previous Year Actual	Actual	Performance Indicator Trend	Target	Performance RAG
IP1.5.2.1M01 (PAM/025) Number of people kept in hospital while waiting for social care per 1,000 population aged 75+	1.89	2.94	↓	1.89	⬤⬤⬤ RED

Lead Officer: Neil Ayling - Chief Officer - Social Services
Reporting Officer: Jacque Slee - Team Manager Performance
Progress Comment: Although performance has dipped this year, the rate of delays in Flintshire is still better than the All Wales average of 3.5. The Council and Betsi Cadwaladr University Health Board (BCUHB) continue to work together on a case by case basis to ensure prompt discharge.

Last Updated: 18-Jun-2019

KPI Title	Previous Year Actual	Actual	Performance Indicator Trend	Target	Performance RAG
IP1.5.3.1M01 Percentage of child protection referrals that result in "no further action".	30	18.1	↑	30	⬤⬤⬤ GREEN

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

Last Updated: 10-Apr-2019

KPI Title	Previous Year Actual	Actual	Performance Indicator Trend	Target	Performance RAG
IP1.5.3.2M02 The number of families receiving information and support through the Early Help Hub	684	1,286	↑	800	⬤⬤⬤ GREEN

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

Last Updated: 10-Apr-2019

KPI Title	Previous Year Actual	Actual	Performance Indicator Trend	Target	Performance RAG
IP1.6.2.1M01 Percentage of employees who have completed the level 1 e-learning training package to meet the requirements of the Domestic Abuse and Sexual Violence National Training Framework	11.59	55.78	↑	45	🟢🔴🔴 GREEN

Lead Officer: Sharon Carney - Lead HR Business Partner
Reporting Officer: Annette Bailey - Learning and Development Officer
Progress Comment: Actions are in place such as face to face training and training pack for managers to ensure the delivery of the level 1 training package.

Last Updated: 15-Apr-2019

KPI Title	Previous Year Actual	Actual	Performance Indicator Trend	Target	Performance RAG
IP1.6.2.2M02 The number of reported incidents of Domestic Abuse and Sexual Violence	2,926	No Data	N/A	N/A	N/A

Lead Officer: Lynne Fensome - Management and Support Manager
Reporting Officer: Sian Jones - Public Protection Manager - Community and Business
Progress Comment: Awaiting data confirmation from North Wales Police.

Last Updated: 07-May-2019

KPI Title	Previous Year Actual	Actual	Performance Indicator Trend	Target	Performance RAG
IP1.6.2.3M03 The number of domestic abuse incidents reported to North Wales Police	2,483	No Data	N/A	N/A	N/A

Lead Officer: Lynne Fensome - Management and Support Manager
Reporting Officer: Sian Jones - Public Protection Manager - Community and Business
Progress Comment: Awaiting data confirmation from North Wales Police.

Last Updated: 07-May-2019

KPI Title	Previous Year Actual	Actual	Performance Indicator Trend	Target	Performance RAG
IP1.6.2.4M04 The number of incidents of sexual assaults reported to North Wales Police	443	No Data	N/A	N/A	N/A

Lead Officer: Lynne Fensome - Management and Support Manager
Reporting Officer: Sian Jones - Public Protection Manager - Community and Business
Progress Comment Awaiting data confirmation from North Wales Police.

Last Updated: 07-May-2019
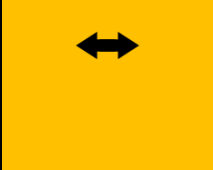
Risks

Strategic 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 Griffith - Flintshire Connects Manager	Lesley Bassett - Housing Strategy Manager	Amber	Amber	⟷	Open

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

Management Controls: Ensure there is sufficient capacity within service to manage any potential increase.

Progress Comment: Homelessness remains a risk as a result of a number of factors. The introduction of welfare reforms and Universal Credit has created additional barriers to being able to successfully discharge duties to customers. The number of people presenting to the Council for help has increased during each quarter. Additional funding has been granted to develop landlord incentives within the private rented sector and also to consider alternatives to rough sleeping. 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 Lettings Agency will commence in May 2019. The emergency beds provision is in place and is proving to be in demand. In addition there is an Outreach Worker in post, employed through Clwyd Alyn, who follows up on street homeless and individuals who attend the emergency bed provision.

Last Updated: 18-Jun-2019

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

Potential Effect: i) Increase in homelessness
ii) Increased pressure on the Housing Options Team
iii) Increase in people sleeping rough
Management Controls: A Housing Strategy Manager is in post to monitor and manage Section 106 and Social Housing Grant programmes.
Progress Comment: The position as at the end of 2018-19 is that this will always be a risk due to changes in housing demand and a lack of supply both in terms of the quantity and type of affordable homes provided. Over the past year the Welfare Reform policies have also impacted on the type of affordable housing required due to benefit restrictions. The Council aims to mitigate the risk through:
1. Informing the type and size of all of the new builds (Council and Registered Social Landlords)
2. Informing the type, tenure and size of affordable housing provision through market led schemes.

Last Updated: 24-Apr-2019

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

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

Last Updated: 24-Apr-2019

RISK TITLE	LEAD OFFICER	SUPPORTING OFFICERS	INITIAL RISK RATING	CURRENT RISK RATING	TREND ARROW	RISK STATUS
Reduction of land supply for Council housing construction	Melville Evans - Senior Manager - Housing Programmes	Denise Naylor - Housing Programmes Support Manager	Amber	Green	↓	Closed

Potential Effect: i) Reduction in number of units delivered
Management Controls: On-going work to maximise the use of Council land and other publicly owned land. Privately owned sites are reviewed for their potential use and purchase.
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.

Last Updated: 05-Apr-2019

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	Yellow	↓	Open

Potential Effect: A reduction in the construction and delivery of Council houses
Management Controls: i) submit application to Welsh Government (WG) for increase in borrowing cap relating to specific schemes.
ii) Lobby WG to remove borrowing limits following removal in England
iii) seek increase in borrowing cap with the UK Government through the Growth Deal
Progress Comment: 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: 08-Apr-2019

RISK TITLE	LEAD OFFICER	SUPPORTING OFFICERS	INITIAL RISK RATING	CURRENT RISK RATING	TREND ARROW	RISK STATUS
Customer expectations for the timeliness of adaptations undertaken through Disabled Facilities Grants (DFGs) may not be met due to competing demands on resources	Neal Cockerton - Chief Officer - Housing and Assets	Jen Griffiths - Benefits 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 is increased because of the national ranking of performance by Welsh Government.
Management Controls: i) Monitoring and management of adaptation cases.
ii) Ongoing process review.
iii) Continually seek ways to further increase cost-efficiency
iv) Increase in budget allocation to meet demand
Progress Comment: The performance on DFG timescales has been an area of challenge over time and a management board has been established to improve and monitor progress. The budget for the programme is currently on track. Improvements in timeliness have been noted with the implementation of a new process.

Last Updated: 12-Apr-2019

RISK TITLE	LEAD OFFICER	SUPPORTING OFFICERS	INITIAL RISK RATING	CURRENT RISK RATING	TREND ARROW	RISK STATUS
Availability of sufficient funding to resource key priorities	Neal Cockerton - Chief Officer - Housing and Assets	Jen Griffiths - Benefits 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: Budget monitored effectively and demand has been met for 2108/19

Last Updated: 12-Apr-2019

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

Potential Effect: Potential increase 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:

Focus is now more on early identification and intervention and we have increased communication across the teams and portfolios to support this work.

Council Tax Collection continues to be under pressure and we are currently reviewing the claims process for Council Tax Reduction to make the process easier and quicker. Although there is no evidence of links to increased presentations for homelessness, this remains a risk and we will continue to provide early intervention to prevent this and monitor the situation closely.

From 1st April 2019 the Council will not be funded by the Department for Works & Pensions for providing Personal Budgeting and Assisted Digital Support which will be a risk for 2019-20.

From April 2019, the Welfare Reform Response Team will continue to provide assistance and support to residents who are impacted by Welfare Reform.

Progress Comment: Work is now well underway to identify and mitigate the impacts of Universal Credit on Council Tenants and their rent accounts. Work is concentrated around early intervention which enables support to be provided to those who need it, but a harder line to be taken with those who can pay but choose not to. This provides a more realistic chance of the rent account coming back under control and out of arrears.

There will inevitably always be an element of cash flow arrears on accounts due to the Universal Credit payments (whether direct to the Council or directly to the tenant) are made in arrears.

During 2018/19 focus is on early identification and intervention to prevent the problem from escalating.   Council Tax Collection remains under pressure.

Last Updated: 12-Apr-2019

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

Potential Effect: The impact of Welfare Reform on Flintshire households increasing the demand for advice and support to levels beyond what resource can handle in a timely manner.
Management Controls: The Flintshire Advice and Support Gateways are ensuring residents in need of help are referred to an appropriate service provider and maximising effective use of resources as far as possible.
Progress Comment: The Council's Welfare Reform Response Team provides assistance and support with the implementation of Universal Credit. Referrals to wider support services remain high with a significant number of 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: 03-Jul-2019

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

Potential Effect: With the introduction of Universal Credit (UC) and reduction in benefits being paid it is anticipated that tenants will struggle to maintain their payments increasing the level of debts owed to the Council for Rent and Council Tax.
Management Controls: Review of procedures is being carried out to try and mitigate the impact, however, a full estimate of impact cannot yet be confirmed.
Progress Comment: Rent arrears are starting to stabilise and being brought under control, 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 June 2019 will allow the Rent Income service to track and monitor rent arrears 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 UC 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 significantly impacted by the introduction of Universal Credit. In 2018/19, the Council collected 'in-year' 98.2% of Council Tax which resulted in Flintshire achieving the highest collection level of all Welsh Councils.

Last Updated: 09-Jul-2019

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

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

Last Updated: 09-Jul-2019

RISK TITLE	LEAD OFFICER	SUPPORTING OFFICERS	INITIAL RISK RATING	CURRENT RISK RATING	TREND ARROW	RISK STATUS
Delivery of social care is insufficient to meet increasing demand	Jane M Davies - Senior Manager, Safeguarding & Commissioning	Jacque Slee - Team Manager Performance	Amber	Green	↓	Closed

Potential Effect: People would be likely to experience increased waiting times or be unable to access services, with a resulting negative impact on the reputation of the Council.
Management Controls: Developing the market for residential and nursing care
Extending the opening hours for single point of access
Implementing Community Resource Team
Developing community resilience
Implementing an Early Help Hub for children and families
Progress Comment: Recommendations have been approved to explore the extension of Marleyfield (32 beds for intermediate care and discharge to assess). This expansion will also help to support the medium term development of the nursing sector. The Single Point of Access has already extended the time the service is available from in the mornings and work is near completion to extend the closing time and introduce weekend working. The multi-agency Early Help Hub for children and families is in operation. The risk has been mitigated to green and is now closed 12/07/2018.

Last Updated: 12-Jul-2018

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

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

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

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

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

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

v) Develop specialist respite for Early Onset Dementia.

vi) Identify and create market change and dynamics, generate more competition, new providers for all ages including children and those with a learning disability..

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

viii) Joint marketing and recruitment campaign, including portals, sharing of candidates, shared approach.

Progress Comment: The expansion of Marleyfield House Care Home in Buckley to support the medium term development of the nursing sector continues. The re-phasing of Integrated Care Fund (ICF) capital to fit in with the Council's capital programme has been agreed by Welsh Government. Recommendations from Social & Health Care Overview and Scrutiny Committee were that the Committee support the ICF programme and the initiatives of utilising short term funding streams to deliver against strategic and operational priorities for the Council and key partners. Workstreams from the Strategic Opportunity Review are continuing and form the management controls above.

