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Cyngor Sir y Fflint / Flintshire County Council

To: Cllr Clive Carver (Chairman)

Councillors: Haydn Bateman, Bob Connah, Paul Cunningham, Patrick Heesom, Andrew Holgate, Dave Hughes, Paul Johnson, Richard Jones, Mike Lowe, Hilary McGuill, Michelle Perfect, Vicky Perfect, Andy Williams and Arnold Woolley

7 December 2018

Dear Councillor

You are invited to attend a meeting of the Corporate Resources Overview & Scrutiny Committee which will be held at 10.00 am on Thursday, 13th December, 2018 in the Delyn Committee Room, County Hall, Mold CH7 6NA to consider the following items

A G E N D A

1 APOLOGIES

Purpose: To receive any apologies.

2 DECLARATIONS OF INTEREST (INCLUDING WHIPPING DECLARATIONS)

Purpose: To receive any Declarations and advise Members accordingly.

3 MINUTES (Pages 5 - 14)

Purpose: To confirm as a correct record the minutes of the meeting on 15 November 2018.

4 ACTION TRACKING (Pages 15 - 20)

Report of Democratic Services Manager -

Purpose: To inform the Committee of progress against actions from previous meetings.

Report of Democratic Services Manager -

Purpose: To consider the Forward Work Programme of the Corporate Resources Overview & Scrutiny Committee.

Report of Chief Executive - Cabinet Member for Corporate Management and Assets

Purpose: To review the levels of progress in the achievement of activities, performance levels and current risk levels as identified in the Council Plan 2018/19.

Report of Chief Executive - Leader of the Council and Cabinet Member for Finance

Purpose: To note and support the work of the Public Services Board and the progress made within the Wellbeing Plan.

Purpose: (1) to provide an updated budget forecast for 2019/20 following recent announcements by Welsh Government and (2) to set out a suggested process for Stage 3 leading to the setting of a balanced budget in early 2019. (Please note that the Local Government Final Settlement is due to be announced on 19 December.)

Report of Corporate Finance Manager - Leader of the Council and Cabinet Member for Finance

Purpose: This regular monthly report provides the latest revenue budget monitoring position for 2018/19 for the Council Fund and Housing Revenue Account. The position is based on actual income and expenditure as at Month 7 and projects forward to year-end.

10 **<u>WORKFORCE INFORMATION REPORT QUARTER 2 2018/19</u>** (Pages 157 - 176)

Report of Senior Manager, Human Resources & Organisational Development
- Cabinet Member for Corporate Management and Assets

Purpose: To consider the Workforce Information Report for Quarter 2 of 2018/19.

Yours sincerely

Robert Robins
Democratic Services Manager

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<u>**CORPORATE RESOURCES OVERVIEW & SCRUTINY COMMITTEE**</u>
<u>**15 NOVEMBER 2018**</u>

Minutes of the meeting of the Corporate Resources Overview & Scrutiny Committee of Flintshire County Council held in the Delyn Committee Room, County Hall, Mold on Thursday, 15 November 2018

<u>**PRESENT**</u>: **Councillor Clive Carver (Chairman)**
Councillors: Haydn Bateman, Bob Connah, Patrick Heesom, Andrew Holgate, Richard Jones, Mike Lowe, Michelle Perfect, Vicky Perfect, Andy Williams and Arnold Woolley

<u>**SUBSTITUTES**</u>: Councillors: David Healey (for Paul Cunningham) and Gladys Healey (for Paul Johnson)

<u>**CONTRIBUTORS**</u>: Councillor Aaron Shotton, Leader and Cabinet Member for Finance; Councillor Billy Mullin, Cabinet Member for Corporate Management and Assets; Chief Executive; Chief Officer (Governance); Corporate Finance Manager; Senior Manager, Human Resources and Organisational Development; Finance Manager, Strategy Accounting & Systems; and Corporate Business & Communications Executive Officer

Richard Williams, Chief Executive of the Community Foundation in Wales (for minute number 64)

<u>**IN ATTENDANCE**</u>: Democratic Services Manager and Democratic Services Officer

52.   <u>**DECLARATIONS OF INTEREST**</u>

        Councillors David and Gladys Healey both declared personal interests in agenda item 10 as they were governors of Castell Alun High School (mentioned in the Capital Programme report).

        On agenda item 14, the Chief Officer (Governance) advised that Members who were on the Council's internal grants panel did not need to declare an interest.

53.   <u>**MINUTES**</u>

        The minutes of the meeting held on 18 October 2018 were submitted.

        <u>**RESOLVED**</u>:

That the minutes be approved as a correct record and signed by the Chairman.

54.   <u>**ACTION TRACKING**</u>

        The Democratic Services Manager presented the progress report on actions arising from previous meetings.

Councillor Heesom referred to the report on the cyclical maintenance survey of the Flintshire bridge which had been circulated and asked that Members be kept updated on any further reports. The Chief Executive agreed to check on the date of the next survey which was due in 2019 and asked that any questions on the survey be directed to the Chief Officer (Housing and Assets). In response to further comments, he agreed that an update on the Capital Strategy and Asset Management Plan would be scheduled for a future meeting.

RESOLVED:

That the report be noted.

55.   **FORWARD WORK PROGRAMME**

The Democratic Services Manager presented the current Forward Work Programme for consideration.

On the budget process, the Chief Executive spoke about the possibility of a special meeting in January due to the timing of the Final Local Government Settlement falling after the December ordinary meeting.

Councillor Heesom said it was unclear how the revised Chief Officer portfolio responsibilities related to the respective Overview & Scrutiny Committees. The Chief Executive clarified that the Committee terms of reference were not organised around officer portfolios and that officers reported to multiple Committees as necessary.

RESOLVED:

(a)   That the Forward Work Programme, as amended, be approved; and

(b)   That the Democratic Services Manager, in consultation with the Committee Chairman, be authorised to vary the Forward Work Programme between meetings, as the need arises.

56.   **(i) NATIONAL BUDGETS UPDATE; IMPLICATIONS AND UPDATED LOCAL FORECAST**

(ii) BUDGET 2019/20 - STAGE 1 PROPOSALS - CORPORATE FINANCE

(iii) BUDGET 2019/20 - STAGE 2 PROPOSALS - ALL PORTFOLIOS

(iv) BUDGET 2019/20 - STAGE 2 PROPOSALS - CORPORATE SERVICES

The Chief Executive and Corporate Finance Manager gave a joint presentation on the staged annual budget process which covered the following:

- Introduction and purpose of budget reports
- Stage 1 of 2019/20 Budget
    - Corporate budget solutions

- Stage 2 of 2019/20 Budget
  - Summary of portfolio business plan proposals
  - Corporate Services business plan proposals
- Update on national budget position
- Chancellor's UK Budget Statement
- Updated local budget forecast 2019/20
- Strategic choices and options
  - Summary of Welsh budget position
  - Workforce sessions feedback
  - #BacktheAsk - campaigning position and public debate
  - #OurDay 20 November
- Next steps and timelines

Stage 1, which had been concluded, comprised solutions for corporate finance and the costs of the whole of the organisation as detailed in the report. Built into the £7.937m total was a minimum Council Tax rise of 4.5% which at this stage was for illustrative purposes only, net of the Council Tax Reduction Scheme. The reductions for Alternative Delivery Model (ADM) subsidies had been built into the business plans of those organisations. Supporting method statements were shared for each proposal, with the exception of the reduction in corporate management posts and new income streams where work was ongoing, and the transport anomalies review which reflected the outcomes of previous decisions on transport entitlement.

Stage 2 proposals comprised the resolutions from each of the Overview & Scrutiny committees reviewing their respective portfolios. These cost pressures, investments and efficiencies were to be recommended for adoption without exception. With income and workforce/targeted post reduction cost efficiencies accounted for elsewhere in the strategy, the total business plan portfolio efficiency proposals would contribute £0.630m to the projected budget gap. This included a total of £0.360m for Corporate Services for which the Chief Executive and Chief Officer (Governance) summarised their respective areas.

It was explained that any feedback from the Committee would be passed to Cabinet in considering the adoption of proposals for Stages 1 and 2, prior to submission to County Council.

During an update on the national budget position from the Chief Executive, Members were reminded that the Provisional Local Government Settlement indicated a 1% reduction in Aggregate External Finance (AEF) for Flintshire which equated to £1.897m when adjusted for transfers towards the national teachers' pay award and increased demand for free school meals.

Since the projected £13.7m budget gap reported in September, a number of changes to pressures and additional pressures had resulted in a revised budget gap of £13.9m. The impact of the cash reduction in AEF and implementation of Stage 1 and 2 proposals would leave a projected budget gap of £6.7m for 2019/20.

The Chief Executive advised that all Overview & Scrutiny committees had agreed that there was no scope for further major efficiencies beyond those already

identified. The only options for addressing the remaining budget gap were changes in Welsh Government (WG) funding and Council Tax setting. Feedback from two workforce sessions reinforced concerns about the extent and impact of the austerity measures.

Representations had been made through the Welsh Local Government Association (WLGA) on the inadequacy of the Provisional Local Government Settlement, particularly for Flintshire as one of those at the bottom of the Welsh funding table. At the forthcoming Council meeting, Members would be asked to support the launch of the #BacktheAsk campaign which consisted of a series of 'asks' to achieve fairer funding for councils in Wales. Even if met in full, the options (worth around £5.6m for Flintshire) could still result in a Council Tax increase of 7% - but would offset the need to introduce a much higher rise.

Councillor Shotton said that these 'asks' were mirrored by those being sought by the WLGA, including the need for flexibility on the additional funding for education and social care to help meet critical pressures and the new unallocated 'consequential' funding to be prioritised for councils. Whilst negotiations were continuing, support for the 'BacktheAsk campaign was required to influence the Final Local Government Settlement due on 19 December.

During the meeting, the Chief Executive received confirmation that funding from the UK Government to meet the teachers' pay award for 2019/20 would be included in the Settlement, whilst the additional amount for the current year would be distributed as a specific grant.

Councillor Woolley proposed that the Committee fully supported the #BacktheAsk campaign. This was welcomed by the Chief Executive who said that further campaign information would be publicised.

Councillor Jones said that the indicative figure for Council Tax was a first for the Council and demonstrated the scale of the financial challenge. The Chief Executive gave a reminder that the WG Council Tax cap had been lifted and that the potential 7% quoted in the presentation included the 4.5% within the budget and was dependent on variables in the absence of no other solutions. An indicative annual increase of 3% had been set by the Council in the previous year. An illustrative 4.5% rise was shown on a similar principle noting that the financial challenges were much greater than previous years. In response to comments on the ratio of employees to spend, it was explained that the figures quoted in the earlier informal peer review report were not based on current data and were prior to the transfer of certain services to ADMs.

Councillor Shotton said that all of the 'asks' were reasonable and achievable. He welcomed signs of some positive movement in response to collective strong campaigning and spoke about the potential for discussions on the use of reserves and capital to help alleviate revenue pressures.