Last Updated: 15-Apr-2019

RISK TITLE	LEAD OFFICER	SUPPORTING OFFICERS	INITIAL RISK RATING	CURRENT RISK RATING	TREND ARROW	RISK STATUS
Annual allocation of the Integrated Care Fund (ICF) - Short term funding may undermine medium term service delivery	Susie Lunt - Senior Manager, Integrated Services and Lead Adults	Jacque Slee - Team Manager Performance	Red	Green	↓	Closed

Potential Effect: Insufficient funding to sustain medium term service delivery.

Management Controls: Seeking agreement from partners on allocation of funds to deliver medium term services

Progress Comment: The re-phasing of agreed ICF capital funding has been agreed to fit with our capital programme.

Welsh Government have confirmed the ongoing use of ICF revenue funding for existing projects.

The Chair of the North Wales Regional Partnership Board and the Chief Executive of BCUHB have created an agreement from partners on the allocation of funds to support delivery of medium term services. Confirmation in principle has been received for allocation of capital funds for Marleyfield House. Following receipt of detailed correspondence from Welsh Government, the level of risk has reduced to Green and the risk will be closed.

Last Updated: 15-Apr-2019

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

Potential Effect: Children and families who do not meet the threshold for a statutory services will not be appropriately directed to alternative services.
Management Controls: Agreed information sharing protocol in place
Activity data in place and scrutinised
Steering body to meet regularly to ensure that resources are being appropriately deployed
Progress Comment: The Early Help Hub is fully functioning, with commitment from all agencies. Enhanced consortia arrangements for support through Families First projects are ensuring responsive access to help for families. 1,246 families were supported by the Hub this financial year. This risk is now closed.

Last Updated: 18-Jun-2019

RISK TITLE	LEAD OFFICER	SUPPORTING OFFICERS	INITIAL RISK RATING	CURRENT RISK RATING	TREND ARROW	RISK STATUS
Rate of increase of adult safeguarding referrals will outstrip current resources	Jane M Davies - Senior Manager, Safeguarding & Commissioning	Jacque Slee - Team Manager Performance	Red	Green	↓	Closed

Potential Effect: National timescales for processing safeguarding enquiries will not be met, resulting in potential delays for people requiring safeguarding interventions and impact on reputation of the Council.
Management Controls: Realign response to front door referrals by utilising resources within First Contact and Intake, in order to free up time to allow the Safeguarding Managers to effectively delegate tasks.
Progress Comment: Responsibilities within Adult Safeguarding and First Contact and Intake have been realigned, with no additional resource. Safeguarding Managers are able to effectively delegate tasks for high priority cases; this ensures that those enquiries that do not meet timescales are of a lower priority. Quarterly data is showing an increase in Safeguarding reports, and these are being addressed within timescales. Internal Audit completed a review of the service in November; this confirmed that processes are in place for the screening and triage of safeguarding referrals. The report concluded that strategy meetings are being undertaken in a timely manner. This risk has been closed.

Last Updated: 17-May-2019

RISK TITLE	LEAD OFFICER	SUPPORTING OFFICERS	INITIAL RISK RATING	CURRENT RISK RATING	TREND ARROW	RISK STATUS
Knowledge and awareness of safeguarding not sufficiently developed in all portfolios	Fiona Mocko - Strategic Policies Advisor	Jane M Davies - Senior Manager, Safeguarding & Commissioning	Red	Amber	⬇	Open

Potential Effect: Employees will not recognise when adults and children are at risk and will not take appropriate action.
Management Controls: All portfolios contribute towards a Corporate Safeguarding training budget which will be used to fund training opportunities across the Council. Safeguarding workshops are being developed in conjunction with Theatr Clwyd. Safeguarding is also included as part of the induction process. Opportunities to deliver training through e-learning are being developed. In addition, regular safeguarding news items are posted on the intranet alongside a safeguarding bulletin.
Progress Comment: Safeguarding is included within the corporate induction procedures, ensuring new employees can recognise the signs and know how to make a report. A Safeguarding e-learning module is under development to be promoted for take-up during 2019. Additional training has been made available to the Safeguarding panel, including Child Sexual Abuse awareness delivered by Stop it Now. Periodic safeguarding bulletins are published alongside regular workforce news items reminding employees to look out for the signs and how to make a report.

Last Updated: 02-Apr-2019

RISK TITLE	LEAD OFFICER	SUPPORTING OFFICERS	INITIAL RISK RATING	CURRENT RISK RATING	TREND ARROW	RISK STATUS
Failure to implement safeguarding training may impact on cases not being recognised at an early stage.	Fiona Mocko - Strategic Policies Advisor		Red	Amber	⬇	Open

Potential Effect: Employees will not identify potential safeguarding issues.
Referrals will not be made through the right channels which may delay investigation or result in evidence being contaminated.
Management Controls: Safeguarding training is included in induction programme ensuring all new employees receive training.
Attendance on safeguarding training is a standing agenda item on the Corporate Safeguarding Panel.
Progress Comment: Safeguarding is included in the corporate induction ensuring all new employees have a basic understanding of safeguarding. A Safeguarding e-learning module is now available and being implemented. All Portfolios contribute to the corporate safeguarding training budget which will fund a drama style workshop being developed by AFTA Thought. Additional awareness raising is made through the periodic safeguarding bulletins and workforce news items.

Last Updated: 02-Apr-2019

2 Ambitious Council

Actions

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
2.1.1.1 The Regional Economic Growth Deal will be developed to final approval stages with UK and Welsh Government this year, including agreement of funding allocations and formal governance arrangements	Niall Waller - Service Manager - Enterprise and Regeneration	Completed	01-Apr-2017	31-Mar-2019	100.00%	GREEN	GREEN

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

Last Updated: 12-Apr-2019

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
2.1.1.2 Guide the development of the Deeside Enterprise Zone (DEZ) and Northern Gateway mixed use development site. Propose that developments maximise economic and social value for the County and that they deliver the commitments made in the Regional Economic Growth Deal	Niall Waller - Service Manager - Enterprise and Regeneration	Completed	01-Apr-2017	31-Mar-2019	100.00%	GREEN	GREEN

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

Last Updated: 12-Apr-2019

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
2.1.1.3 Develop a long term strategic approach to Council's economic estate/land	Lisa McLellan - Asset Manager	In Progress	01-Apr-2017	31-Mar-2019	30.00%	AMBER	AMBER

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

Last Updated: 19-Jun-2019

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
2.1.1.5 Develop a more strategic approach to regenerating and supporting town centres in partnership with Town Councils	Niall Waller - Service Manager - Enterprise and Regeneration	Completed	01-Apr-2017	31-Mar-2019	100.00%	GREEN	GREEN

ACTION PROGRESS COMMENTS:
A new strategic approach to town centres has been developed. This was presented and endorsed at Cabinet and Scrutiny in May 2019.

Last Updated: 18-Jun-2019

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
2.1.1.6 Targeted Regeneration Investment Programme (TRIP) - developing Flintshire's role and it's local programme	Niall Waller - Service Manager - Enterprise and Regeneration	Completed	01-Apr-2017	31-Mar-2019	100.00%	GREEN	GREEN

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

Last Updated: 12-Apr-2019

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
2.1.1.7 Propose that the development of regional and local transport strategy and initiatives maximise the potential for economic benefits and improves access to employment and tourism destinations	Niall Waller - Service Manager - Enterprise and Regeneration	Completed	01-Apr-2018	31-Mar-2019	100.00%	GREEN	GREEN

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

Last Updated: 12-Apr-2019

Risks

Strategic Risks

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

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

Last Updated: 29-Apr-2019

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

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

Last Updated: 29-Apr-2019

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

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

Last Updated: 29-Apr-2019

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

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

Last Updated: 18-Jun-2019

3 Learning Council
Actions

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
3.1.1.1 Provide effective learning opportunities and quality opportunities and quality learning environments for all pupils aged 3-18 to achieve their potential and high levels of educational attainment	Vicky Barlow - Senior Manager - School Improvement Systems	Completed	01-Apr-2017	31-Mar-2019	100.00%	GREEN	GREEN

ACTION PROGRESS COMMENTS:

The methodology for reporting on pupil data has changed from 2018 in response to the Welsh Government's decision not to publish comparative data below the national average. No benchmarking data is now available.

Teacher assessment data for learner outcomes in summer 2018 at Foundation Phase and Key Stage 2 are above the national average at the expected and higher than expected levels. Key Stage 3 data also confirms that Flintshire is performing well, matching but in many cases, exceeding national averages.

Performance in 2018 for KS4 outcomes at GCSE level improved and the outcomes compare favourably with those achieved in 2017 and with national averages. Although performance at Level 2+ decreased by 0.3% points, given the more significant decrease in English language the outcome was not unexpected, and is still above the national average.

Outcomes at L1 (by 0.1%) and L2 (by 3.5%) both improved and both exceed national averages. Mathematics and numeracy outcomes are both strong, above the Wales averages, and improved on 2017. 'Best of mathematics' improved and is ahead of the national average. Science continues to be a local strength, 6% ahead of national averages. The percentage of pupils achieving A*-C in Welsh First Language improved significantly as well.

Last Updated: 16-Apr-2019

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
3.1.1.2 Provide effective support to schools identified as causing concern to quickly re-establish good educational standards	Vicky Barlow - Senior Manager - School Improvement Systems	Completed	01-Apr-2017	31-Mar-2019	100.00%	GREEN	GREEN

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

Last Updated: 16-Apr-2019

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
3.1.1.3 Prepare for national reforms on curriculum and inclusion	Jeanette Rock - Senior Manager - Inclusion and Progression	Completed	01-Apr-2017	31-Mar-2019	100.00%	GREEN	GREEN

ACTION PROGRESS COMMENTS:
Officers are working in collaboration with Welsh Government and the regional school improvement service GwE to prepare for the curriculum and inclusion reforms. A local action plan is in development alongside a regional transformation plan focusing on the implementation of the Additional Learning Needs and Education Tribunal (ALNET) Act 2018 which will map out the key actions needed to ensure the Council and its schools are prepared for the implementation in 2020.
Awareness raising sessions are underway with regards to the revised curriculum with a number of Flintshire schools taking on lead developmental roles as Pioneer Schools.
Two key draft documents have been published during this academic year, namely the code of Practice for ALN (December 2018) and the proposed curriculum and assessment model (April 2019) which includes the National Approach to Professional Learning that will support the profession to meet the challenges of the new curriculum. These documents have provided key operational detail to support planning.
An ALN Transformation Plan has been developed for the Council. This maps out the transformation programme for the period up to the implementation date of the new reforms (September 2020).
Welsh Government have initiated a period of consultation around the Code and this formed a key part of the targeted activity over the Spring Term. During the Spring Term, school-based staff and Council officers engaged in a series of information/awareness raising events to ensure they are up to date with the national reforms on the curriculum and additional learning needs. Officers have actively engaged with consultation events to ensure that the views of the Council and its schools have been communicated.
Plans are in place to build on the progress to date to ensure that schools and the Council are fully prepared for the implementation dates of the proposed reforms.

Last Updated: 12-Apr-2019

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
3.1.1.4 Continue substantial investment in the school estate through the School Modernisation Strategy, maximising use of Welsh Government funding streams e.g. 21st Century Schools Programme, Welsh Medium Education Grant, Infant Class Size Grant and to support the Early years and Childcare Service with the WG Childcare Grant (named as Early Years Grant in previous iterations). To continue with a programme of repairs and maintenance across Flintshire schools.	Damian Hughes - Senior Manager, School Planning & Provision	In Progress	01-Apr-2017	31-Mar-2019	50.00%	GREEN	GREEN

ACTION PROGRESS COMMENTS:

Construction of the new school in Penyffordd started on site April 2018, pupils and staff will start the new academic year in their new school building (phase 1). The demolition of former school building and the remainder of externals works (phase 2) will follow with the anticipated completion by November 2019 as per original schedule.