Officers provided clarification on efficiency figures for the Council Tax increase, corporate cost pressure reductions and portfolio pressures and investments. During discussion, the Chief Executive said that an information

session on understanding pension funding might assist Members. Following queries on transport cost efficiencies, officers agreed to provide responses on the total figure of £183K, the value of estimated fare revenue retained by operators and the viability of Option 2.

The Democratic Services Manager summarised the outcome of the debate in a series of resolutions which were agreed by the Committee.

RESOLVED:

(a)   That the Committee supports the Stages 1 and 2 budget proposals as detailed in agenda items 6-9 for recommendation to Cabinet and Council;

(b)   That the Committee notes the recommendations from the five other Overview & Scrutiny committees;

(c)   That the Committee fully supports the #BacktheAsk strategy; and

(d)   That the Committee accepts that the questions on transport costs will need to be addressed outside of the meeting before a response can be made, and notes that further work will be done on transport anomalies to establish whether the efficiency amount can be improved.

57.   REVENUE BUDGET MONITORING 2018/19 MONTH 6 AND CAPITAL PROGRAMME MONITORING MONTH 6

The Corporate Finance Manager presented a report on the revenue budget monitoring position for the Council Fund and Housing Revenue Account (HRA), and the Capital Programme 2018/19 as at Month 6. Both would be considered by Cabinet on 20 November 2018.

Revenue Budget Monitoring

On the Council Fund, the operating deficit had been reduced by £0.081m to £0.222m. On the projected position of portfolios, an increase of £0.122m for Out of County Placements brought the in-year overspend to £1.585m.

It was estimated that 96% of overall planned efficiencies would be achieved by year end.

There was an update on the risks and impacts from school pressures in addition to notification that the additional funding for the teachers' pay award would be included as part of the Settlement.

The balance on Contingency Reserves was projected to be £7.469m at year end.

There was no change on the HRA where in-year spend was projected to be £0.067m lower than budget, leaving a year-end balance of £1.165m.

In response to queries from Councillor Jones, clarification was given on the distribution of the education funding contribution from Welsh Government through the school funding formula. The Chief Executive said that the position on car parking enforcement resources/overheads would form part of the review to be reported in December.

On the independent national inquiry into the handling of historic child sexual abuse claims, the Chief Officer (Governance) advised that costs were indicative at this stage, pending any further requests for information. In response to a question from Councillor Gladys Healey, explanation was given on the legacy of responsibility for the Council as the successor authority.

On Out of County Placements, it was clarified that the decrease to costs for the Education & Youth element was £0.027m rather than £0.058m.

Capital Programme

A summary of changes to the programme during 2018/19 indicated a revised budget total of £70.289m mainly due to changes in spend profiles and confirmation of grant funding in-year. Requests for carry-forward amounts totalling £2.246m were summarised in Table 3.

The overall funding position for the three year period showed a £8.577m shortfall prior to the realisation of additional capital receipts and/or other funding sources.

On the updated position for investment in county towns, Councillor Jones queried the breakdown of the Welsh Housing Quality Standard (WHQS) programme areas shown in Table 7. The Chief Executive said that information on the definition of those areas would be provided.

RESOLVED:

(a)   That the Committee supports the recommendations made in the Cabinet report for 20 November on the Revenue Budget Monitoring 2018/19 (Month 6) and confirms that there no other issues that it wishes to have raised at Cabinet; and

(b)   That the Committee notes the position on the Capital Programme 2018/19 (Month 6) and confirms that there are no issues which it wishes to have reported verbally to Cabinet.

58.   COUNCIL PLAN 2018/19 - MID-YEAR MONITORING REPORT

The Corporate Business & Communications Executive Officer presented a high-level summary of mid-year progress on the Council Plan for 2017-23 providing analysis on areas of under-performance relevant to the Committee. Positive progress had been made in achieving actions, measures and risks for over 80% of the objectives.

Due to technical issues, it had not been possible to provide the usual detailed appendix and therefore a full report had been scheduled for the next meeting in December. Following a request previously made by Councillor Jones, work was underway on developing an illustration of the planning cycle for financial, business and performance planning. This would be shared at the January meeting, along with details of the range of performance information available to Overview & Scrutiny committees to draw upon for performance reporting.

Councillor Jones proposed that further consideration of the item be deferred to the December meeting when the full report would be available. This was duly seconded and agreed by the Committee.

RESOLVED:

That consideration of this report be deferred to the December meeting.

59. **PEOPLE STRATEGY PERFORMANCE REPORT**

The Senior Manager, Human Resources and Organisational Development presented a report giving a performance update on the People Strategy 2016-2019 with a summary of the five key strategic priorities for the remainder of 2018/19.

During 2017/18, good progress had been made on the delivery of the Apprenticeship Strategy, the downward trend in sickness absence levels and the enhanced learning and development offer. As one of the key priorities for 2018/19, significant work was being done to achieve an equitable, sustainable pay model.

In welcoming the positive report, Councillor Jones asked about the potential for achieving the 100% target on appraisal completion. The Senior Manager gave assurance that there was a high degree of challenge on Chief Officers to achieve this, and that whilst some portfolios came close to achieving the target, the difference in size between portfolios could distort figures.

Discussion took place on the suggestion for Chief Officers to attend future meetings to explain reasons for not achieving the target; a practice which had been successfully adopted at Audit Committee. Councillor Jones asked that this be put in place for the next update at the January meeting.

RESOLVED:

(a) That the People Strategy Performance report and the progress that it illustrates be noted;

(b) That the Senior Manager, Human Resources & Organisational Development be thanked for her work on the report; and

(c) That an update be received in January and that any Chief Officers be present to explain the reasons if their areas have not achieved 100%.

60. WORKFORCE INFORMATION REPORT QUARTER 1

The Senior Manager, Human Resources and Organisational Development presented the workforce information report on Quarter 1 of 2018/19.

Detailed analysis and benchmarking were being undertaken to understand the reasons behind the fall in attendance figures. Whilst good progress had been made on performance appraisals, the achievement of the 100% target remained a priority. An improvement was reported in the level of spend on agency workers where the number of current placements had reduced to 52.

Councillor Jones commented on the need to reduce the number of long-term agency workers in permanent roles. The Senior Manager explained that the majority of those individuals had secured permanent employment and that there was an expectation on services to release those who had not.

RESOLVED:

(a)   That progress on the Workforce Information Quarter 1 report be noted; and

(b)   That the Senior Manager be thanked for the report.

61. FLINTSHIRE COMMUNITY ENDOWMENT FUND - ANNUAL REPORT

The Corporate Business & Communications Executive Officer introduced the update on progress and performance of the Flintshire Community Endowment Fund (the Fund) since last reported in January 2017. She introduced Richard Williams, Chief Executive of the Community Foundation in Wales (CFIW) who gave a presentation on the work of the Fund, covering the following:

- Community Foundation - update
- Fund history and overview
- Financial performance of the Fund
- Summary of grant awards and Fund for 2018/19
- Case studies

An update was also given on the Welsh Church Act Fund (WCAF) which had transferred to the CFIW, and the establishment of the Hawarden & District Property Relief Fund. In addition to good partnership working between the Council, the CFIW and Flintshire residents, opportunities were being explored to develop a number of new partnerships to benefit local communities. Investment managers were reviewed every three years to help achieve the aim to grow funds and build investment wisely for future generations. A 6.4% growth of the Fund was reported over the past 12 months although some cautious risk was noted for the year ahead. Of the £25,682 total of grants available for 2018/19, £6,779 had been awarded so far. The renewed approach was to identify ways of increasing diversity and make stronger connections by refining criteria and increasing promotion to raise awareness and make better use of funds. This was reflected in some of the stores shared on groups which had benefited.

In response to comments from Councillor David Healey, Mr. Williams clarified that individuals and groups were able to apply for grant funding. He agreed to speak with Councillor Healey about the example he had given. The Executive Officer advised that separate forms applied to individuals and organisations, both of which were available on the Council's website.

Councillor Heesom welcomed the progress which had been reported.

RESOLVED:

(a)   That the Committee supports the work of the Community Foundation in Wales on behalf of the Council; and

(b)   That Richard Williams, Chief Executive of the Community Foundation in Wales, be thanked for his attendance and contribution at the meeting.

62.   **MEMBERS OF THE PUBLIC AND PRESS IN ATTENDANCE**

There was one member of the press in attendance.

(The meeting started at 10am and ended at 12.15pm)

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Chairman

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CORPORATE RESOURCES OVERVIEW & SCRUTINY COMMITTEE

Date of Meeting	Thursday, 13 December 2018
Report Subject	Action Tracking
Cabinet Member	Not applicable
Report Author	Democratic Services Manager
Type of Report	Operational

EXECUTIVE SUMMARY

The report shows the action points from previous meetings of the Corporate Resources Overview & Scrutiny Committee and the progress made in completing them. The majority of the requested actions have been completed. Any actions which are outstanding will be reported back to the next monthly meeting.

RECOMMENDATIONS	
1	That the action tracking progress report be noted

REPORT DETAILS

1.00	EXPLAINING ACTION TRACKING
1.01	In previous meetings, requests for information, reports or actions have been made. These have been summarised as action points for the officers. Following the meeting of the committee in July 2018, it was recognised that there was a need to formalise such reporting back, as 'Matters Arising' is not an item which can feature on an agenda.
1.02	The action tracking schedule is updated after each meeting of the committee, with those actions which have been concluded being taken off.

2.00	RESOURCE IMPLICATIONS
2.01	2.01 The creation of the Action Tracking report increases work flow but provides greater understanding and efficiency.

3.00	CONSULTATIONS REQUIRED / CARRIED OUT
3.01	Action owners are contacted to provide an update on their actions

4.00	RISK MANAGEMENT
4.01	Not applicable.

5.00	APPENDICES
5.01	Appendix 1 – Corporate Resources Overview & Scrutiny Action Points

6.00	LIST OF ACCESSIBLE BACKGROUND DOCUMENTS
6.01	Minutes of previous meetings of the committee as identified in the report. **Contact Officer:** Robert Robins, Democratic Services Manager **Telephone:** 01352 702320 **E-mail:** robert.robins@flintshire.gov.

7.00	GLOSSARY OF TERMS
7.01	None

Action Tracking Appendix for December 2018

Meeting	Agenda item	Action Required	Responsible Officer(s)	Action taken	Timescale
14.06.18	4. Year End Council Plan report monitoring	Cllr Richard Jones to share his list of concerns about Appendix 2.	Karen Armstrong	Awaiting list of concerns.	Before 12th July meeting
12.07.18	8. Strategic Equality Plan Annual Report 2016/18 Welsh Language Annual Monitoring Report 2017/18	The Council's staff Welsh language survey be extended to members.	Robert Robins	63 responses. Welsh Language Awareness sessions being held 24th and 25th January.	By January meeting.
12.07.18	7. Revenue budget Monitoring 2018/19 (Interim)	Cllr R Jones suggested a central pool of out of county funding for Welsh councils. Possible letter to be sent after second budget workshop.	Robert Robins	Not discussed at the workshop. Possible issue for future consideration.	Not determined
20.09.18	6. Council Plan 2018/19 – Changes from 2017/18	Full range of performance measures to each O&SC to enable selection of areas of regular reporting. Diagram/model showing budgets, governance, performance etc and how they work together.	Karen Armstrong	Incorporated within the Council Plan Quarters 1 and 2 report.	13th December CRO&SC meeting
20.09.18	4. Forward Work Programme	Item on officers' responses to Members to be scheduled when work has been completed.	Robert Robins	A Member briefing is to being arranged for January	To be determined.

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Meeting	Agenda item	Action Required	Responsible Officer(s)	Action taken	Timescale
15.11.18	4. Action tracking	Request for the report on the next scheduled survey of the Flintshire Bridge be provided to Members when it had been completed. Officers to check on the date that this was due in 2019.	Robert Robins	Response sent	5th December
15.1.18	4. Action tracking	Officers to schedule an update of the Capital Strategy & Asset Management Plan on the FWP	Robert Robins	Scheduled for April 2019; FWP updated	5th December
15.11.18	5. Forward work Programme	Request for information about which Chief Officer link to specific O&S committees.	Robert Robins	Details of the portfolio adjustment from September circulated.	Circulated 27.11.18
15.11.18	5. Forward work Programme	A special meeting may be required in January to consider budget issues.	Robert Robins	Members to be informed if such a meeting is required.	To be determined
15.11.18	6. National Budgets update; implications and updated local forecast	Potential future Member workshop to understand how pension funding works.	Robert Robins	Arrangements to be made in due course	After 1st March 2019
15.11.18	6. National Budgets update; implications and updated local forecast	Cllr R Jones question re transport costs: p.56 total costs shown as £183K and actual costs Apr-Dec £162K - is that number annualised?	Gary Ferguson/ Sara Dulson	Responses sought and circulated.	Circulated 5th December

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Meeting	Agenda item	Action Required	Responsible Officer(s)	Action taken	Timescale
15.11.18	6. National Budgets update; implications and updated local forecast	Cllr R Jones question: p.57/58 - what is the value of the estimated fare revenue retained by the operator? Is there anything we can claw back? Option 2 to raise fares to cover full operating costs not viable	Gary Ferguson/ Sara Dulson	Responses sought and circulated.	Circulated 5h December
15.11.18	10. Capital Programme Month 6	Details of the WHQS groupings of communities to be provided .	Robert Robins	Details of the WHQS groupings circulated	Circulated 30.11.18
15.11.18	14. Flintshire Community Endowment Fund- Annual report.	Richard Williams agreed to look into the form submitted by an individual mentioned by Cllr Healey.	Karen Armstrong	Details of response to be circulated once received.	By 13th December meeting.

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CYNGOR Sir y Fflint Flintshire COUNTY COUNCIL

CORPORATE RESOURCES OVERVIEW & SCRUTINY COMMITTEE

Date of Meeting	Thursday, 13th December 2018
Report Subject	Forward Work Programme
Cabinet Member	Not applicable
Report Author	Democratic Services Manager
Type of Report	Operational

EXECUTIVE SUMMARY

Overview & Scrutiny presents a unique opportunity for Members to determine the Forward Work programme of the Committee of which they are Members. By reviewing and prioritising the Forward Work Programme Members are able to ensure it is Member-led and includes the right issues. A copy of the Forward Work Programme is attached at Appendix 1 for Members' consideration which has been updated following the last meeting.

The Committee is asked to consider, and amend where necessary, the Forward Work Programme for the Corporate Resources Overview & Scrutiny Committee.

RECOMMENDATION	
1	That the Committee considers the draft Forward Work Programme and approve/amend as necessary.
2	That the Democratic Services Manager, in consultation with the Chair of the Committee be authorised to vary the Forward Work Programme between meetings, as the need arises.

REPORT DETAILS

1.00	EXPLAINING THE FORWARD WORK PROGRAMME
1.01	Items feed into a Committee's Forward Work Programme from a number of sources. Members can suggest topics for review by Overview & Scrutiny Committees, members of the public can suggest topics, items can be referred by the Cabinet for consultation purposes, or by County Council or Chief Officers. Other possible items are identified from the Cabinet Work Programme and the Improvement Plan.
1.02	In identifying topics for future consideration, it is useful for a 'test of significance' to be applied. This can be achieved by asking a range of questions as follows: 1. Will the review contribute to the Council's priorities and/or objectives? 2. Is it an area of major change or risk? 3. Are there issues of concern in performance? 4. Is there new Government guidance of legislation? 5. Is it prompted by the work carried out by Regulators/Internal Audit?

2.00	RESOURCE IMPLICATIONS
2.01	None as a result of this report.

3.00	CONSULTATIONS REQUIRED / CARRIED OUT
3.01	Publication of this report constitutes consultation.

4.00	RISK MANAGEMENT
4.01	None as a result of this report.

5.00	APPENDICES
5.01	Appendix 1 – Draft Forward Work Programme

6.00	LIST OF ACCESSIBLE BACKGROUND DOCUMENTS
6.01	None. **Contact Officer:** Robert Robins Democratic Services Manager **Telephone:** 01352 702320 **E-mail:** robert.robins@flintshire.gov.uk

7.00	**GLOSSARY OF TERMS**
7.01	**Improvement Plan:** the document which sets out the annual priorities of the Council. It is a requirement of the Local Government (Wales) Measure 2009 to set Improvement Objectives and publish an Improvement Plan.

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Corporate Resources Overview & Scrutiny Committee Forward Work Programme 2018/19

DATE	ISSUE	O&S FOCUS / PURPOSE	REPORT FROM
Thursday, 17th January 2019 10am	Action tracking Forward Work programme	Progress chasing Approval	Robert Robins
	Appraisals monitoring	Monitoring	Sharon Carney
	Revenue Budget Monitoring 2018/19 Month 8	Monthly/quarterly monitoring	Sara Dulson
Thursday, 14th February 2019 10am	Action tracking Forward Work programme	Progress chasing Approval	Robert Robins
	Workforce Quarter 3	Monitoring	Sharon Carney
	Welsh Language Promotion Strategy	To note and support the final draft of the Welsh Language Strategy incorporating feedback from consultation. (Deferred from December because of the unanticipated high level of responses to the consultation for analysis and inclusion within the Strategy).	Fiona Mocko
	Development of the Capital Programme 2019/20- 2021/22	Consultation	Neal Cockerton/Paul Vaughan
	Revenue Budget Monitoring 2018/19 Month 9 and capital Programme 2018/19 Month 9	Monthly/quarterly monitoring	Sara Dulson

Corporate Resources Overview & Scrutiny Committee Forward Work Programme 2018/19

Thursday, 14th March 2019 10am	Action tracking Forward Work programme	Progress chasing Approval	Robert Robins
	Council Plan Quarter 3	Monitoring	Karen Armstrong
	Revenue Budget Monitoring 2018/19 Month 10	Monthly/quarterly monitoring	Sara Dulson
Thursday, 11th April 2019 10am	Action tracking Forward Work programme	Progress chasing Approval	Robert Robins
	Revenue Budget Monitoring 2018/19 Month 11	Monitoring	Sara Dulson
	Capital Strategy and Asset management plan	Review	Neal Cockerton/Paul Vaughan
Thursday, 9th May 2019 10am	Action tracking Forward Work programme	Progress chasing Approval	Robert Robins
	Revenue Budget Monitoring 2018/19 Month 12	Monitoring	Sara Dulson
Thursday13th June 2019 10am	Action tracking Forward Work programme	Progress chasing Approval	Robert Robins

CYNGOR
Sir y Fflint
Flintshire
COUNTY COUNCIL

CORPORATE RESOURCES OVERVIEW & SCRUTINY COMMITTEE

Date of Meeting	Thursday, 13th December 2018
Report Subject	Council Plan 2018/19 Mid-Year Monitoring Report
Cabinet Member	Cabinet Member for Corporate Management and Assets
Report Author	Chief Executive
Type of Report	Operational

EXECUTIVE SUMMARY

The Council Plan 2018/19 was adopted by the Council in June 2018. This report presents a summary of performance at the mid-year point.

Flintshire is a high performing Council as evidenced in previous Council Plan monitoring reports and the recent Annual Performance Report. This mid year monitoring report for the 2018/19 Council Plan shows that 88% of activities are making good progress with 81% likely to achieve their planned outcomes. 79% of the performance indicators have met or exceeded their targets. Risks are being managed with a minority of 18% being assessed as major.

This report is an exception-based report and concentrates on under-performance.

The report also updates on the requests made at a previous meeting for an illustration of the planning cycle for financial, business and performance planning, and information on the range of performance information which is available for Overview and Scrutiny Committees to draw upon for performance reporting.

	Recommendations
1.	To note and endorse: • The overall levels of progress and confidence in the achievement of activities within the Council Plan • The overall performance against Council Plan performance indicators • The current risk levels within the Council Plan.
2.	To be assured by plans and actions to manage the delivery of the 2018/19 Council Plan.
3.	To receive a further report in January with an illustration of the planning cycle for financial, business and performance planning, and information on the range of performance information which is available for Overview and Scrutiny Committees to draw upon for performance reporting.

REPORT DETAILS

1.00	REPORT DETAIL
1.01	The Council Plan monitoring reports provide explanation of the progress being made toward the delivery of the impacts set out in the 2018/19 Council Plan. The narrative is supported by information on performance indicators and/or milestones. In addition, there is an assessment of the strategic risks and their control.
1.02	This report is an exception-based report and concentrates on under-performance.
1.03	**Monitoring Activities** Each of the sub-priorities under each theme within the Plan have high level activities which are monitored over time. 'Progress' shows action against scheduled activity and is categorised as: • RED: Limited Progress – delay in scheduled activity and, not on track • AMBER: Satisfactory Progress – some delay in scheduled activity, but broadly on track • GREEN: Good Progress – activities completed on schedule and on track A RAG status is also given for the assessment of our current level of confidence in achieving the 'outcome(s)' in-year for each sub-priority. Outcome is categorised as:

	- RED: Low – lower level of confidence in the achievement of the outcome(s) in-year - AMBER: Medium – uncertain level of confidence in the achievement of the outcome(s) in-year - GREEN: High – full confidence in the achievement of the outcome(s) in-year
1.04	In summary our overall progress against activities is: **Progress** - We are making good (green) progress in 46 (88%). - We are making satisfactory (amber) progress in 6 (12%). **Outcome** - We have a high (green) level of confidence in the achievement of 42 (81%) outcomes. - We have a medium (amber) level of confidence in the achievement of 10 (19%) outcomes. - There are no low (red) levels of confidence.
1.05	**Monitoring our Performance** Analysis of performance against the Council Plan performance indicators is undertaken using the RAG status. This is defined as: - RED - under-performance against target. - AMBER - where improvement may have been made but performance has missed the target. - GREEN - positive performance against target.
1.06	Analysis of current levels of performance against target shows the following: - 44 (78.6%) have achieved a green RAG status - 6 (10.7%) have an amber RAG status - 6 (10.7%) have a red RAG status
1.07	The six performance indicators (PIs) which show a red RAG status for current performance against target are: **Supportive Council** **Number of days to process change of circumstances for housing benefit** The volume of changes due to Universal Credit has led to a significant increase in workload volumes in the service. There have also been some challenges around resources in the department due to vacancies and absence which are being addressed.