School Modernisation - Brynford and Lixwm Area Review – In June 2018, Cabinet determined not to proceed with the proposed statutory amalgamation of the two schools. Lixwm Governors are pursuing a change of designation to a Voluntary Aided (VA) school, thereafter to consult on federation with Caerwys VA school, with agreement of both governing bodies. The governor led consultation will commence in Autumn 2019, supported by the Diocesan and Council. Cabinet had underpinned its commitment to capital investment into Ysgol Brynford, this scheme is at feasibility stage currently, with construction (subject to appropriate approvals) planned for 20/21.

Federation of Nercwys VA and Nannerch VC governors following consultation was implemented 29th April 2019.

21st Century Schools Programme (Band B -2019 -2025) The Council's Strategic Outline Programme (SOP) estimated at £85.4m, has been approved by Welsh Government (WG) in principle. April 2018, Cabinet approved two projects in this programme; Connah's Quay High School project (Phase 2) construction is on site and will be complete in November 2019 and; the Queensferry Campus project, which includes modernisation of the County's pupil referral provision and modernisation projects of Queensferry CP which also includes a proposed community hub, is 100% funded by WG. This campus project is currently at feasibility stage.

WG Infants Class Size Grant (100% WG funded) - WG have approved the £1.3m grant for Ysgol Glan Aber, Bagillt under this funding scheme. This allows the larger £2.7m project to proceed as £997K has been previously approved through the Council's capital programme. The contractor started on site June 2019 with the anticipated completion date of April 2020.

The Capital project at Ysgol Castell Alun, Hope is shortly to enter contract commissioning stage. A larger investment was required to enable the Council to meet the aims of the original business case and the school aspirations.

WG Welsh Medium Grant (100% WG funded) – WG have approved the £3m business case for capital investment in the Ysgol Glanrafon Site, detailed feasibility work is nearing completion.
The Council's repairs and maintenance programme for schools continues on an annual basis, which will be bolstered by an additional £2m windfall from WG. As stated earlier a portion will be used to improve the planned Ysgol Castell Alun project; an efficient strategic use of this windfall funding stream with the remainder being spent in the school network on a priority basis based on condition survey information.

Last Updated: 22-July-2019

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
3.1.1.5 Maintain low levels of young people/adults 'Not in Education, Employment or Training' (NEET) and support opportunities for apprenticeship and employment	Jeanette Rock - Senior Manager - Inclusion and Progression	Completed	01-Apr-2018	31-Mar-2019	100.00%	GREEN	GREEN

ACTION PROGRESS COMMENTS:
Multi-agency collaboration supported the Council to achieve a reduction of 0.53% in the number of Year 11 pupils who were not in education, employment or training (NEET). Termly school-based meetings facilitated the identification of potential NEETs and the breadth and range of interventions was extended to support pupil engagement. Council services such as Resilience and the ADTRAC project will provide support to those young people who are NEET to help them to re-engage.

Last Updated: 15-Apr-2019

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

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

Last Updated: 25-Apr-2019

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
3.2.1.1 Increase the number of apprenticeships which result in a positive outcome	Sharon Carney - Lead HR Business Partner	In Progress	01-Apr-2018	31-Mar-2019	80.00%	GREEN	GREEN

ACTION PROGRESS COMMENTS:
The majority of the 2018 cohort of apprentices have secured employment either with the Council or with other employers. Our youngest apprentice was a finalist in the Public Services People Managers Association (PPMA) Apprentice of the Year 2019 and two of our second year apprentices competed alongside 38 other teams in the Young Local Authority of the Year competition. We will continue to offer development and support with CV writing, interview skills to enhance employability.

Last Updated: 18-Jun-2019

Performance Indicators

KPI Title	Previous Year Actual	Actual	Performance Indicator Trend	Target	Performance RAG
IP3.1.1.1M01 (PAM/032) Capped 9 Score	No Data	352.2	N/A	367	N/A

Lead Officer: Vicky Barlow - Senior Manager - School Improvement Systems
Reporting Officer: Vicky Barlow - Senior Manager - School Improvement Systems
Progress Comment: Data currently not available

Last Updated: 17-Jun-2019

KPI Title	Previous Year Actual	Actual	Performance Indicator Trend	Target	Performance RAG
IP3.1.1.2M02 Capped 9 Score for pupils entitled to Free School meals	No Data	No Data	N/A	321.7	N/A

Lead Officer: Vicky Barlow - Senior Manager - School Improvement Systems
Reporting Officer: Vicky Barlow - Senior Manager - School Improvement Systems
Progress Comment: Data currently not available

Last Updated: 17-Jun-2019

KPI Title	Previous Year Actual	Actual	Performance Indicator Trend	Target	Performance RAG
IP3.1.1.3 M03 (PAM/007) Percentage of pupil attendance in primary schools	94.8	94.8	⟷	95.26	AMBER

Lead Officer: Jeanette Rock - Senior Manager - Inclusion and Progression
Reporting Officer: Jeanette Rock - Senior Manager - Inclusion and Progression
Progress Comment: Pupil attendance at Flintshire primary schools remained the same as the previous year, with illness accounting for the majority of absences. Unauthorised absence is the second lowest value in Wales.

Last Updated: 17-Apr-2018

KPI Title	Previous Year Actual	Actual	Performance Indicator Trend	Target	Performance RAG
IP3.1.1.4 M04 (PAM/008) Percentage of pupil attendance in secondary schools	93.9	93.7	↓	94.9	⬤⬤⬤ AMBER

Lead Officer: Jeanette Rock - Senior Manager - Inclusion and Progression
Reporting Officer: Jeanette Rock - Senior Manager - Inclusion and Progression
Progress Comment: Attendance in secondary schools has dropped (0.20% points). This is in line with a national trend, with illness accounting for the majority of absences.

Last Updated: 15-Apr-2019

KPI Title	Previous Year Actual	Actual	Performance Indicator Trend	Target	Performance RAG
IP3.1.1.5 M05 The percentage of attendance across the portfolio PRU (Pupil Referral Unit)	68.1	67.4	↓	72	⬤⬤⬤ RED

Lead Officer: Jeanette Rock - Senior Manager - Inclusion and Progression
Reporting Officer: Tim Ford - Headteacher Plas Derwen
Progress Comment: Attendance remains a priority for the PRU with a range of interventions being offered to encourage pupil engagement. The pupils attending this specialist provision are presenting with ever increasing complex needs which affects their ability to access the provision.

Last Updated: 12-Jul-2019

KPI Title	Previous Year Actual	Actual	Performance Indicator Trend	Target	Performance RAG
IP3.1.1.6 M06 (PAM/033) Percentage of pupils assessed in Welsh at the end of the Foundation phase (Year 2 pupils)	6.39	No data	N/A	6.3	N/A

Lead Officer: Vicky Barlow - Senior Manager - School Improvement Systems
Reporting Officer: Vicky Barlow - Senior Manager - School Improvement Systems
Progress Comment: Data currently not available

Last Updated: 17-Jun-2019

KPI Title	Previous Year Actual	Actual	Performance Indicator Trend	Target	Performance RAG
IP3.1.1.7M07 (PAM/034) Percentage of year 11 pupils studying Welsh (first language)	3.96	No data	N/A	3.9	N/A

Lead Officer: Vicky Barlow - Senior Manager - School Improvement Systems
Reporting Officer: Vicky Barlow - Senior Manager - School Improvement Systems
Progress Comment: Data currently not available

Last Updated: 17-Jun-2019

KPI Title	Previous Year Actual	Actual	Performance Indicator Trend	Target	Performance RAG
IP3.1.1.8M08 (PAM/006) Percentage of pupils achieving the expected outcome at the end of key stage 4. Level 2 inclusive threshold 5 GCSE A* - C incl E/W and Maths	57	56.6	N/A	59.9	AMBER

Lead Officer: Vicky Barlow - Senior Manager - School Improvement Systems
Reporting Officer: Vicky Barlow - Senior Manager - School Improvement Systems
Progress Comment: Changes to WJEC grade boundaries and access to early entry opportunities impacted on performance in GCSE English Language. This also had an impact on performance at level 2+, where English is a key component of the measure. There were significant changes to grade boundaries between the summer and November 2017 examinations and those in the summer of 2018. Overall performance in 2018 generally improved and the outcomes compare favourably with those achieved in 2017 and with national averages. Performance at Level 2+ decreased by 0.3%, which given the more significant decrease in English language outcomes was not unexpected, and is still above national averages.

Last Updated: 12-Apr-2018

KPI Title	Previous Year Actual	Actual	Performance Indicator Trend	Target	Performance RAG
IP3.1.2.1 M01 The number of schools in an Estyn statutory category of concern	3	1	↑	1	🟢🟠🔴 GREEN

Lead Officer: Vicky Barlow - Senior Manager - School Improvement Systems
Reporting Officer: Vicky Barlow - Senior Manager - School Improvement Systems
Progress Comment: No further schools have been placed in an Estyn statutory category during this academic year. The local authority has just one school in an Estyn statutory category across all phases of Education

Last Updated: 16-Apr-2019

KPI Title	Previous Year Actual	Actual	Performance Indicator Trend	Target	Performance RAG
IP3.1.3.1 M01 All schools to have completed their initial assessment of readiness for the new curriculum by 1st October 2018 on the G6 dashboard	No Data	100	N/A	100	🟢🟠🔴 GREEN

Lead Officer: Vicky Barlow - Senior Manager - School Improvement Systems
Reporting Officer: Vicky Barlow - Senior Manager - School Improvement Systems
Progress Comment: All schools completed their initial assessment of readiness for the new curriculum by 1st October 2018

Last Updated: 29-Jul-2019

KPI Title	Previous Year Actual	Actual	Performance Indicator Trend	Target	Performance RAG
IP3.1.3.2 M02 Percentage of all schools to have eliminated any red indicators against their readiness for the new curriculum by 31st March 2019 on the G6 dashboard	No Data	83	N/A	100	🟢🟠🔴 AMBER

Lead Officer: Vicky Barlow - Senior Manager - School Improvement Systems
Reporting Officer: Vicky Barlow - Senior Manager - School Improvement Systems
Progress Comment: Four schools were identifying outstanding red indicators and work will continue on these aspects during the summer term. A small number of schools had yet to update their status at the end of the spring term. A full update will be available when schools return in September.

Last Updated: 19-Jun-2019

KPI Title	Previous Year Actual	Actual	Performance Indicator Trend	Target	Performance RAG
IP3.1.5.1 M01 (PAM/009) Percentage of year 11 leavers not in education, training, or employment.	1.7	1.17	↑	1.1	⬤⬤⬤ AMBER

Lead Officer: Jeanette Rock - Senior Manager - Inclusion and Progression
Reporting Officer: Jeanette Rock - Senior Manager - Inclusion and Progression
Progress Comment: The ongoing effective multi-agency work has supported a positive reduction in the number of Year 11 pupils who went on to became NEET after leaving school.

Last Updated: 15-Jul-2019

KPI Title	Previous Year Actual	Actual	Performance Indicator Trend	Target	Performance RAG
IP3.1.5.2 M02 The percentage of young people aged 16 – 18 in the youth justice system offered education, training or employment	51	59	↑	53	⬤⬤⬤ GREEN

Lead Officer: James Warr - Operations Manager
Reporting Officer: Louisa Greenly - Performance Management & Information Officer
Progress Comment: Education remains a key priority for the service as it is seen as a strong factor in offending and re-offending and this measure looks at those young people undertaking 16 hours or more of education, training and/or employment. This age group is challenging, 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. All young people undertaking 30 hours or more of Unpaid Work as part of a Court Order will automatically be enrolled onto an Agored course, which gives them an accredited vocational qualification whilst fulfilling the requirement of the Court. Agored subjects include, health & safety, construction skills, first aid, and other skills that build up a credible CV.

Last Updated: 12-Apr-2019

KPI Title	Previous Year Actual	Actual	Performance Indicator Trend	Target	Performance RAG
IP3.1.5.3 M03 The percentage of year 13 learners who complete level three courses in Maths within Flintshire Schools	19	25	⬆	29	⬤⬤⬤ AMBER

Lead Officer: Vicky Barlow - Senior Manager - School Improvement Systems
Reporting Officer: Vicky Barlow - Senior Manager - School Improvement Systems
Progress Comment: Performance improved from 19% in 2017 for this indicator although still below our target of 29%. The percentage of learners entered for a qualification in Further mathematics increased slightly from 4.5% to 4.9%

Last Updated: 17-Jun-2019

KPI Title	Previous Year Actual	Actual	Performance Indicator Trend	Target	Performance RAG
IP3.1.5.4 M04 The percentage of year 13 learners who complete level three courses in Science within Flintshire Schools	No Data	19.4	N/A	18	⬤⬤⬤ GREEN

Lead Officer: Vicky Barlow - Senior Manager - School Improvement Systems
Reporting Officer: Vicky Barlow - Senior Manager - School Improvement Systems
Progress Comment: Percentage is the average across entries for Biology, Physics and Chemistry. The percentage of year 13 learners who completed a level 3 course in Chemistry was 23.8%. Biology and Physics were 17% and 17.2% respectively.

Last Updated: 17-Jun-2019

KPI Title	Previous Year Actual	Actual	Performance Indicator Trend	Target	Performance RAG
IP3.1.6.1 M01 Number of new pupils engaging with the TRAC programme	No Data	102	N/A	120	RED

Lead Officer: Ann Roberts - Senior Manager - Integrated Youth Provision
Reporting Officer: Jeanette Rock - Senior Manager - Inclusion and Progression
Progress Comment: Staffing vacancies have impacted on the ability of the TRAC team to engage with the projected numbers for 2018-19.

Last Updated: 15-Apr-2019

KPI Title	Previous Year Actual	Actual	Performance Indicator Trend	Target	Performance RAG
IP3.2.1.1 M01 The percentage of apprentices that complete the programme with a positive outcome	No Data	98	N/A	100	GREEN

Lead Officer: Sharon Carney - Lead HR Business Partner
Reporting Officer: Annette Bailey - Learning and Development Officer
Progress Comment: Positive outcome refers to the completion of the programme and securing employment either with Flintshire or another employer. Currently at 98%.

Last Updated: 17-May-2019

Risks

Strategic Risks

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

Potential Effect: Downturn in school performance and under achievement. Increase in the number of schools in Estyn category of concern/need of significant improvement

Management Controls: The Council will work with schools through the Schools Standards Monitoring Group. Challenge and support will be provided through the regional school improvement partner GwE

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

Last Updated: 16-Apr-2019

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

Potential Effect: Reduced stakeholder confidence in Education services.

Downturn in school performance and under achievement.

Increase in the number of schools in Estyn category of concern/need of significant improvement

Management Controls: The Council will work with schools through the Schools Standards Monitoring Group.

Leadership development will be provided through the regional school improvement partner GwE for leadership across the system at all levels.

School Governor development programme. Schools collaborate and federate

Bespoke Leadership development programme in place for schools through the Regional School Improvement Service - for current and aspiring leaders at all levels.

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

Last Updated: 16-Apr-2019

RISK TITLE	LEAD OFFICER	SUPPORTING OFFICERS	INITIAL RISK RATING	CURRENT RISK RATING	TREND ARROW	RISK STATUS
Impact of Additional Learning Needs reforms	Jeanette Rock - Senior Manager - Inclusion and Progression	Vicky Barlow - Senior Manager - School Improvement Systems	Red	Amber	⬇	Open

Potential Effect: Schools and the Council are unable to meet the requirements placed on them by the forthcoming Additional Learning Needs and Education Tribunal (Wales) Bill resulting in the need for additional resource in terms of specialist services and provision.

Management Controls: Portfolio Strategy 2016/17 to map out progress of the legislative reforms and facilitate a timely response.

Use of Welsh Government Innovation Project funding to develop awareness and skills of key school-based staff and Council Officers ahead of the implementation of the Bill.

Progress Comment: The Bill received Royal Assent in January 2018 and became the Additional Learning Needs and Education Tribunal (Wales) Act 2018. The implementation date has been revised to September 2020, with 2019 being the publication date for the draft Code of Practice. An audit tool has been generated for local authorities to complete; this will give greater insight into the risks posed by the Act across the intervening two year period prior to implementation in 2020.The audit tool has been completed and this highlighted the need for a Lead officer to be allocated within the Council. This action has been completed, supported by access to Welsh Government Transformation Funding. A Transition Action Plan for Flintshire will now be developed to ensure that a comprehensive transformation programme is developed in conjunction with the regional plan for North Wales.

The draft Code of Practice has now been published. Officers are in the process of reading the document and identifying the implications for schools and the Council. These will be collated and shared via Committee reports.

Welsh Government (WG) commenced a period of consultation following the publication of the draft Code linked to the ALN Act. Officers engaged a range of stakeholders to inform their response to ensure that WG were fully appraised of the concerns associated with the implementation of the Act. Officers have also engaged in legal briefings to broaden their understanding of the duties imposed by the Act and finance documents are being prepared to identify the financial pressures associated with implementation. This will support a better understanding of the level of risk. The final Code will however, not be published until December 2019 and projections will need to be revised at that point.

Last Updated: 12-Apr-2019

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

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

Last Updated: 16-Apr-2019

RISK TITLE	LEAD OFFICER	SUPPORTING OFFICERS	INITIAL RISK RATING	CURRENT RISK RATING	TREND ARROW	RISK STATUS
Sustainability of funding streams	Vicky Barlow - Senior Manager - School Improvement Systems	Vicky Barlow - Senior Manager - School Improvement Systems	Red	Amber	↓	Open

Potential Effect: Reduced capacity to deliver targeted support to schools.
Management Controls: Intelligence on grant regime
Progress Comment: The sustainability of grant funding for education continues to pose a significant and live risk in a number of areas:
A lack of clarity about the funding of the Teachers' Pay Award for 2019-20 remains. Through RSG and the Teachers Pay Grant from Welsh Government the schools budget is funded for 1% of the impact of the pay award implemented in September 2018. The balance of 1.2% of the pay award is a cost pressure which will have to be absorbed by schools. A further significant pressure is the Teachers' Pay Award from September 2019 which unless national funding is made available will be an additional cost pressure which will need to be absorbed by schools.
There are grants which are only short term to support Ministerial key priorities e.g. Infant Class Sizes; Small and Rural Schools etc but the grant conditions are often complex which make them difficult to administer and their short term nature does not allow for proper strategic planning to maximise impact.

Last Updated: 01-Jul-2019

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

Potential Effect: Higher teacher ratios, unfilled places, backlog maintenance pressures, inefficient estate
Management Controls: Continuation of school modernisation programme, will reduce unfilled places, reduce backlog maintenance, remove unwanted fixed costs and infrastructure
Progress Comment: Reducing unfilled school places via school organisation change is an ongoing process. School change projects can take between three and five years from inception to delivery before reductions of unfilled places can be realised. This continues to be 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: 15-Apr-2019

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

Potential Effect: The fabric of Education and Youth buildings will continue to decline
Management Controls: Continuation of School Modernisation Programme, Continuation of Repairs & Maintenance planned maintenance programme, Capital Business Cases for School improvement, implementation of Band A and Band B 21st Century Schools programmes and any other external funding which becomes available.
Progress Comment: Continuation of the School Modernisation programme is one of the strategic options available to address the repair and maintenance backlog. The programme continuation will also i) Support a reduction of unfilled places ii) Provide a more efficient school estate and concentrate resources on teaching by removal of unwanted fixed costs in infrastructure and leadership iii) Ensure that the condition and suitability of the school estate is improved. Additionally, in future year's capital business cases will be submitted through the Council process to supplement the 21st Century Schools investment programme.

Last Updated: 15-Apr-2019

4 Green Council

Actions

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
4.1.1.1 Manage our natural environment and accessible green-space networks to deliver health, well-being and resilience goals.	Tom Woodall - Access and Natural Environment Manager	Completed	01-Apr-2017	31-Mar-2019	100.00%	GREEN	GREEN

ACTION PROGRESS COMMENTS:

A Government Environment and Sustainable Delivery (ESD) Grant of £115,518 for the year has enabled completion of projects of the Flintshire Greenspace Strategy.

Community engagement through arts which encourage access and enjoyment of our natural environment and delivery of the Well-being goals. Key projects include footpath improvements and arts events involving local children and community groups. All projects have actively encouraged community involvement and have been supported fully by volunteers who have contributed significantly to the success of the projects.

Volunteers have contributed to the evidence base for the submission of the first six month funding report and claim to Welsh Government. Planned projects will ensure that funding is on track and will be delivered in full within the year. This is particularly important given the change to a competitive funding environment for 2019/20 for the new Enabling Natural resources and Wellbeing of Wales grant that may impact on available funding to deliver our very successful programme of activities.

The ESD grant is fully committed and delivered. The grant has now closed and been replaced by Enabling Nature Grant in which we were unsuccessful in attracting any funding for 19/20.

Last Updated: 15-Apr-2019

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
4.1.1.2 Maximising the potential of Council assets for energy efficiency: Control/reduction of Council energy consumption and thereby cost.	Sadie Waterhouse - Energy Conservation Engineer	In Progress	01-Apr-2017	31-Mar-2019	50.00%	GREEN	GREEN

ACTION PROGRESS COMMENTS:

Delivery of Phase 2 of the renewable energy action plan (10 year adopted plan in 2015)

Six potential brownfield sites have been identified as possible renewable energy generation sites. Initial feasibility assessments have been completed for these sites, including energy generation capacity, potential grid connection costs, planning constraints, ecology, land contamination, legal constraints and indicative installation costs and potential income generation. This has enabled 3 sites to be prioritised. Detailed feasibility studies have been completed including economic/financial modelling for these 3 sites with formal grid connection applications submitted to SP Energy Networks. Key next steps will be to assess the final business case once a formal grid connection offer has been received.

A high level review of the Council's agricultural estate has been completed assessing energy generation potential, acreage available and possible planning/legal constraints. Further feasibility will be completed. Potential sites for hydro power have been assessed with Wepre Brook prioritised. A detailed design has been completed and planning permission applied for.

Assessment completed by Coed Cymru/Forestry Officer which indicated potential for biomass crops on the agricultural estate in Sealand as well utilising waste wood and timber from public and private woodlands. More detailed feasibility is needed.

Last Updated: 05-Sep-2019

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
4.1.1.3 Maximise the recovery and recycling of waste with a view to reducing the reliance on landfill.	Gabrielle Povey - Recycling and Compliance Officer	Completed	01-Apr-2017	31-Mar-2019	100.00%	GREEN	GREEN

ACTION PROGRESS COMMENTS:

Year End performance of 68.39% has been achieved through education and awareness programmes to promote recycling and the introduction of side waste enforcement. The side waste enforcement started in March, with a three stage approach with awareness letters and stickers issued and 2 Fixed Penalty Notices.

The new Household Recycling Centre (HRC) at Rockcliffe, Oakenholt opened, offering a modern site with no steps. There are currently over 30 opportunites to recycle across all 5 HRC's.

The profile of the service has been raised through attendance of events and shows in the County and an increased presence on social media.