		The amount of additional income paid to Flintshire residents as a result of the work undertaken by the Council 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. Data for this quarter is not yet available from all of the agencies. This will be updated to reflect the whole of the gains retrospectively once the data is available. **Percentage of looked after children with a timely health assessment** Significant improvement has been made in the last 6 months; the looked after nurse regularly attends team meetings and manages the assessment appointments. BCUHB have increased the availability of appointments per month to 6 slots and have recruited 2 trainee doctors to assist with Health assessments from October 2018. **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** The number of employees who have completed the e-learning module (including face to face sessions) is 1020 (17.4%). Approximately 350 colleagues from Streetscene will receive face to face training over November/December. Despite the increase in the percentage of employees completing the training it is difficult to reach the employees with limited access to a computer. In these instances face to face training is available or via workshops run at Northop College where computers are available for employees to use. **Green Council** **Percentage of environmentally efficient operational vehicles to Euro 6 standard** Work continues with our fleet provider to meet our 90% target of environmentally efficient vehicles. Vehicles are replaced in line with the Demand Planning process as outlined in the Fleet Contract, which is currently at 79%. The replacement programme increases the number of newer and more energy efficient vehicles in the fleet, and decreases the total number of operated fleet vehicles. **Serving Council** **Reducing the value of aged debt (debt over 60 days)** At the start of 2018/19 aged debts in excess of 60 days was £2.61m and by the end of Q2, this had reduced to £2.54m, a reduction of £70k or 2.63% in percentage terms. However this has not met the ambitious target of reducing the debt by 3.5%.
1.08		**Monitoring our Risks** Analysis of the current risk levels for the strategic risks identified in the Council Plan is as follows: - • 3 (7%) are insignificant (green) • 4 (9%) are minor (yellow) • 29 (66%) are moderate (amber)

	- 8 (18%) are major (red) - 0 (0%) are severe (black)
1.09	The 8 major (red) risks are: - **Priority: Supportive Council** **Debt levels will rise if tenants are unable to afford to pay their rent or council tax.** A team has been set up to work with tenants at the earliest opportunity as intervention at early stages allows the identification of appropriate support to give a more realistic chance of the rent account coming back under control and out of arrears. The Council is now a "Trusted Partner" of Department for Work and Pensions and this means that processes and flow of information and payments is much more streamlined and automated. There will invariably be an element of cash flow arrears on accounts due to Universal Credit payments being made in arrears, (whether direct to the council or directly to the tenant). **Demand outstrips supply for residential and nursing home care bed availability.** The expansion of Marleyfield to support the medium term development of the nursing sector continues. The re-phasing of Integrated Care Fund (ICF) capital to fit in with our capital programme, has been agreed by Welsh Government. The Cabinet Secretary for Economy and Transport visited the Authority in September and was supportive of the microcare initiative being introduced as a result of the Strategic Opportunity Review. The care@flintshire portal has been populated with useful information to support providers. **Priority: Learning Council** **Sustainability of funding streams** 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 both 2018-19 and 2019-20 remains. Welsh Government had assumed that councils had accounted for a 1% contribution towards the pay award. Flintshire's original budget position was that it could not meet that contribution and that it should be funded by UK Government. The provisional budget settlement identified an amount of £8.7m across Wales and the First Minister recently announced an additional £7.5m to support the implementation of the pay award in 2018-19. At this stage the distribution method for allocating this funding is unknown but potentially schools could be fully funded from September 2018 to March 2019. - The funding announcements for 2019/20 allows the Council to budget for the previously advised minimum position of a 1% contribution, with schools needing to meet the remainder. There is also no firm confirmation of funding for a 7% increase to employer pension contributions. - The recently announced £15m grant for schools across Wales appears to have been ring-fenced by the Cabinet Secretary for Education to

support professional learning in advance of the introduction of the new curriculum, but distribution methodology and terms and conditions are not yet known.

- The MEAG (Minority Ethnic Achievement Grant) was not reinstated in full and there remains a lack of clarity about a new regional model for delivery of these services and the funding attached to them.
- There are grants which are only short term to support Ministerial key priorities e.g. Infant Class Sizes; Small and Rural Schools etc but the grant conditions are often complex which makes them difficult to administer and their short term nature does not allow for proper strategic planning to maximise impact.

Numbers of school places not matching the changing demographics
Reducing unfilled school places via school organisation change is an ongoing process. School change projects can take between three and five years from inception to delivery before reductions of unfilled places can be realised. This continues to be an ongoing process linked to the school modernisation programme. To supplement this the Council will continue to work closely with schools to consider innovative ways for reduction in capacity on a school by school basis (i.e. alternative use of school facilities by other groups) with the objective of meeting national targets of circa 10% unfilled places in all school sectors.

Limited funding to address the backlog of known repair and maintenance works in Education & Youth assets
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.

Priority: Green Council
Funding will not be secured for priority flood alleviation schemes
The Flood Risk Management Team continue to identify and secure funding for priority flood alleviation schemes. A service review is to be undertaken to find a more effective approach/structure that can both secure funding and resources to deliver flood alleviation works with the delivery of statutory duties under the Flood and Water Management Act. The intended implementation of Schedule 3 of the Flood & Water Management Act has compounded the matter further by placing an additional statutory duty on the team to act as the Sustainable Drainage Approving Body (SAB) as of January 7th 2019.

Adverse weather conditions on the highway network
The risk trend has increased due to the severity of the 2017/18 winter, with road conditions throughout the County detrimentally affected by road surface defects and potholes. Additional funds, resources and contractors were deployed across the county over summer in efforts to repair the network as defects were identified. This also included the priority resurfacing and patching capital schemes, which commenced in June 2018. This more expensive and permanent repair to the road surface is part of the annually planned maintenance regime which removed the significant defects and looked to improve the condition of the roads, whilst reducing the risk on the

network.

However, these efforts to mitigate the risk may not be sufficient to stem the decline in the network. This is backed up by scanner data results which show a worsening condition.

Priority: Serving Council
The scale of the financial challenge

The Council was projecting a budget gap of £13.7m in September. This increased to £15.3m following receipt of the provisional settlement due to a decrease in the Council's aggregate external funding of 1%. Stage 1 and Stage 2 budget options were approved by Council in November and a revised gap of £6.7m remains. The final settlement is due to be received on 19th December and the Council has an active campaign for additional funding to be made available from Welsh Government to help alleviate the need for a significant council tax rise. The final stage 3 balancing budget options will be considered by Cabinet and Council in January/February.

1.10	The two requests for a financial / business alignment cycle, and compilation of all local performance indicators for monitoring are under review and will be reported at a later meeting.

2.00	RESOURCE IMPLICATIONS
2.01	There are no specific resource implications for this report.

3.00	CONSULTATIONS REQUIRED / CARRIED OUT
3.01	The Council Plan Priorities are monitored by the respective Overview and Scrutiny Committees according to the priority area of interest.
3.02	Chief Officers have contributed towards reporting of relevant information.

4.00	RISK MANAGEMENT
4.01	Progress against the risks identified in the Council Plan is monitored. Summary information for the risks assessed as major (red) is covered in paragraphs 1.08 and 1.09 above.

5.00	APPENDICES
5.01	Appendix 1: Mid year progress report against Council Plan 2018/19

6.00	**List of Accessible Background Documents and Contact Officer**
6.01	Council Plan 2018/19 Karen Armstrong, karen.armstrong@flintshire.gov.uk 01352 702740

7.00	**GLOSSARY OF TERMS**
	Council Plan: the document which sets out the annual priorities of the Council. It is a requirement of the Local Government (Wales) Measure 2009 to set Improvement Objectives and publish a Council Plan. **Risks:** These are assessed using a refreshed approach to risk management endorsed by Audit Committee in 2018. The new approach, includes the use of a more sophisticated risk assessment matrix which provides greater opportunities to show changes over time. Risk Likelihood and Impact Matrix
7.02	**CAMMS – An explanation of the report headings**
	Actions Action – Each sub-priority have high level activities attached to them to help achieve the outcomes of the sub-priority. Lead Officer – The person responsible for updating the data on the action. Status – This will either be 'In progress' if the action has a start and finish date or 'Ongoing' if it is an action that is longer term than the reporting year. Start date – When the action started (usually the start of the financial year). End date – When the action is expected to be completed. % complete - The % that the action is complete at the time of the report. This only applies to actions that are 'in progress'. An action that is 'ongoing' will not produce a % complete due to the longer-term nature of the action. Progress RAG – Shows if the action at this point in time is making limited progress (Red), satisfactory progress (Amber) or good progress (Green). Outcome RAG – Shows the level of confidence in achieving the outcomes for each action.

Measures (Key Performance Indicators - KPIs)

Pre. Year Period Actual – The period actual at the same point in the previous year. If the KPI is a new KPI for the year then this will show as 'no data'.
Period Actual – The data for this quarter.
Period Target – The target for this quarter as set at the beginning of the year.
Perf. RAG – This measures performance for the period against the target. It is automatically generated according to the data. Red = a position of under performance against target, Amber = a mid-position where improvement may have been made but performance has missed the target and Green = a position of positive performance against the target.
Perf. Indicator Trend – Trend arrows give an impression of the direction the performance is heading compared to the period of the previous year:

- A 'downward arrow' always indicates poorer performance regardless of whether a KPI figure means that less is better (e.g. the amount of days to deliver a grant or undertake a review) or if a KPI figure means that more is better (e.g. number of new jobs in Flintshire).
- Similarly an 'upward arrow' always indicates improved performance.

YTD Actual – The data for the year so far including previous quarters.
YTD Target – The target for the year so far including the targets of previous quarters.
Outcome RAG – The level of confidence of meeting the target by the end of the year. Low – lower level of confidence in the achievement of the target (Red), Medium – uncertain level of confidence in the achievement of the target (Amber) and High - full confidence in the achievement of the target (Green).

Risks

Risk Title – Gives a description of the risk.
Lead Officer – The person responsible for managing the risk.
Supporting Officer – The person responsible for updating the risk.
Initial Risk Rating – The level of the risk at the start of the financial year (quarter 1). The risks are identified as follows; insignificant (green), minor (yellow), moderate (amber), major (red) and severe (black).
Current Risk Rating – The level of the risk at this quarter.
Trend Arrow – This shows if the risk has increased (red, upward arrow), decreased (green, downward arrow) or remained the same between the initial risk rating and the current risk rating (amber, stable arrow).
Risk Status – This will either show as 'open' or 'closed'. If a risk is open then it is still a relevant risk, if the risk is closed then it is no longer a relevant risk; a new risk may be generated where a plan or strategy moves into a new phase.

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Performance Progress Report

Flintshire County Council

CYNGOR
Sir y Fflint
Flintshire
COUNTY COUNCIL

Print Date: 20-Nov-2018

Action Progress RAG Status

46

6

1

- On Track 88% (46)
- Monitor 12% (6)
- No Target (1)
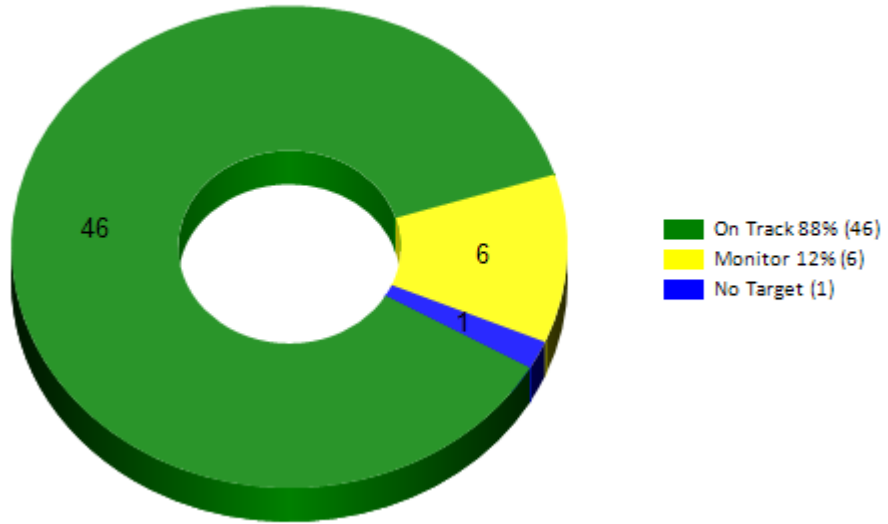
Action Outcome RAG Status

42

10

- On Track 81% (42)
- Monitor 19% (10)

Current Risk Status

Legend:
- **Insignificant (1) 7% (3)** — green
- **Minor (2) 7% (3)** — yellow
- **Moderate (3) 66% (29)** — orange
- **Major (4) 20% (9)** — red
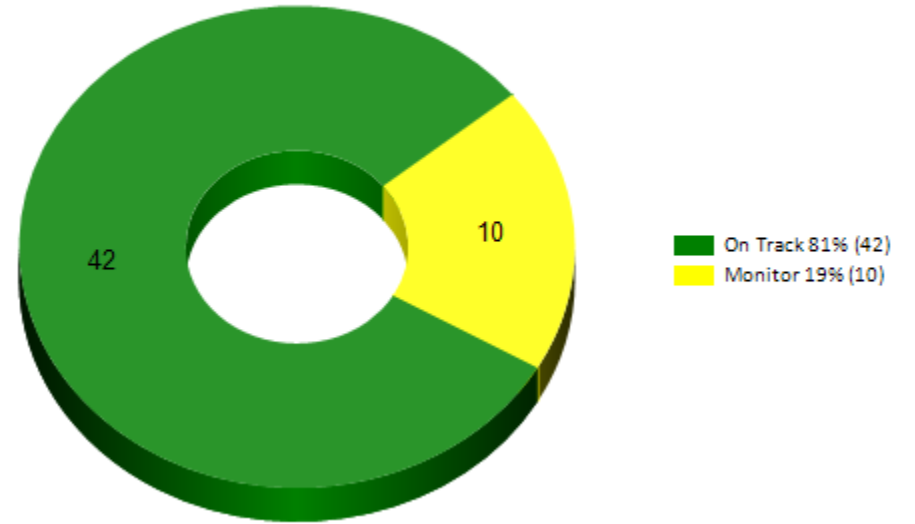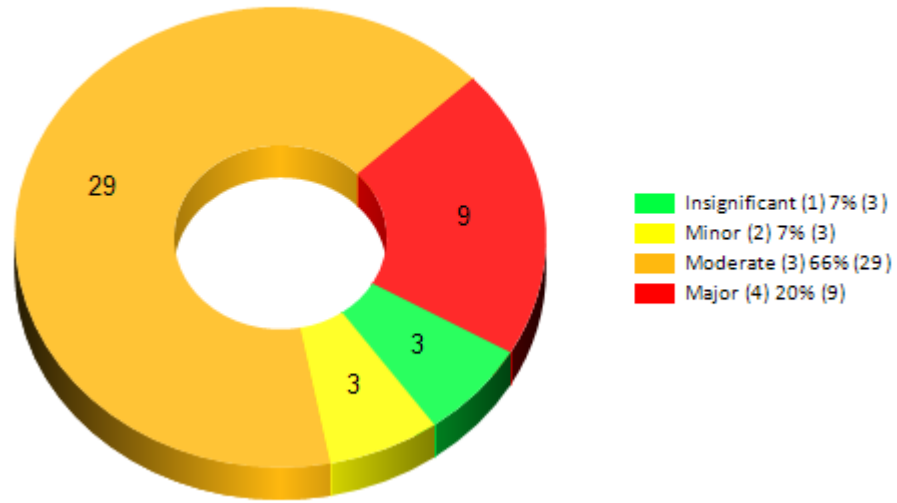
1 Supportive Council

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

ACTION PROGRESS COMMENTS:
Work continues to deliver the Strategic Housing and Regeneration Programme. As at October 2018 the programme has delivered 144 new Council and affordable homes. The next phase of the programme has been approved and will deliver a further 149 new council and affordable homes across the county. Work continues to identify suitable land within the county for further developments.

Last Updated: 02-Nov-2018

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
1.1.1.2 Welsh Housing Quality Standard (WHQS) investment plan targets achieved	Sean O'Donnell - Contract Surveyor	In Progress	01-Apr-2017	31-Mar-2019	50.00%	GREEN	GREEN

ACTION PROGRESS COMMENTS:
All WHQS Contracts have progressed into Year 4 (2018/19) of the 6 year Capital Programme with a smooth transition into their new Capital Districts (areas of work). Year 3 of the Capital Programme was the last year where the majority of internal works were delivered through our contracts. For the past 3 years the team have procured, organised and delivered the installation of over 6,000 kitchens and over 5,500 bathrooms with only the Acceptable Fails remaining e.g. tenant refusal, no access. The Capital Programme has now introduced new work streams which will gradually replace the Internal work streams (kitchens and bathrooms) and will comprise of roofing works, window & door replacements along with wider community works such as 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 the areas.

Last Updated: 02-Nov-2018

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	50.00%	GREEN	GREEN

ACTION PROGRESS COMMENTS:

Investigations are underway to identify a suitable location for a transit site within the county to address the unauthorised Gypsy and Traveller encampments. Processes for dealing with unauthorised encampments are well established and are applied in a timely manner. Improvements to the existing Council owned site have been identified and the funding options are being investigated with Welsh Government to cover the improvement costs.

Last Updated: 02-Nov-2018

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
1.1.2.1 Improve standards within the private rented sector	Jenny Prendergast – Health and Safety Team Leader	In Progress	01-Apr-2017	31-Mar-2019	50.00%	GREEN	GREEN

ACTION PROGRESS COMMENTS:
We have proactively undertaken work to ensure that landlords register with Rent Smart Wales and have been working with Rent Smart Wales to tackle those who are resistant to registering .
Last Updated: 02-Nov-2018

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
1.1.2.2 Deliver the Council's housing growth needs	Lesley Bassett - Housing Strategy Manager	In Progress	01-Apr-2017	31-Mar-2019	50.00%	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: 20-Nov-2018

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
1.1.2.3 Meeting the housing needs of vulnerable groups	Denise Naylor - Housing Programmes Support Manager	In Progress	01-Apr-2017	31-Mar-2019	50.00%	GREEN	GREEN

ACTION PROGRESS COMMENTS:

The Council holds bi-monthly Specialist Housing Group meetings with our strategic housing partners, finding housing options for people with disabilities including adaptations, new builds to meet specific needs or acquisitions with amendments. Social Housing Grant is used for acquisitions and new builds, the Registered Social Landlords (RSLs) access Physical Adaptation Grants to adapt and the Council uses HRA funding. To date we have rehoused 35 people into appropriate housing.

Last Updated: 02-Nov-2018

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
1.2.1.1 Support Flintshire residents to better manage their financial commitments	Jen Griffiths - Benefits Manager	In Progress	01-Apr-2017	31-Mar-2019	50.00%	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 within the Council and from outside agencies or organisations such as Citizens Advice and Job Centres. The team also provide advice and support in relation 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: 02-Nov-2018

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
1.2.1.2 Working collaboratively to minimise Universal Credit (UC) Risks	Jen Griffiths - Benefits Manager	In Progress	01-Apr-2017	31-Mar-2019	50.00%	GREEN	GREEN

ACTION PROGRESS COMMENTS:

Regular cross organisational and cross sector meetings are held to review progress with actions and also to raise issues and identify solutions. Where issues are based around the national model, there is a process in place to escalate, track progress and disseminate solutions or work arounds as and when received.

Last Updated: 02-Nov-2018

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
1.2.1.3 .Develop skills programmes and delivery mechanisms for North Wales Growth Deal	Niall Waller - Service Manager - Enterprise and Regeneration	In Progress	01-Apr-2017	31-Mar-2019	50.00%	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.

Last Updated: 19-Nov-2018

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
1.2.1.4 Develop and deliver programmes to improve domestic energy efficiency to reduce Co2 emissions and fuel poverty	Niall Waller - Service Manager - Enterprise and Regeneration	In Progress	01-Apr-2017	31-Mar-2019	50.00%	GREEN	GREEN

ACTION PROGRESS COMMENTS:

The Council is in the first phase of delivering the Warm Homes Fund programme in partnership with Warm Wales and Care and Repair. The programme will deliver energy efficient heating system to a minimum of 300 households and energy advice to 3,000. 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 which will, if approved, enable householders to access more cost-efficient heating systems.

Last Updated: 02-Nov-2018

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
1.3.1.1 Expand and support the care sector to enable people to live well and have a good quality of life	Jane M Davies - Senior Manager, Safeguarding & Commissioning	In Progress	01-Apr-2017	31-Mar-2019	50.00%	GREEN	GREEN

ACTION PROGRESS COMMENTS:

The 32 bed expansion of Marleyfield Care Home is in the design phase, with a planned operational date of mid-2021. Hwb Cylfe, the planned replacement for Glanrafon Day Centre for people with a learning disability, is in the construction phase following confirmation of a £4m capital investment, and will open in Spring 2019. Our new Extra Care facility in Flint, Llys Raddington, opened on 15th October, comprising 73 apartments, all of which are allocated; the centre already has a waiting list. The fourth Extra Care facility in Holywell 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', also held in September 2018. We are progressing the roll out for domiciliary and nursing care. The regional framework for Domiciliary Care is now in place; some new providers have come on board, and we are working regionally to reopen the framework to increase numbers further.