Training for workforce has improved their health & safety and environmental awareness.

New fleet has been introduced in the service, providing efficiencies in both the capacity of the vehicle and the fuel economy and emissions.

Last Updated: 29-Jan-2019

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
4.1.1.4 Strengthen regional air quality collaboration to help promote better health and well-being outcomes	Sian Jones - Public Protection Manager - Community and Business	Completed	01-Apr-2017	31-Mar-2019	100.00%	GREEN	GREEN

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

Last Updated: 12-Apr-2019

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

ACTION PROGRESS COMMENTS:
Following informal consultation with the North Wales Conservation Officers Group and Cadw at the end of 2018 there was general support for the Built Conservation Strategy. Formal public and stakeholder consultation should have followed and was planned to be completed by March 31st 2019. The consultation hasn't happened due to a team member leaving and not being replaced which has put pressure on the one remaining conservation officer who also had to prioritise closing down the Flint Townscape Heritage Initiative (THI) by the end of the financial year.

Last Updated: 24-Jun-2019

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
4.2.1.1 Access and use available grant funding to support Council priorities for accessing employment, health and leisure and education.	Katie Wilby - Transportation and Logistics Manager	Completed	01-Apr-2017	31-Mar-2019	100.00%	GREEN	GREEN

ACTION PROGRESS COMMENTS:

Funding awarded for 2018-2019 following successful bids and all schemes underway and on track: -

1. **Local Transport Fund:**
   a) Active Travel Scheme Design – (i)Mold to Broughton - Route appraisal complete, several elements of preliminary and detail design complete. (ii)Flint Coastal Path Design Project - Complete
   b) Access to Employment Opportunities Deeside Industrial Park (Metro) – Scheme complete
   c) Deeside Industrial Park – Second Avenue - active travel and bus infrastructure - Scheme complete
   d) A548 DIP Parkway Junction - partial signalisation – Scheme complete with positive feedback received

2. **Local Transport Network Fund** - Flintshire Bus Alliance & Quality Bus Partnership Scheme – Complete

3. **Safe Routes in Communities**
   a) Broughton Primary School, Broughton Hall Road – Scheme complete
   b) Mountain Lane County Primary School, Knowle Lane, Buckley – Scheme complete

4. **Road Safety (Capital & Revenue)**
   a) Connah's Quay Priority Routes – Scheme complete
   b) Ewloe – Broughton Route treatment Scheme – Scheme complete
   c) Pass Plus Cymru – 28 Candidates completed training
   d) Kerbcraft – Child pedestrian training delivered in variety of schools – 412 pupils trained in year
   e) Older Drivers – 7 candidates completed driving assessment
   f) Cycle training – National Standards Cycle Training Delivered in schools – 1,056 pupils trained in year

5. **Active Travel Fund**
   a) Deeside Industrial Park - Active travel and bus infrastructure on Parkway, DIP Zone 2 - Complete
   b) Holywell Town Centre - Phase 1 Construction of Active Travel path Greenfield Valley – Phase one complete

Last Updated: 22-Jun-2019

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
4.2.1.2 Prioritise the Council's road infrastructure for repairs and maintenance and implement programmes of work within available funding in order to improve the resilience, efficiency and reliability of the transport network.	Barry Wilkinson - Highways Networks Manager	Completed	01-Apr-2017	31-Mar-2019	100.00%	GREEN	GREEN

ACTION PROGRESS COMMENTS:

Highways asset management schemes are underway as follows:

- The Resurfacing programme has been completed at 26 different locations, which were included in the 2018/19 programme of work
- All Surface Dressing Schemes have been completed.
- Area Coordinators continue to carry out schedule highways safety inspection to provide condition surveys to inform next years preventative maintenance programmes. Preparation is underway to finalise next year's (19/20) corrective and preventative maintenance schemes.

Last Updated: 15-Apr-2019

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
4.2.1.3 Support isolated communities to develop innovative and sustainable area based transport schemes	Ceri Hansom - Integrated Transport Unit Manager	Completed	01-Apr-2017	31-Mar-2019	100.00%	🟢 GREEN	🟢 GREEN

ACTION PROGRESS COMMENTS:
The Bus Network review is now complete. There are now 10 Local Travel Arrangements in place as follows:
CT1 – 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
LT5 – Penyfford to Buckley
LT6 - Penyfford to Broughton Retail Park
LT7 – Mold - Treuddyn - Caergwrle - Hope
Work has now been carried out to review the local travel arrangements in place and where arrangements are not well utilised and patronage is significantly low, recommendations for alternative provision such as Demand Responsive Transport have been put forward.

Last Updated: 25-July-2019

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
4.2.1.4 Deliver a compliant, safe and integrated transport service	Ceri Hansom - Integrated Transport Unit Manager	Completed	01-Apr-2017	31-Mar-2019	100.00%	🟢 GREEN	🟢 GREEN

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

Last Updated: 29-Jun-2019

Performance Indicators

KPI Title	Previous Year Actual	Actual	Performance Indicator Trend	Target	Performance RAG
IP4.1.3.1M01 Percentage of environmentally efficient front line operational vehicles to Euro 6 standard.	89.35	89.34	↔	90	🟢🟠🔴 GREEN

Lead Officer: Lynne Fensome - Management and Support Manager
Reporting Officer: Chris Goulden - Fleet Manager
Aspirational Target:
Progress Comment: More vehicles have been replaced during the period to meet the Euro 6 standard. This continual replacement of older Euro 4 & 5 vehicles will continue.

Last Updated: 16-Aug-2019

KPI Title	Previous Year Actual	Actual	Performance Indicator Trend	Target	Performance RAG
IP4.1.3.2M02 Number of street furniture and street light units replaced with LED lighting.	10,799	6,025	⬇	6,000	🟢🟠🔴 GREEN

Lead Officer: Lynne Fensome - Management and Support Manager
Reporting Officer: Darell Jones - Operations Manager (North and Streetlighting)
Progress Comment: Streetscene have replaced 6,025 LED lanterns to date, with the remaining to be replaced during 2019/20. The remaining lanterns will be replaced in the coming months as locations become available due to traffic requirements and as traffic control measures allow. The program has been a huge success and has met the aims in which we set out to achieve.

Last Updated: 25-Jul-2019

KPI Title	Previous Year Actual	Actual	Performance Indicator Trend	Target	Performance RAG
IP4.1.3.3M03 Reduce our carbon footprint across our Council buildings (non housing)	34.48%	36.98%	↑	10%	⬤⬤⬤ GREEN

Lead Officer: Sadie Waterhouse - Energy Conservation Engineer
Reporting Officer: Sadie Waterhouse - Energy Conservation Engineer
Progress Comment: Please note this reduction is for a full year 2018-2019. The data is NOT weather corrected due to 2018-19 being warmer than the base year.
Carbon emission reductions by fuel:
- Electricity: 8.92%
- Gas: 9.04%
- Oil: 8.39%
- LPG: 9.00%
This has been achieved through:
- 2018-2019 was warmer throughout the Summer and early Autumn leading to a delay in heating systems being switched on.
- Upgrades of lighting systems to LED in a number of schools and offices such as Ty Dewi Sant, Wepre Park Visitors Centre, Ysgol Terrig, Mynydd Isa Juniors etc.
- Installation of a battery storage system at Abermorddu Primary School to trial the technology and its effectiveness.
- Ongoing asset rationalisation and community asset transfers.
- Good housekeeping practices such as monitoring heating settings and ensuring heating and hot water systems not left switched on during holidays.
- Primary school environmental education/behaviour change programme focussing on climate change, energy usage, resource use and biodiversity.
The Council has made a cumulative 51.51% reduction in non-domestic energy related carbon emissions since 2009/10 against a 2007/08 baseline.

Last Updated: 07-May-2019

KPI Title	Previous Year Actual	Actual	Performance Indicator Trend	Target	Performance RAG
IP4.1.4.1M01 (PAM/030) Percentage of waste reused, recycled or composted	69.12	70.23	↑	66	⬤⬤⬤ GREEN

Lead Officer: Lynne Fensome - Management and Support Manager
Reporting Officer: Gabrielle Povey - Recycling and Compliance Officer
Progress Comment: Continued improvement at Household Recycling Centre (HRC) sites since the opening of the new site at Oakenholt and the closure of the smaller sites at Flint and Connah's Quay. Household Recycling Centres (HRC) all working well with meet and greet being reinforced at site.
Training has continued to ensure staff on site are aware of the environmental compliance and why recycling targets are in place.
Side waste enforcement continues, with the three stage programme of education and awareness, reminder and final notice with Fixed Penalty Notice as final stage.

Last Updated: 29-Jul-2019

KPI Title	Previous Year Actual	Actual	Performance Indicator Trend	Target	Performance RAG
IP4.1.4.2M02 Average recycling rate across all HRC sites	77.52	77.37	↔	76	🟢🟠🔴 GREEN

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

Last Updated: 18-Jan-2019

KPI Title	Previous Year Actual	Actual	Performance Indicator Trend	Target	Performance RAG
IP4.2.1.1M01 The number of projects and services delivered through national grant funded schemes	6	19	↑	6	🟢🟠🔴 GREEN

Lead Officer: Lynne Fensome - Management and Support Manager
Reporting Officer: Lee Shone - Road Safety Officer
Progress Comment: All projects and services delivered during financial year.
Local Transport Fund - Funded Schemes:
1 - Access to Employment Opportunities – Deeside Industrial Park (DIP)
2 - B5129 Bus corridor & Deeside Quality Partnership Scheme
3 - Active Travel Scheme Design
4 - Deeside Industrial Park – Active Travel Fund (ATF)
5 - Holywell Town Walking & Cycling Link - ATF
6 - Deeside Industrial Park - Second Avenue
7 - A548 / Parkway Junction
8 - Cycling Link Deeside Industrial Park
9 - Broughton to Saltney Cycle Way Provision
10 - B5129 - Proposed Bus Priority Measures & Transport Infrastructure.

Road Safety Grant
1- Connah's Quay Priority Routes
2 - B5125 Ewloe to Broughton Route Treatment

Safer Routes in the Community
1 - Broughton Primary School
2 - Mountain Lane Primary School

Road Safety Revenue
1 - Young Drivers
2- National Standards Cycle Training
3- Older Driver Development Programme
4 - Child Pedestrian Skills Training
5 - Motorcycle Training

Last Updated: 25-July-2019

KPI Title	Previous Year Actual	Actual	Performance Indicator Trend	Target	Performance RAG
IP4.2.2.1M01 (PAM/020) Percentage of A roads in overall poor condition	1.3	1.65	↓	1.8	🟢 GREEN

Lead Officer: Barry Wilkinson - Highways Networks Manager
Reporting Officer: Sam Tulley - Road Space Manager
Progress Comment: Scanner Surveys of road conditions took place in October 2018. These results show a deterioration of the network overall from the previous year.

Last Updated: 25-July-2019

KPI Title	Previous Year Actual	Actual	Performance Indicator Trend	Target	Performance RAG
IP4.2.2.2M02 (PAM/021) Percentage of B roads in overall poor condition	1.1	1.39	↓	2	🟢 GREEN

Lead Officer: Barry Wilkinson - Highways Networks Manager
Reporting Officer: Sam Tulley - Road Space Manager
Progress Comment: Scanner Surveys of road conditions took place in October 2018. These results show a deterioration of the network overall from the previous year.

Last Updated: 25-July-2019

KPI Title	Previous Year Actual	Actual	Performance Indicator Trend	Target	Performance RAG
IP4.2.2.3M03 (PAM/022) Percentage of C roads in overall poor condition	5.3	5.76	↓	6	🟢 GREEN

Lead Officer: Barry Wilkinson - Highways Networks Manager
Reporting Officer: Sam Tulley - Road Space Manager
Progress Comment: Scanner Surveys of road conditions took place in October 2018. These results show a deterioration of the network overall from the previous year.