Last Updated: 02-Nov-2018

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
1.3.1.2 Support greater independence for individuals with a frailty and/or disability, including those at risk of isolation.	Susie Lunt - Senior Manager, Integrated Services and Lead Adults	In Progress	01-Apr-2017	31-Mar-2019	50.00%	GREEN	GREEN

ACTION PROGRESS COMMENTS:

The staged replacement of double handed care is progressing, with Occupational Therapy practitioners reviewing all double handed packages as they are discharged from hospital. They are also doing in-reach work with the community hospitals around the necessity for double handed care. A new 37 hour post in partnership with Flintshire Local Voluntary Council (FLVC) has been recruited in the Single Point of Access to support social prescribing. We are working with Housing to develop a business case for Glan y Morfa, comprising 4 rehab flats funded by ICF capital. These will provide a step-down for people with a physical disability, who are ready for discharge but not ready to go home.

Last Updated: 02-Nov-2018

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
1.3.1.3 Improve outcomes for Looked After children	Craig Macleod - Senior Manager, Children's Services & Workforce	In Progress	01-Apr-2017	31-Mar-2019	50.00%	GREEN	GREEN

ACTION PROGRESS COMMENTS:

Flintshire's Corporate Parenting Strategy: 'Looking After You' has been published. The Strategy sets 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 is planned for 21st November to share local and regional placement needs.

Last Updated: 02-Nov-2018

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
1.4.1.1 Develop and integrate services for carers with our commissioned providers	Susie Lunt - Senior Manager, Integrated Services and Lead Adults	In Progress	01-Apr-2017	31-Mar-2019	50.00%	GREEN	GREEN

ACTION PROGRESS COMMENTS:

Following a review of Carers Services which led to some changes in delivery in early 2018, the services have delivered on these new arrangements and have worked closely with the local authority to ensure that service provision in Flintshire is of a high standard. A new monitoring tool has been put in place which more accurately captures individual's outcomes who use the service and is closely aligned to the Social Services and Well-being (Wales) Act (SSWB Act '14). Carers services in Flintshire are currently provided by NEWCIS, Daffodils, Hafal, the Neurotherapy Centre and British Red Cross. These services have fed into national conversations through the Carers Officers Learning and Information Network. Flintshire are looking to extend the contracts with these services for a further 12 months to April 2020. Young Carers services continue to be delivered by Barnardo's in Flintshire who continue to deliver high quality support to a number of Young Carers. Their contract has been extended for a further 12 months to October 2018. The service has supported work on a regional level that has worked on raising awareness of Young Carers in local primary schools.

Last Updated: 02-Nov-2018

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
1.4.1.2 Embed the long term use of integrated Care Fund (ICF) to meet local needs and demands	Susie Lunt - Senior Manager, Integrated Services and Lead Adults	In Progress	01-Apr-2017	31-Mar-2019	50.00%	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. During quarter 2, submissions have been made against both the increased capital programme and new funding provided to support implementation of the national action plan to meet the needs of people with Dementia. Examples of the additional work to be supported through these programmes 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.

Last Updated: 19-Nov-2018

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
1.4.1.3 Embed the Early Help Hub into everyday practice by working with statutory partners and the third sector	Craig Macleod - Senior Manager, Children's Services & Workforce	In Progress	01-Apr-2017	31-Mar-2019	50.00%	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 Q1 there were 455 referrals and in Q2 there were 693 meaning 1148 referrals to the Hub this financial year.

Last Updated: 02-Nov-2018

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
1.4.1.4 Working with the new Wales Programme to recognise Adverse Childhood Experiences	Craig Macleod - Senior Manager, Children's Services & Workforce	In Progress	01-Apr-2017	31-Mar-2019	50.00%	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.

Last Updated: 02-Nov-2018

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
1.5.1.1 All Council portfolios to understand and act on their responsibilities to address safeguarding	Jane M Davies - Senior Manager, Safeguarding & Commissioning	In Progress	01-Apr-2017	31-Mar-2019	50.00%	GREEN	GREEN

ACTION PROGRESS COMMENTS:

Safeguarding professionals are scheduled to meet with senior managers in Aura Leisure and Libraries to discuss safeguarding, and are also attending Licensing Committee. The hard-hitting County Lines video has been shared with Corporate safeguarding leads and is being rolled out to the workforce through Senior Management and Team meetings. We are in the process of updating the Corporate e-learning safeguarding package, which is available through Learning Pool. During Safeguarding Awareness week w/c 13th November, colleagues will be actively engaged in promoting safeguarding awareness amongst the workforce.

Last Updated: 02-Nov-2018

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
1.5.1.4 Identify and address the signs and symptoms of domestic abuse and sexual violence	Sian Jones - Public Protection Manager - Community and Business	In Progress	01-Apr-2017	31-Mar-2019	50.00%	GREEN	AMBER

ACTION PROGRESS COMMENTS:

Flintshire County Council continues to work alongside the Regional Domestic Abuse and Sexual Violence Board. A joint strategy is now in place for North Wales, which is included on the website. Regional structures are now in the process of being formed through the establishment of a Joint Commissioning Board and a Training Group. The demands of the National Training Framework are challenging to meet, however measures are in place locally, in quarter 3, to further promote the Level 1 e-learning module.

Last Updated: 02-Nov-2018

Performance Indicators

KPI Title	Pre. Year Period Actual	Period Actual	Period Target	Perf. RAG	Perf. Indicator Trend	YTD Actual	YTD Target	Outcome RAG
IP1.1.1.1M01 The numbers of additional Council homes being built through the SHARP programme	11	15	15	GREEN	↑	15	6	GREEN

Lead Officer: Neal Cockerton - Chief Officer - Housing and Assets
Reporting Officer: Denise Naylor - Housing Programmes Support Manager
Aspirational Target:
Progress Comment: The development at the former Dairy site, Connah's Quay is complete and has delivered 6 new council homes. The development of 9 new council homes at the former Melrose Centre, Shotton was completed in November 2018. Work has commenced at Llys Dewi, Penyffordd to deliver 23 new council homes. Work has commenced at Maes Gwern, Mold: a development of 160 new homes which will include 4 new council homes.
Last Updated: 18-Oct-2018

KPI Title	Pre. Year Period Actual	Period Actual	Period Target	Perf. RAG	Perf. Indicator Trend	YTD Actual	YTD Target	Outcome RAG
IP1.1.1.2M02 The numbers of additional affordable homes being built through the SHARP programme	18	22	22	GREEN	↑	22	22	GREEN

Lead Officer: Melville Evans - Senior Manager - Housing Programmes
Reporting Officer: Denise Naylor - Housing Programmes Support Manager
Aspirational Target:
Progress Comment: The SHARP scheme at The Walks, Flint was completed in April 2018 providing a further 22 affordable homes to be managed by NEW Homes. The total number of affordable homes built through SHARP to date has reached 62. Approval has been given for a further 39 new affordable homes to be built at a number of locations across the county and work will commence at these developments during 18/19.

Last Updated: 18-Oct-2018

KPI Title	Pre. Year Period Actual	Period Actual	Period Target	Perf. RAG	Perf. Indicator Trend	YTD Actual	YTD Target	Outcome RAG
IP1.1.1.3M03 The number of additional properties managed by NEW Homes	23	22	22	GREEN	↓	22	22	GREEN

Lead Officer: Melville Evans - Senior Manager - Housing Programmes
Reporting Officer: Denise Naylor - Housing Programmes Support Manager
Aspirational Target:
Progress Comment: Completion of The Walks development, Flint in April 2018 has increased the number of affordable properties managed by NEW Homes by 22.

Last Updated: 18-Oct-2018

KPI Title	Pre. Year Period Actual	Period Actual	Period Target	Perf. RAG	Perf. Indicator Trend	YTD Actual	YTD Target	Outcome RAG
IP1.1.1.4M04 Increasing the total number of properties managed by NEW Homes	116	124	148	AMBER	↑	124	148	GREEN

Lead Officer: Melville Evans - Senior Manager - Housing Programmes
Reporting Officer: Denise Naylor - Housing Programmes Support Manager
Aspirational Target:
Progress Comment: NEW Homes Board has agreed the development of a further 39 affordable units at Nant y Gro, Gronant, Llys Dewi, Penyffordd, Dobshill and Maes Gwern, Mold as part of the Strategic Housing and Regeneration Programme (SHARP)

Last Updated: 31-Oct-2018

KPI Title	Pre. Year Period Actual	Period Actual	Period Target	Perf. RAG	Perf. Indicator Trend	YTD Actual	YTD Target	Outcome RAG
IP1.2.1.1M01 The percentage of landlords and letting agents compliant with the Rent Smart Code of Practice	63.62	87.38	75	GREEN	↑	87.38	75	GREEN

Lead Officer: Andrew Farrow - Chief Officer - Planning, Environment and Economy
Reporting Officer: Jenny Prendergast - Health and Safety Team Leader
Aspirational Target:
Progress Comment: We are pro-actively encouraging landlords to register. Where there is deliberate non-compliance we are taking appropriate enforcement action either through direct action or referral to Rent Smart Wales

Last Updated: 20-Apr-2018

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

Lead Officer: Andrew Farrow - Chief Officer - Planning, Environment and Economy
Reporting Officer: Jenny Prendergast - Health and Safety Team Leader
Aspirational Target:
Progress Comment: All complaints about substandard housing conditions were investigated. 199 complaints dealt with.

Last Updated: 29-Oct-2018

KPI Title	Pre. Year Period Actual	Period Actual	Period Target	Perf. RAG	Perf. Indicator Trend	YTD Actual	YTD Target	Outcome RAG
IP1.2.2.2M02 (PAM/014) The number of new homes created as a result of bringing empty properties back into use	212	58	35	GREEN	⬇	58	35	GREEN

Lead Officer: Andrew Farrow - Chief Officer - Planning, Environment and Economy
Reporting Officer: Joseph Muxlow - Regeneration Programme Lead
Aspirational Target:
Progress Comment: The changes to empty properties Council Tax charges, as agreed in April 2017, have encouraged owners to bring the properties back into use. This policy change is expected to continue to contribute to bringing empty properties back into use.

Last Updated: 19-Nov-2018

KPI Title	Pre. Year Period Actual	Period Actual	Period Target	Perf. RAG	Perf. Indicator Trend	YTD Actual	YTD Target	Outcome RAG
IP1.2.2.3M03 Number of affordable housing on all applicable applications for residential development	No Data	117	N/A	GREEN	N/A	117	N/A	GREEN

Lead Officer: Lynne Fensome - Management and Support Manager
Reporting Officer: Daniel McVey - Planning Officer
Aspirational Target:
Progress Comment: Planning officers continue to assess the need for an affordable housing element on all new housing development applications. The relevant criteria is applied from the Council's affordable housing policy to calculate the affordable housing contribution required from the developer.