Last Updated: 25-July-2019

KPI Title	Previous Year Actual	Actual	Performance Indicator Trend	Target	Performance RAG
IP4.2.2.4M04 Percentage of inspections undertaken to ensure reinstatements meet the required standards	17.59	90.57	⬆	90	🟢 GREEN

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

Last Updated: 15-Apr-2019

KPI Title	Previous Year Actual	Actual	Performance Indicator Trend	Target	Performance RAG
IP4.2.3.1M01 The number of sustainable area based transport schemes developed against plan	4	10	⬆	4	🟢 GREEN

Lead Officer: Lynne Fensome - Management and Support Manager
Reporting Officer: Ceri Hansom - Integrated Transport Unit Manager
Progress Comment: There are now 10 Local Travel Arrangements in place as follows
CT1 – 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
LT5 – Penyfford to Buckley
LT6 - Penyfford to Broughton Retail Park
LT7 – Mold - Treuddyn - Caergwrle - Hope
Work has been carried out to review the local travel arrangements in place and where arrangements are not well utilised and patronage is significantly low, recommendations for alternative provision such as Demand Responsive Transport have been put forward.

Last Updated: 22-Jul-2019

KPI Title	Previous Year Actual	Actual	Performance Indicator Trend	Target	Performance RAG
IP4.2.4.1M01 Percentage of contracts awarded that are financially compliant for school transport	86.95	97.9	↑	90	⬤⬤⬤ GREEN

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

Last Updated: 25-July-2019

KPI Title	Previous Year Actual	Actual	Performance Indicator Trend	Target	Performance RAG
IP4.2.4.2M02 The percentage of safety compliant checks delivered	75.68	97.3	↑	90	⬤⬤⬤ GREEN

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

Last Updated: 25-July-2019

Risks

Strategic 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	↔	Open

Potential Effect: Income targets not met
Potential reduction could impact staffing resource to maintain service delivery
Management Controls: Raised as a pressure for 2017/18.
Progress Comment:
For 2018/19 waste and flood allocations are to be removed from the Single Revenue Grant (SRG). Resources will be allocated to support Local Environment Quality (LEQ) and Natural Resources Management (NRM) through the existing SRG mechanism through the funding secured for this year. However Officers attended a WG workshop that explained the competitive nature of the process moving forward as the grant is to be removed and the broad themes that were to be followed in this competitive process. By moving to this process there is a risk that Flintshire will not receive any future funding.
The new 'Enabling Natural Resources and Well-being of Wales' grant (ENRaW) was launched by WG and officers submitted an applicationThe Council was not awarded any grant funding following this application.. Officers will seek alternative funding sources for 2019/20.

Last Updated: 11-Jun-2019

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

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

Last Updated: 11-Jun-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: Since 7th January 2019, the Council has a new statutory duty as a Sustainable Drainage Approving Body (SAB). This has placed significant resource demands on the relatively small Flood and Coastal Risk Management Team to implement, resource and fund this new statutory role. In the short-term (1-2 years) the impacts of developing this new service will lessen the ability of the Team to delivery non-statutory flood alleviation schemes. Welsh Government provided the Council with £20,000 to mitigate the impacts of this new responsibility. As the Council reviews the implications of its new role as a SAB, no major schemes will be programmed to be put forward to Welsh Government's 'national pipeline of projects' for delivery in 2019/20. However, additional funding for smaller more affordable local works that can be delivered through Welsh Government's small scale scheme grant will continue to be pursued.

Last Updated: 01-Jul-2019

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

Potential Effect: Deterioration of the condition of highways in Flintshire
Management Controls: Focussed investment through the funding of schemes that maintain or reduce the pace of deterioration of the condition of the main highway infrastructure.
Road Safety Scheme identification for improvement to routes through available funding.
Maximise funding received through the quality of the bid submission by aligning submissions to follow successful bid model techniques.
Progress Comment: The monies made available for Highway infrastructure maintenance programmes have been allocated and expended by the end of the financial year. Those monies remain below the level of funding required to maintain a Steady State in the condition of the road network, which would need to be >£2.7m per annum. Streetscene & Transportation ensure that the available funding is allocated appropriately, and ensure best value for the expenditure to maintain the highway network.
Highways asset management schemes have been completed as follows:
Resurfacing - 26 different locations completed
The carriageway surface dressing programme is complete and 9 different locations were included in the 2018/19 programme of work.
Condition surveys are undertaken and reviewed annually to produce the annual resurfacing programme for financial year 2019/20. Priority is given to the areas of the network that require the investment whilst considering the local infrastructure.

Last Updated: 24-Apr-2019

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

Potential Effect: Decrease in bus services to residents, particularly in rural areas
Management Controls: Develop services so that they become more commercially viable
Progress Comment: 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: 22-July-2019

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	Lynne Fensome - Management and Support Manager	Amber	Yellow	⬇	Open

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

Last Updated: 22-July-2019

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

Potential Effect: Increase in cost to future planned repairs as network deteriorates beyond that can be rectified by planned maintenance
Increase in insurance claims
Management Controls: Targeting funding on those schemes that maintain or reduce the pace of deterioration of the condition of the main highway infrastructure.
Progress Comment: Pothole repairs have been undertaken throughout the County to ensure that the Highway Network is in a safe condition for the travelling public. The previous increase in risk has been mitigated by a number of schemes of works that have been undertaken to improve the condition of the carriageway overall. Repairing the Council's roads is a priority for the service and resources were provided to identify and then prioritise the roads in need of repair.
Planned Maintenance Works have been completed as follows:
26 Resurfacing completed
9 Surface Dressing sites have been completed
Reactive Work to remove defects from the carriageway continue.
This work removed the significant defects and looked to improve the condition of the roads, whilst reducing the risk on the network, in line with our statutory duty and county policy.

Last Updated: 24-Apr-2019

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

Potential Effect: i) Planned programme of community transport hubs not delivered. ii) Decreased passenger numbers on bus services.
iii) Increase in individual car usage
Management Controls: Realistic deliverable programme for 2018/19 of 5 Community Transport Hubs that have been supported by the local communities and Town and Community Councils
Progress Comment: Community based transport services can play an important part in an integrated passenger transport provision and transport network. Community Benefit clauses included in all new transport routes awarded (except local bus). The community benefit clause gives Flintshire the benefit of non-chargeable transport services from qualifying taxi/bus operators. A minimum of 1.5% of mileage per annum is required from each tenderer (capped at 150 miles per annum). Delivery is dependent on the ability and willingness of the local communities and transport operators to support and deliver sustainable transport arrangements.

Last Updated: 22-July-2019

5 Connected Council

Actions

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
5.1.1.1 Build stronger social enterprises with the sector itself leading development of the sector	Cher Lewney - Digital Customer & Community Resilience Programme Manager	In Progress	01-Apr-2017	31-Mar-2019	95.00%	GREEN	GREEN

ACTION PROGRESS COMMENTS:
There are estimated to be around 40 Social Enterprises operating across Flintshire. A network has been created to enable them to meet up and learn from each other. A framework for health checks has been created and offered to social enterprises to give them assurance and advice regarding their long term viability. This is optional and has not yet been adopted, but will continue to be offered and promoted. Growth of social enterprises in the current financial year is expected to exceed targets, with a number of very positive examples of social enterprises winning business awards in Flintshire in recent months in categories also open to private sector companies. Social enterprise is thriving in Flintshire and, linked to the community resilience priority within Flintshire's Wellbeing Plan, will continue to be supported to grow. Ambitions for the future include building on private sector links, as trialled with Galliford Try, and linking into social value opportunities to provide proactive support to social enterprises to work with their communities.

Last Updated: 17-Apr-2019

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
5.1.1.2 Grow the capacity of the social enterprise sector and Alternative Delivery Models (ADMs) to become more self-sustaining.	Cher Lewney - Digital Customer & Community Resilience Programme Manager	In Progress	01-Apr-2017	31-Mar-2019	95.00%	GREEN	GREEN

ACTION PROGRESS COMMENTS:
The framework to support and enable Social Enterprises (SE) in Flintshire is developing, with health check tools and networks in place to support ongoing resilience. A first networking event between social enterprise and private sector businesses was held in November 2018 to begin to identify opportunities for partnership working and cross-business support. Eighteen arrangements were identified from the first meeting. We are also seeking Social Enterprise accreditation for Flintshire to provide a framework against which we can check the support we provide. Monitoring and reporting arrangements are also in place for key Alternative Delivery Models, such as Aura and Holywell Leisure Centre to ensure that progress is clearly understood on an ongoing basis while the businesses establish themselves following transfer. The social value framework which is being developed under the banner of Community Resilience will provide an opportunity to access additional resource and investment to support SEs to tackle key issues and provide vital support in communities across Flintshire. This could be in many forms including funding, mentoring, pro bono work and supply of materials.

Last Updated: 17-Apr-2019

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
5.1.1.4 Ensuring and delivering community benefits	Cher Lewney - Digital Customer & Community Resilience Programme Manager	In Progress	01-Apr-2017	31-Mar-2019	95.00%	GREEN	GREEN

ACTION PROGRESS COMMENTS:

A Community Benefits Working Group has been established in the Council to develop an approach for the ongoing management of community benefits (social value) which is both cost effective and sustainable. A report was submitted to Chief Officers in January 2019 submitting options for the ongoing management and growth of an approach, and evaluating the potential return on investment from different options. This report has been informed by consultation with partners, who unanimously agreed during discussions that development of a robust approach has potential to deliver significant return for Flintshire if it is designed and progressed properly. It has been agreed that a Social Value Officer will be recruited to manage this agenda and work is underway to define a framework of Public Services Board, corporate and community priorities which will underpin investment by contractors. In this way, we can maximise the impact that social value can have in supporting delivery of agreed priorities for the benefit of our communities. Work is also underway to procure a system to underpin the management of social value to ensure we can be transparent and fully evaluate the impact we are having. This will be developed more in 2019/20.

Last Updated: 18-Jun-2019

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
5.1.1.5 Enabling the third sector to maximise their contribution.	Karen Armstrong - Corporate Business and Communications Executive Officer	In Progress	01-Apr-2017	31-Mar-2019	80.00%	GREEN	GREEN

ACTION PROGRESS COMMENTS:

Social Value Strategy developed and approved with specific social objectives enabling the social sector to show their unique delivery and value.. Flintshire Local Voluntary Council (FLVC) and the Communities First Social Enterprise Officer are delivering specific support to the sector including supporting any further community asset transfers. As part of the Resilience theme for the Public Services Board, work involving key organisations in the areas of Holywell, Shotton, and Flint have been prioritised and showcased. Work is continuing to enable commissioners to procure to the third sector with the recent procurement of support from the third sector for disability based services as an example. Through the Voluntary Sector Compact group a review of third sector core funding arrangements is underway to maximise opportunities and contribution of the sector.

Last Updated: 16-Aug 2019

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
5.1.1.6 Ensure our Armed Forces Community and their families are not disadvantaged when accessing Council Services	Karen Armstrong - Corporate Business and Communications Executive Officer	In Progress	01-Apr-2017	31-Mar-2019	75.00%	GREEN	AMBER

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

Last Updated: 01-Apr-2019

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

ACTION PROGRESS COMMENTS:
The Public Services Board continues to perform well against the objectives (priorities) of the Well-being Plan - which is monitored twice yearly. At the last meeting of the Board in May, 4 of the 5 priorities were tracked as making good progress. It has been agreed that the Economy priority would be paused for revisiting later as most of the in-year activities are regionally led under the work on the Growth Deal.

Last Updated: 18-Jun-2019

Performance Indicators

KPI Title	Previous Year Actual	Actual	Performance Indicator Trend	Target	Performance RAG
IP5.1.2.1M01 Number of assets sustained through the CAT programme	33	78	↑	33	●●● GREEN

Lead Officer: Neal Cockerton - Chief Officer - Housing and Assets
Reporting Officer: Yvonne Stacey - Property Technical Administrator
Progress Comment: : The total number of assets in the CAT programme is 78. The breakdown of this is, 52 CAT's are at Business Case Development Stage, 13 CAT's are at the Legal Stage (not completed) and 13 having been legally completed. A total of 172 CAT's have dropped since the start of the programme, naturally or due to complications. Some of these have not been progressed by groups through the various activity stages, or groups have withdrawn from the process. This can be that they initially express their interest and during the process decide they do not want to take on the liability, or simply drop out as they decide that they do not want to take the process further.

Last Updated: 02-May-2019

KPI Title	Previous Year Actual	Actual	Performance Indicator Trend	Target	Performance RAG
IP5.1.3.1M01 Percentage of contracts over £25,000 that include Community Benefit clauses	No Data	26.68	N/A	20	●●● GREEN

Lead Officer: Neil Ayling - Chief Officer - Social Services
Reporting Officer: Lee Evans - Procurement Systems Officer and Data Analyst
Progress Comment: Q1 - 5 of the 6 contracts awarded. Q2 - 8 of the 15 contracts awarded. Q3 1 of the 3 Contracts awarded and Q4 -3 of the 12 contracts awarded

Last Updated: 30-Apr-2019

KPI Title	Previous Year Actual	Actual	Performance Indicator Trend	Target	Performance RAG
IP5.1.4.1M01 Third Sector playing a major role in 4 community resilience programmes: CATS's, Social Prescribing , Holway area work; Shotton area work	No Data	4	N/A	4	🟢🟠🔴 GREEN

Lead Officer: Neil Ayling - Chief Officer - Social Services
Reporting Officer: Cher Lewney - Digital Customer & Community Resilience Programme Manager
Progress Comment: Steady progress is being made in all 4 areas of community resilience; especially the Holway area work where a successful community event took place involving all generations and tenures. This needs to be maintained and continues to be an active partnership activity.
The other 3 areas of resilience work continue to be developed at the relevant pace.

Last Updated: 26-Oct-2018

KPI Title	Previous Year Actual	Actual	Performance Indicator Trend	Target	Performance RAG
IP5.1.5.1M01 Percentage of key Council activities from the Flintshire Well-Being Plan delivered	No Data	100	N/A	95	🟢🟠🔴 GREEN

Lead Officer: Colin Everett - Chief Executive
Reporting Officer: Karen Armstrong - Corporate Business and Communications Executive Officer
Progress Comment: All Council Plan activities which are shared with our partners as part of the Public Services Well-being Plan are monitored quarterly. At the Public Services Board meeting in July, all actions had been progressed in accordance with the Delivery Plan. The Annual Report for the Well-being Plan summarises the achievements made during the year.

Last Updated: 16 – Aug 2019

KPI Title	Previous Year Actual	Actual	Performance Indicator Trend	Target	Performance RAG
IP5.1.6.2M02 (PAM/017) Number of visits to leisure centres per 1000 population	7,159.79	7,732.26	↑	7,492.15	GREEN

Lead Officer: Colin Everett - Chief Executive
Reporting Officer: Paul Jones - Business Improvement & Performance Manager
Progress Comment: Aura's total figure excludes participation figures for two sites, Connah's Quay Swimming Pool and Holywell Leisure Centre, both community asset transfers, which were managed by Flintshire County Council pre-30 May 2016 and pre-1 April 2017 respectively. Both sites combined were previously responsible for over 300,000 visits per year. Aura's Business Plan for 2018/19 included a target to increase participation by 5% (or 7,492.15 per 1,000 pop.). Aura achieved an increase in participation of 8.37%.

Last Updated: 15-May-2019

KPI Title	Previous Year Actual	Actual	Performance Indicator Trend	Target	Performance RAG
IP5.1.6.3M03 The amount of grant funding successfully awarded to support local Flintshire Schemes (£)as part of the Armed Forces Covenant	No Data	67,368	N/A	10,000	GREEN

Lead Officer: Karen Armstrong - Corporate Business and Communications Executive Officer
Reporting Officer: Fiona Mocko - Strategic Policies Advisor
Progress Comment: There have been three additional submissions for grants which have been successful, resulting in grants of £42,000 for Flintshire projects. These include grants for Connah's Quay High School and Ysgol Maes Garmon and a grant for an external organisation based in Flintshire who will be providing services for Veterans.

Last Updated: 02-Apr-2019

KPI Title	Previous Year Actual	Actual	Performance Indicator Trend	Target	Performance RAG
IP5.1.6.4M04 Number of Council policies revised to take account of the Armed Forces Covenant	2	4	↑	2	●●● GREEN

Lead Officer: Karen Armstrong - Corporate Business and Communications Executive Officer
Reporting Officer: Fiona Mocko - Strategic Policies Advisor
Progress Comment: The Armed Forces Reserves policy has been reviewed and updated to include Cadet Forces Adult Volunteers, allowing employees who are volunteers with Cadet Forces additional time off for their annual training with the Ministry of Defence. Human Resources are now capturing information on the number of Veterans who apply for and obtain posts within the Council.

Last Updated: 02-Apr-2019

Risks

Strategic Risk

RISK TITLE	LEAD OFFICER	SUPPORTING OFFICERS	INITIAL RISK RATING	CURRENT RISK RATING	TREND ARROW	RISK STATUS
The capacity and appetite of the community and social sectors	Neil Ayling - Chief Officer - Social Services	Cher Lewney - Digital Customer & Community Resilience Programme Manager	Amber	Amber	↔	Open

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

Last Updated: 17-Apr-2019

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

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

Last Updated: 01-Jul-2019

RISK TITLE	LEAD OFFICER	SUPPORTING OFFICERS	INITIAL RISK RATING	CURRENT RISK RATING	TREND ARROW	RISK STATUS
Limitations on public funding to subsidise Alternative Delivery Models (ADM's)	Neil Ayling - Chief Officer - Social Services	Cher Lewney - Digital Customer & Community Resilience Programme Manager	Amber	Amber	↔	Open

Potential Effect: Reductions in funding to these models by the public sector resulting in the new to stop or close services and facilities
Management Controls: Support to Alternative Delivery Models (ADM's) to ensure their financial plans are resilient if public funding decreases
Progress Comment: Review meetings are providing an update on the future financial context so organisations can plan for potential reductions when appropriate.
Business Plans for 2019/20 are currently being prepared and shared with the Council and these will identify if funding for the future enables the organisations to be sustainable.
These plans show funding levels for organisations moving forward into 2019/20 are sustainable.

Last Updated: 02-Jul-2019

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

Potential Effect: Social and third sector organisation not able to grow through the winning of new contracts
Management Controls: Work with procurement and commissioning teams to identify the most effective way of working with the community and third sectors. The emerging social value policy will enable us to place greater emphasis on the importance of third sector bodies thereby increasing their chances of winning contracts.
Progress Comment: The recently approved social value policy will enable the Council to place greater importance on the third sector when awarding contracts which will help the sector to secure work. It is possible to ring fence contracts to third sector providers and the Council will identify opportunities where this is appropriate for forthcoming procurement exercises.

Last Updated: 02-Jul-2019

RISK TITLE	LEAD OFFICER	SUPPORTING OFFICERS	INITIAL RISK RATING	CURRENT RISK RATING	TREND ARROW	RISK STATUS
Newly established Social Enterprises and Community Asset Transfers failing in their early stages of development.	Neil Ayling - Chief Officer - Social Services	Cher Lewney - Digital Customer & Community Resilience Programme Manager	Amber	Amber	↔	Open

Potential Effect:

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

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

Last Updated: 02-Jul-2019

6 Serving Council

Actions

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
6.1.1.1 Develop and implement a renewed five year financial plan that reflects anticipated funding, costs and efficiencies to support strategic decision making over the life of the new Council.	Gary Ferguson - Corporate Finance Manager	In Progress	01-Apr-2017	31-Mar-2019	70.00%	AMBER	AMBER

ACTION PROGRESS COMMENTS:
A revised medium term forecast for the next three years (2020/21 – 2022/23) was reported to Cabinet in April 2019 which gave a detailed indication of the known pressures at this time. The Council will be working on the strategy to meet the financial challenge with regard to the gap for 2020/21 throughout the Summer and an update on progress will be reported to Cabinet in July 2019. The forecast will be subject to regular revision due to the number of uncertainties including the level of funding for local government in future budget settlements and increases in demand led pressures.

Last Updated: 01-Jul-2019

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
6.1.1.2 Through the People Strategy we aim to operate effectively as a smaller organisation.	Sharon Carney - Lead HR Business Partner	In Progress	01-Apr-2017	31-Mar-2019	80.00%	GREEN	GREEN

ACTION PROGRESS COMMENTS:
We have made significant progress in delivering the key priority areas of the People Strategy. The draft Health and Wellbeing strategy provides for workplace wellbeing champions, encourages healthy eating, physical activity and seeks to support economic well-being, all of which will support our commitment to creating a working environment which is both safe and fosters the best possible health and wellbeing for all our employees. The 2019 apprenticeship programme was launched during national apprenticeship week in conjunction with our partner, Coleg Cambria. Recruitment for 23 placements covering 9 disciplines commenced in April 2019. A total of 84 candidates were shortlisted to attend for interview over two days on 28th and 29th May 2019, with second stage interviews to follow. Local agreement on a new pay model was reached in March 2019. The new pay model was developed to deliver the second year (2019) of the two year National Joint Council (NJC) pay agreement (2018/19-2019/20), and changes made as part of the maintenance of the Single Status Agreement (2014). The new pay model has passed the tests of being legal, equitable and affordable.

Last Updated: 18-Jun-2019

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
6.1.1.5 Delivery of key annualised objectives from the Digital Strategy and Customer Strategies	Rebecca Jones - Customer Services and Registration Manager	In Progress	01-Apr-2017	31-Mar-2019	30.00%	GREEN	GREEN

ACTION PROGRESS COMMENTS:

The Digital Strategy sets out our commitment to modernise and digitise services, with an emphasis on Digital Customer capabilities and the ability for customers to shift channels to self-serve and access information online. Good progress has been made in reviewing the relationship between Digital Strategy, IT Business Plan and wider operational capacity to drive forward changes. A single combined digital programme plan has been created as the baseline for delivery and this has identified the essential works which need to be resourced prior to resources being allocated to change projects. Good progress continues to be made to co-locate Housing and Streetscene Contact Centres to Ty Dewi Sant, Ewloe and this work runs in parallel with the development of the Customer Account which has been launched on the Council's website. The Customer Account enables residents to view information about their waste and recycling collection, ward Member information, planning applications, requests for service submitted online. For those residents who hold a tenancy with us, they will be able to view repairs and rent statements in 2019/20 as the account is extended.

Last Updated: 18-Jun-2019

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
6.1.1.6 Delivery of key annual objectives from the Capital and Asset Management Strategy	Lisa McLellan - Asset Manager	In Progress	01-Apr-2017	31-Mar-2019	40.00%	AMBER	AMBER

ACTION PROGRESS COMMENTS:

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

Last Updated: 19-Jun-2019

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
6.1.1.7 Adopting the Ethical Code for the Procurement of Supply Chains	Gareth Owens - Chief Officer - Governance	In Progress	01-Apr-2018	31-Mar-2019	83.00%	GREEN	GREEN

ACTION PROGRESS COMMENTS:
The ethical code requires the Council to adopt policies to reduce or eliminate poor working conditions amongst our suppliers. It contains a series of commitments to specific obligations. The Action plan to implement the ethical code was approved by Cabinet in June 2018. 24 out of the 29 commitments within the Code have been actioned.