Last Updated: 26-Oct-2018

KPI Title	Pre. Year Period Actual	Period Actual	Period Target	Perf. RAG	Perf. Indicator Trend	YTD Actual	YTD Target	Outcome RAG
IP1.2.3.1M01 (PAM/015) Average number of calendar days taken to deliver a Disabled Facilities Grant (DFG)	312.92	257.89	247	AMBER	↑	300.86	247	AMBER

Lead Officer: Andrew Farrow - Chief Officer - Planning, Environment and Economy
Reporting Officer: Joseph Muxlow - Regeneration Programme Lead
Aspirational Target:
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.
DFG delivery is divided into those addresses that were carried over from the previous year and delivered using the older system compared to those delivered using the new framework.
11 addresses delivered using the old system averaging 330 day per job
3 addresses delivered using the new framework averaging 194 days per address

Last Updated: 26-Oct-2018

KPI Title	Pre. Year Period Actual	Period Actual	Period Target	Perf. RAG	Perf. Indicator Trend	YTD Actual	YTD Target	Outcome RAG
IP1.3.1.1M01 Number of days to process new housing benefit claims	15.28	20.79	20	AMBER	⬇	22.99	20	GREEN

Lead Officer: Jen Griffiths - Benefits Manager
Reporting Officer: Suzanne Jones - Team Manager - Benefits and Council Tax Reduction Assessment
Aspirational Target:
Progress Comment: Processing times have improved since quarter one, however, the target of 20 days has not been reached. There have been some challenges around resources in the department due to vacancies and absence which are being addressed.

Last Updated: 25-Oct-2018

KPI Title	Pre. Year Period Actual	Period Actual	Period Target	Perf. RAG	Perf. Indicator Trend	YTD Actual	YTD Target	Outcome RAG
IP1.3.1.2M02 Number of days to process change of circumstances for housing benefit	7.37	10.7	8	RED	⬇	10.7	8	GREEN

Lead Officer: Jen Griffiths - Benefits Manager
Reporting Officer: Suzanne Jones - Team Manager - Benefits and Council Tax Reduction Assessment
Aspirational Target:
Progress Comment: The volume of changes due to Universal Credit has led to a significant increase in workload volumes in the service. There have also been some challenges around resources in the department due to vacancies and absence which are being addressed.

Last Updated: 25-Oct-2018

KPI Title	Pre. Year Period Actual	Period Actual	Period Target	Perf. RAG	Perf. Indicator Trend	YTD Actual	YTD Target	Outcome RAG
IP1.3.1.3M03 The amount of additional income paid to Flintshire residents as a result of the work undertaken by the Council (£)	395440	234245	375000	RED	⬇	768523.71	750000	GREEN

Lead Officer: Neal Cockerton - Chief Officer - Housing and Assets
Reporting Officer: Jen Griffiths - Benefits Manager
Aspirational Target:
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. Data for this quarter is not yet available from all of the agencies. This will be updated to reflect the whole of the gains retrospectively once the data is available.

Last Updated: 19-Nov-2018

KPI Title	Pre. Year Period Actual	Period Actual	Period Target	Perf. RAG	Perf. Indicator Trend	YTD Actual	YTD Target	Outcome RAG
IP1.3.2.1M01 (PAM/012) Percentage of households successfully prevented from becoming homeless	69.46	80.6	89	AMBER	⬆	81.63	89	AMBER

Lead Officer: Neal Cockerton - Chief Officer - Housing and Assets
Reporting Officer: Jenni Griffith - Flintshire Connects Manager
Aspirational Target:
Progress Comment: The Housing Solutions Service achieved 80.6% successful outcomes this quarter. The year to date percentage is 81.63%
Whilst this is below the target set at 89% it is within the variance set. The service continues to struggle with sourcing affordable/suitable properties as referred to in previous returns.

Last Updated: 22-Oct-2018

KPI Title	Pre. Year Period Actual	Period Actual	Period Target	Perf. RAG	Perf. Indicator Trend	YTD Actual	YTD Target	Outcome RAG
IP1.3.2.2M02 The number of people on Universal Credit (UC) that have received personal budgeting support	120	202	168	GREEN	⬆	431	311	GREEN

Lead Officer: Neal Cockerton - Chief Officer - Housing and Assets
Reporting Officer: Dawn Barnes - Training Officer
Aspirational Target:
Progress Comment: In Q1 we delivered Personal Budgeting Support to 229 Universal Credit customers and in Q2 we delivered the same service to 202 Universal Credit customers. We believe that the reduction in Q2 could be contributed to by school holidays in July & August and therefore customers having childcare issues/or unexpected commitments.

However we still over achieved on predicted figures for both Q1 and Q2 as follows;

Q1 – 160% achieved
Q2 – 120% achieved

The service fully expects to meet the projected target over all for 2018/19.

Last Updated: 29-Oct-2018

KPI Title	Pre. Year Period Actual	Period Actual	Period Target	Perf. RAG	Perf. Indicator Trend	YTD Actual	YTD Target	Outcome RAG
IP1.3.2.3M03 The number of people on Universal Credit (UC) that have received digital support	547	190	101	GREEN	⬇	417	188	GREEN

Lead Officer: Jen Griffiths - Benefits Manager
Reporting Officer: Dawn Barnes - Training Officer
Aspirational Target:
Progress Comment: In 2017/18 the council assisted an unprecedented number of customers with digital support. We believe that the large numbers were down to the introduction of a completely new benefit system and the need for customers to be supported at all stages of their Universal Credit journey. We believe that the reduction in Assisted Digital Support in 2018/19 in comparison to 2017/18 could be contributed to customers becoming more digitally confident at making claims via their own smart phones/devices. As well as customers possibly accessing support from 3rd party organisations etc. as well as having a better understanding of the concept of Universal Credit.

Last Updated: 24-Oct-2018

KPI Title	Pre. Year Period Actual	Period Actual	Period Target	Perf. RAG	Perf. Indicator Trend	YTD Actual	YTD Target	Outcome RAG
IP1.3.3.1M01 Number of people completing programmes commissioned by the Council which deliver job and training outcomes	116	134	125	GREEN	↑	254	250	GREEN

Lead Officer: Andrew Farrow - Chief Officer - Planning, Environment and Economy
Reporting Officer: Sharon Jones - Communities For work
Aspirational Target:
Progress Comment: 134 Clients between Communities For Work (CFW) & Communities For Work Plus (CFW+) have registered for the programme. All have support from a mentor.

Last Updated: 31-Oct-2018

KPI Title	Pre. Year Period Actual	Period Actual	Period Target	Perf. RAG	Perf. Indicator Trend	YTD Actual	YTD Target	Outcome RAG
IP1.3.4.1M01 The number of people receiving advice and support to enable reductions in tariffs	No Data	246	137.5	GREEN	N/A	397	275	GREEN

Lead Officer: Andrew Farrow - Chief Officer - Planning, Environment and Economy
Reporting Officer: Shelley Webber - Energy Project Coordinator
Aspirational Target:
Progress Comment: Attended community events in Flint and Connah's Quay offering advice and booking further visits. Town and Community Council attendance giving advice and arranging further visits regarding measures and Warm Homes Fund.

Last Updated: 31-Oct-2018

KPI Title	Pre. Year Period Actual	Period Actual	Period Target	Perf. RAG	Perf. Indicator Trend	YTD Actual	YTD Target	Outcome RAG
IP1.3.4.2M02 The number of private sector homes receiving efficiency measures	34	96	25	GREEN	↑	122	50	GREEN

Lead Officer: Andrew Farrow - Chief Officer - Planning, Environment and Economy
Reporting Officer: Shelley Webber - Energy Project Coordinator
Aspirational Target:
Progress Comment: The Warm Home Fund has funding available to spend on Flintshire homes energy efficiency measures from new central heating, any and all insulation (loft, cavity, internal and external wall insulation) and a focus on supply of lighting upgrades and monitors.

Last Updated: 19-Oct-2018

KPI Title	Pre. Year Period Actual	Period Actual	Period Target	Perf. RAG	Perf. Indicator Trend	YTD Actual	YTD Target	Outcome RAG
IP1.3.4.3M03 The number of Council homes receiving energy efficiency measures	35	92	25	GREEN	↑	97	50	GREEN

Lead Officer: Andrew Farrow - Chief Officer - Planning, Environment and Economy
Reporting Officer: Shelley Webber - Energy Project Coordinator
Aspirational Target:
Progress Comment: The Warm Home Fund has funding available to spend on Flintshire homes energy efficiency measures from new central heating, any and all insulation (loft, cavity, internal and external wall insulation) and a focus on supply of lighting upgrades and monitors.

Last Updated: 19-Oct-2018

KPI Title	Pre. Year Period Actual	Period Actual	Period Target	Perf. RAG	Perf. Indicator Trend	YTD Actual	YTD Target	Outcome RAG
IP1.4.1.1M01 Number of in house locality teams working towards Bronze standard in Progress for Providers of domiciliary care	No Data	3	0.75	GREEN	N/A	3	0.75	GREEN

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

Last Updated: 20-Nov-2018

KPI Title	Pre. Year Period Actual	Period Actual	Period Target	Perf. RAG	Perf. Indicator Trend	YTD Actual	YTD Target	Outcome RAG
IP1.4.1.2M02 Number of independent sector providers working towards Bronze standard in Progress for Providers of domiciliary care	No Data	3	3	GREEN	N/A	3	3	GREEN

Lead Officer: Neil Ayling - Chief Officer - Social Services
Reporting Officer: Jacque Slee - Team Manager Performance
Aspirational Target:
Progress Comment: We are rolling out Progress for Providers to domiciliary care providers in the independent sector

Last Updated: 20-Nov-2018

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

Lead Officer: Neil Ayling - Chief Officer - Social Services
Reporting Officer: Jacque Slee - Team Manager Performance
Aspirational Target:
Progress Comment: One independent provider has reopened a home offering residential care in Flintshire

Last Updated: 24-Oct-2018

KPI Title	Pre. Year Period Actual	Period Actual	Period Target	Perf. RAG	Perf. Indicator Trend	YTD Actual	YTD Target	Outcome RAG
IP1.4.1.5M05 The percentage occupancy within Flintshire care homes	96.7	95	95	GREEN	↔	95	95	GREEN

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

KPI Title	Pre. Year Period Actual	Period Actual	Period Target	Perf. RAG	Perf. Indicator Trend	YTD Actual	YTD Target	Outcome RAG
IP1.4.2.2M02 The percentage of the relevant workforce to have received training in Regulation and Inspection of Social Care (Wales) Act (RISCA)	No Data	25	25	GREEN	N/A	25	25	GREEN

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

Last Updated: 24-Oct-2018

KPI Title	Pre. Year Period Actual	Period Actual	Period Target	Perf. RAG	Perf. Indicator Trend	YTD Actual	YTD Target	Outcome RAG
IP1.4.3.2M02 (PAM/029) Percentage of children in care who had to move 2 or more times	5.26	2.52	10	GREEN	⬆	4.62	10	GREEN

Lead Officer: Craig Macleod - Senior Manager, Children's Services & Workforce
Reporting Officer: Jacque Slee - Team Manager Performance
Aspirational Target:
Progress Comment: 4.6% of children looked after have moved more than twice. This included planned placement moves in accordance with the child's plan.