Last Updated: 23-Jun-2019

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
6.1.1.8 Delivering the highest possible standards of Information Security	Mandy Humphreys - IT Business Services Manager	Completed	01-Apr-2018	31-Mar-2019	100.00%	GREEN	GREEN

ACTION PROGRESS COMMENTS:
The Council regularly runs tests of its own security measures and applies all issued updates/patches on a monthly basis. It has annual independent tests of its data security measures in order to achieve the required Public Sector Network (PSN) compliance standards. This process began in November 2018 and an action plan is now in place to resolve outstanding issues ready submission to PSN. The PSN accreditation is now in place and will expire in May 2020. Our security policies are having a final review to ensure they meet both PSN and Cyber Essentials. As part of a Welsh Government initiative, the Council will also be embarking on Cyber Essentials Plus accreditation which will add an additional layer of assurance to security measures in place. Whilst the accreditation is unlikely to be in place until 2020, the preparatory work has started which will serve to improve the processes already in place. All work scheduled for 2018/19 is now complete and the same action will appear in next year's plan with associated regular updates.

Last Updated: 23-Apr-2019

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
6.1.1.9 Maximising the generation of the Council's income streams	David Barnes - Manager - Revenues	Completed	01-Apr-2018	31-Mar-2019	100.00%	GREEN	GREEN

ACTION PROGRESS COMMENTS:

An 'in-year' collection rate of 98.23% (98.2% rounded) was achieved for Council Tax in 2018/19. This outturn maintains exactly the same collection level as 2017/18 following Council Tax charges increased by 6.71%.

The impacts of Universal Credit were starting to show in 2018/19 as some householders fail to claim Council Tax Reduction, despite advice and support. It is anticipated the collection rate of 98.23% will, as a minimum, be in the top-quartile of Wales. The service was £15k short of getting to 98.3% and no Council in Wales has ever gone beyond 98.3%. During 2018/19 a performance indicator was introduced for Corporate Debt with the objective of reducing outstanding debt levels over 60 days by 4.5%. The final outturn during 2018/19 saw aged debt 60+ days fall by 12.36%, equating to a reduction in debt levels by £323,000. To support the recovery process, monthly reporting to Chief Officers in now in place to enhance reporting mechanisms and case management and to track difficult or complex cases needing intervention from service managers. This system is working well and excellent progress is being made.

Last Updated: 09-Apr-2019

Performance Indicators

KPI Title	Previous Year Actual	Actual	Performance Indicator Trend	Target	Performance RAG
IP6.1.1.1M01 The amount of efficiency targets achieved (£)	7,970,000	5,405,000	↓	5,511,000	⬤⬤⬤ AMBER

Lead Officer: Gary Ferguson - Corporate Finance Manager
Reporting Officer: Sara Dulson - Corporate Accounting and Systems
Progress Comment: The actual efficiencies achieved as at the M12 Revenue Budget Monitoring Report is £5,405,000

Last Updated: 16-Jul-2019

KPI Title	Previous Year Actual	Actual	Performance Indicator Trend	Target	Performance RAG
IP6.1.1.2M02 The percentage of planned efficiencies achieved	95	98	↑	95	⬤⬤⬤ GREEN

Lead Officer: Gary Ferguson - Corporate Finance Manager
Reporting Officer: Sara Dulson - Corporate Accounting and Systems
Progress Comment: As per the Revenue Monitoring Month 12 report it is confirmed that 98% of efficiencies have been achieved

Last Updated: 16-Jul-2019

KPI Title	Previous Year Actual	Actual	Performance Indicator Trend	Target	Performance RAG
IP6.1.1.3M03 The percentage variance between the revenue budget out-turn and the budget set	0.04	0.2	↓	0.5	⬤⬤⬤ GREEN

Lead Officer: Gary Ferguson - Corporate Finance Manager
Reporting Officer: Sara Dulson - Corporate Accounting and Systems
Progress Comment: At Month 12 revenue budget monitoring out-turn is £0.608m against a total budget of £264.328m. This is final outturn.

Last Updated: 16-Jul-2019

KPI Title	Previous Year Actual	Actual	Performance Indicator Trend	Target	Performance RAG
IP6.1.2.1M01 (PAM/001) The number of working days per full time equivalent (FTE) Council employees lost due to sickness absence	8.8	10.49	⬇	8.5	🔴 RED

Lead Officer: Sharon Carney - Lead HR Business Partner
Reporting Officer: Andrew Adams - Business Information and Compliance Adviser
Progress Comment: The FTE days lost for the Council during quarter four is 2.89 and based on the outcome in previous quarters, has resulted in an overall FTE days lost of 10.49 for 2018/19. This has resulted in a downturn in performance compared to the 2017/18 outturn of 8.89 days lost per FTE. However, it is important to note that the unexplained spike in absence is not confined to Flintshire based on the indicative figures provided by the majority of other Local Authorities in Wales.

Last Updated: 18-Apr-2019

KPI Title	Previous Year Actual	Actual	Performance Indicator Trend	Target	Performance RAG
IP6.1.2.2M02 Percentage of eligible employees receiving an annual appraisal	86.34	74.04	⬇	100	🔴 RED

Lead Officer: Sharon Carney - Lead HR Business Partner
Reporting Officer: Andrew Adams - Business Information and Compliance Adviser
Progress Comment: The completion figure recorded in iTrent at the end of quarter four was 74%, which has seen a downturn in performance compared to the same period last year (86%). However, as reported previously, there is often a lag in managers updating iTrent after they have conducted their appraisals. On a positive note, there has been an increase in the number of managers attending appraisal training. There has been significant management action to support the organisational discipline of the completion of appraisals to a frequency and a quality which will meet our expectations and targets in 2019/20.

Last Updated: 18-Apr-2019

KPI Title	Previous Year Actual	Actual	Performance Indicator Trend	Target	Performance RAG
IP6.1.3.1M01 The number of e-forms submitted	No Data	62,920	N/A	0	N/A

Lead Officer: Rebecca Jones - Customer Services and Registration Manager
Reporting Officer: Rebecca Jones - Customer Services and Registration Manager
Progress Comment: A high volume of online transactions were undertaken in quarter 4 and includes website and mobile app enquiries.   The Garden Waste collection service went live in February and a high majority of applications were made via the Council's website.

Last Updated: 02-May-2019

KPI Title	Previous Year Actual	Actual	Performance Indicator Trend	Target	Performance RAG
IP6.1.3.2M02 Number of online payments received	No Data	30,446	N/A	0	N/A

Lead Officer: Rebecca Jones - Customer Services and Registration Manager
Reporting Officer: Rebecca Jones - Customer Services and Registration Manager
Progress Comment: 30,446 online payments were made during 2018/19. The total value of these transactions is £4,653,797.78 and the highest volume of transactions refer to Revenue services (Council Tax, Rent, Bailiffs).

Last Updated: 02-May-2019

KPI Title	Previous Year Actual	Actual	Performance Indicator Trend	Target	Performance RAG
IP6.1.4.1M01 The percentage of major capital projects which are completed on time	100	100	↔	100	GREEN

Lead Officer: Neal Cockerton - Chief Officer - Housing and Assets
Reporting Officer: Ian Edwards - Senior Quantity Surveyor
Progress Comment: 3 projects over £150k value have been completed on time this year

Last Updated: 09-Apr-2019

KPI Title	Previous Year Actual	Actual	Performance Indicator Trend	Target	Performance RAG
IP6.1.4.2M02 The percentage of major capital projects which are completed within budget	100	100	⬌	0	🟢🟠🔴 GREEN

Lead Officer: Neal Cockerton - Chief Officer - Housing and Assets
Reporting Officer: Ian Edwards - Senior Quantity Surveyor
Progress Comment: 3 projects over £150k value have been completed on budget this year

Last Updated: 09-Apr-2019

KPI Title	Previous Year Actual	Actual	Performance Indicator Trend	Target	Performance RAG
IP6.1.5.1M01 Reduce the value of aged debt (debt over 60 days)	No Data	12.36	N/A	4.5	🟢🟠🔴 GREEN

Lead Officer: Gareth Owens - Chief Officer - Governance
Reporting Officer: David Barnes - Manager - Revenues
Progress Comment: During 2018/19 a performance indicator was introduced for Corporate Debt with the objective of reducing outstanding debt levels over 60 days by 4.5%.
The final outturn during 2018/19 saw aged debt 60+ days fall by 12.36%, equating to a reduction in debt levels by £323,000.
The introduction of a new direct debit system in Q1 of 2019/20, coupled with the introduction of a more robust escalation process for disputed debt, should help to reduce debt levels even further during 2019/20.

Last Updated: 31-May-2019

KPI Title	Previous Year Actual	Actual	Performance Indicator Trend	Target	Performance RAG
IP6.1.5.2M02 Maximise the collection of Council Tax	98.2	98.23	↑	98.3	●●● AMBER

Lead Officer: Gareth Owens - Chief Officer - Governance
Reporting Officer: David Barnes - Manager - Revenues
Progress Comment: An 'in-year' collection rate of 98.23% (98.2% rounded) was achieved in 2018/19. This outturn maintains exactly the same collection level as 2017/18 which is an achievement in its own right since Council Tax charges increased by 6.71% and the impacts of UC were starting to show in 2018/19 as some householders fail to claim Council Tax Reduction Scheme (CTRS), despite advice and support.
It is anticipated the collection rate of 98.23% will be in the top-quartile of Wales as a minimum. The service was £15k short of getting to 98.3% and no Council in Wales has ever gone beyond 98.3%.

Last Updated: 08-Apr-2019

Risks

Strategic 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 - Corporate Accounting and Systems	Red	Red	↔	Open

Potential Effect: Reduction in funding of Revenue Support Grant leading to challenging financial position for the Council in its ability to set a balanced budget.
Management Controls: In view of the significant financial challenge and in the absence of indicative future funding allocations from Welsh Government, the Council has primarily needed to focus on the year ahead. However, known pressures are able to be 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: Council considered the final stage 3 of the budget in February and approved the setting of a balanced budget by utilising additional reserves of £0.321m (to bring the total amount funded from reserves to £2.221m) and an increase in Council Tax of 8.75%. The financial challenge will continue into 2020/21 and beyond with the Cabinet considering the financial forecast for 2020/21 to 2021/22 which is projecting an initial gap of £13.3m for 2020/21.

Last Updated: 28-Jun-2019

RISK TITLE	LEAD OFFICER	SUPPORTING OFFICERS	INITIAL RISK RATING	CURRENT RISK RATING	TREND ARROW	RISK STATUS
The capacity and capability of the organisation to implement necessary changes.	Gareth Owens - Chief Officer - Governance	Cher Lewney - Digital Customer & Community Resilience Programme Manager	Amber	Amber	↔	Open

Potential Effect: That projects agreed as part of the Digital Strategy will be hindered or delayed thereby delaying the potential benefits to residents or causing cost to be incurred in correcting mistakes
Management Controls: Capacity will be taken into account when selecting projects for inclusion in the action plan and will be timed to fit with the needs of the service and availability of employees. Each separate project will also undergo a risk assessment to establish the capacity and capability necessary to take it forward and any gaps that might need to be addressed
Progress Comment: A detailed programme of works has been developed including all the Council's aspirations. This has served to further highlight the very limited levels of resource available to achieve the aims within the current proposed timetable. Many of the projects are needed to support current service delivery and further work is being undertaken on how to find resource to support more transformational projects.

Last Updated: 02-Jul-2019