Last Updated: 24-Oct-2018

KPI Title	Pre. Year Period Actual	Period Actual	Period Target	Perf. RAG	Perf. Indicator Trend	YTD Actual	YTD Target	Outcome RAG
IP1.4.3.3M03 Percentage of looked after children with a timely health assessment	No Data	63.49	81	RED	↑	70.54	81	AMBER

Lead Officer: Neil Ayling - Chief Officer - Social Services
Reporting Officer: Jacque Slee - Team Manager Performance
Aspirational Target:
Progress Comment: Significant improvement has been made in the last 6 months; the looked after nurse regularly attends team meetings and manages the assessment appointments.

BCUHB have increased the availability of appointments per month to 6 slots and have recruited 2 trainee doctors to assist with Health assessments from October 2018.

Last Updated: 25-Oct-2018

KPI Title	Pre. Year Period Actual	Period Actual	Period Target	Perf. RAG	Perf. Indicator Trend	YTD Actual	YTD Target	Outcome RAG
IP1.5.1.1M01 Number of adult carers identified.	310	378	225	GREEN	↑	680	450	GREEN

Lead Officer: Neil Ayling - Chief Officer - Social Services
Reporting Officer: Jacque Slee - Team Manager Performance
Aspirational Target:
Progress Comment: We are extending our collection of data for carers to include carers of people who have difficulties with mental health and substance misuse, and will need to raise our target for next year to accommodate the expected increase in numbers.

Last Updated: 31-Oct-2018

KPI Title	Pre. Year Period Actual	Period Actual	Period Target	Perf. RAG	Perf. Indicator Trend	YTD Actual	YTD Target	Outcome RAG
IP1.5.2.1M01 (PAM/025) Number of people kept in hospital while waiting for social care per 1,000 population aged 75+	0.9	0.68	1.89	GREEN	↑	1.36	1.89	GREEN

Lead Officer: Neil Ayling - Chief Officer - Social Services
Reporting Officer: Jacque Slee - Team Manager Performance
Aspirational Target: 1.78
Progress Comment: The Council and Betsi Cadwaladr University Health Board (BCUHB) work together on a case by case basis to ensure prompt discharge. There have been 18 delays so far this year, the longest being 22 days and the shortest being 1 day.

Last Updated: 26-Oct-2018

KPI Title	Pre. Year Period Actual	Period Actual	Period Target	Perf. RAG	Perf. Indicator Trend	YTD Actual	YTD Target	Outcome RAG
IP1.5.3.1M01 Percentage of child protection referrals that result in "no further action".	55	18.1	30	GREEN	↑	18.1	30	GREEN

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

Last Updated: 19-Nov-2018

KPI Title	Pre. Year Period Actual	Period Actual	Period Target	Perf. RAG	Perf. Indicator Trend	YTD Actual	YTD Target	Outcome RAG
IP1.5.3.2M02 The number of families receiving information and support through the Early Help Hub	No Data	348	200	GREEN	N/A	676	400	GREEN

Lead Officer: Craig Macleod - Senior Manager, Children's Services & Workforce
Reporting Officer: Jacque Slee - Team Manager Performance
Aspirational Target:
Progress Comment: This represents a 63% increase in activity compared to the same quarter last year.

Last Updated: 12-Oct-2018

KPI Title	Pre. Year Period Actual	Period Actual	Period Target	Perf. RAG	Perf. Indicator Trend	YTD Actual	YTD Target	Outcome RAG
IP1.6.2.1M01 Percentage of employees who have completed the level 1 e-learning training package to meet the requirements of the Domestic Abuse and and Sexual Violence National Training Framework	19.2	17.14	45	RED	↓	17.14	45	AMBER

Lead Officer: Sian Jones - Public Protection Manager - Community and Business
Reporting Officer: Heather Johnson - Corporate Training Officer
Aspirational Target: 50.00
Progress Comment: The total number of employees who have now been completed the e-learning module (including face to face sessions) is 1020. Approximately 350 colleagues from Streetscene will receive face to face training over November/December. Currently a huge push on completing the e-learning but difficult to reach the employees who haven't got access to a computer. In these instances face to face training available or workshops run at Northop College where computers available for employees to use. Must be booked via Trent.

Last Updated: 31-Oct-2018

KPI Title	Pre. Year Period Actual	Period Actual	Period Target	Perf. RAG	Perf. Indicator Trend	YTD Actual	YTD Target	Outcome RAG
IP1.6.2.2M02 The number of reported incidents of Domestic Abuse and Sexual Violence	778	874	N/A	N/A	↑	1735	N/A	N/A

Lead Officer: Lynne Fensome - Management and Support Manager
Reporting Officer: Sian Jones - Public Protection Manager - Community and Business
Aspirational Target:
Progress Comment: The improved crime recording processes continue to increase the numbers of crimes recorded, particularly in the domestic related crime area. The improvement in recording and the continuation of dealing effectively with what is recorded will directly support the Police and Crime plan in wanting greater confidence for victims of domestic abuse in reporting crime

Last Updated: 31-Oct-2018

KPI Title	Pre. Year Period Actual	Period Actual	Period Target	Perf. RAG	Perf. Indicator Trend	YTD Actual	YTD Target	Outcome RAG
IP1.6.2.3M03 The number of domestic abuse incidents reported to North Wales Police	678	747	N/A	N/A	↑	1475	N/A	N/A

Lead Officer: Lynne Fensome - Management and Support Manager
Reporting Officer: Sian Jones - Public Protection Manager - Community and Business
Aspirational Target:
Progress Comment: There were 271 non crime domestic incidents and 476 domestic crimes

Last Updated:

KPI Title	Pre. Year Period Actual	Period Actual	Period Target	Perf. RAG	Perf. Indicator Trend	YTD Actual	YTD Target	Outcome RAG
IP1.6.2.4M04 The number of incidents of sexual assaults reported to North Wales Police	100	127	N/A	N/A	⬆	260	N/A	N/A

Lead Officer: Lynne Fensome - Management and Support Manager
Reporting Officer: Sian Jones - Public Protection Manager - Community and Business
Aspirational Target:
Progress Comment: Improved responses across agencies is helping to provide victims with assurance that they will be provided with an appropriate response when reporting incidents of sexual assault. Measures to hold perpetrators accountable are vital in demonstrating that we are serious in tackling sexual violence.
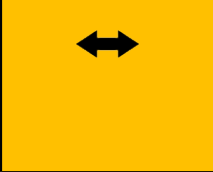
Last Updated: 26-Oct-2018

Risks

Strategic Risk

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

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

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

Progress Comment: Homelessness remains a risk as a result of a number of factors. The introduction of welfare reforms and Universal Credit has created additional barriers to being able to successfully discharge duties to customers. The number of people presenting to the authority for help has increased during each quarter. Additional funding has been granted to develop landlord incentives within the private rented sector and also to consider alternatives to rough sleeping.

Last Updated: 29-Oct-2018

RISK TITLE	LEAD OFFICER	SUPPORTING OFFICERS	INITIAL RISK RATING	CURRENT RISK RATING	TREND ARROW	RISK STATUS
The supply of affordable housing will continue to be insufficient to meet community needs	Melville Evans - 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. There are robust programme management arrangements for the Strategic Housing and Regeneration Programme (SHARP)

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

Last Updated: 23-Oct-2018

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

Potential Effect: Increased homelessness
Management Controls: Developing innovative housing schemes that will aim to provide housing at a cost that under 35's can meet. The Common Housing Register recognises affordability as a housing need and gives priority to those who are suffering financial hardship in terms of housing costs due to the impacts of welfare reforms
Progress Comment: Applicants who are affected by bedroom tax are given urgent priority for rehousing to more affordable accommodation.

The proposed property for the shared housing pilot received full planning permission and work has been undertaken to establish demand. Due to Government changes and the withdrawal of plans to introduce a shared room rate for under 35s the demand in social housing for shared accommodation has lessened. Applicants contacted expressed a preference for self contained properties and we were unable to establish demand for the shared housing pilot. This will of course have an effect on the demand for affordable one bedroom properties.

Last Updated: 22-Oct-2018

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

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

Last Updated: 23-Oct-2018

RISK TITLE	LEAD OFFICER	SUPPORTING OFFICERS	INITIAL RISK RATING	CURRENT RISK RATING	TREND ARROW	RISK STATUS
Capital borrowing limits for council housing	Melville Evans - Senior Manager - Housing Programmes	Denise Naylor - Housing Programmes Support Manager	Amber	Amber	↔	Open

Potential Effect: A reduction in the construction and delivery of Council houses

Management Controls: i) submit application to Welsh Government for increase in borrowing cap relating to specific schemes.

ii) Lobby WG to remove borrowing limits following removal in England

iii) seek increase in borrowing cap with the UK Government through the Growth Deal

Progress Comment: A bid is currently being prepared and will be submitted to WG during November for an increase to Flintshire's limit. If successful, this will allow construction to continue at required levels until pressure on borrowing is alleviated in 2021 (following achievement of WHQS). An update from Welsh Government is expected imminently on removal of borrowing limits in Wales.

Last Updated: 26-Oct-2018

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

Potential Effect: There will be a reputational risk to the Council if adaptations fail to meet the expectations of customers. This in increased because of the national ranking of performance by Welsh Government.

Management Controls: i) Monitoring and management of adaptation cases.

ii) Ongoing process review.

iii) Continually seek ways to further increase cost-efficiency

iv) Increase in budget allocation to meet demand

Progress Comment: The performance on DFG timescales has been an area of challenge over time and a management board has been established to improve and monitor progress. The budget for the programme is currently on track.

Last Updated: 21-Oct-2018

RISK TITLE	LEAD OFFICER	SUPPORTING OFFICERS	INITIAL RISK RATING	CURRENT RISK RATING	TREND ARROW	RISK STATUS
Availability of sufficient funding to resource key priorities	Niall Waller - Service Manager - Enterprise and Regeneration	Melville Evans - Senior Manager - Housing Programmes	Amber	Amber	↔	Open

Potential Effect: Customers will wait longer to receive adaptation work in their homes
Management Controls: Monthly monitoring of adaptations budgets and consideration of the business case for an increased budget allocation.
Progress Comment: All budgets are monitored monthly to ensure there is sufficient availability for funding key priorities. However, as demography and expectations change with reduced resources the Council is continually reviewing opportunities to meet requirements.

Last Updated: 21-Oct-2018

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

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

Last Updated: 13-Sep-2018

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

Potential Effect: The impact of Welfare Reform on Flintshire households increasing the demand for advice and support to levels beyond what resource can handle in a timely manner.

Management Controls: The Flintshire Advice and Support Gateways are ensuring residents in need of help are referred to an appropriate service provider and maximising effective use of resources as far as possible.

Progress Comment: The development of the Welfare Response Team has assisted with the implementation of Universal Credit. Referrals to wider support services still remain high with a significant number of residents presenting with underlying debt issues. Managers across Customer Services, Neighbourhood Housing and Revenues and Benefits are continuing to work together to develop early intervention strategies.

Last Updated: 31-Oct-2018

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

Potential Effect: With the introduction of universal credit and reduction in benefits being paid it is anticipated that tenants will struggle to maintain their payments increasing the level of debts owed to the Council for Rent and Council Tax.

Management Controls: Reviews of procedures are being carried out to try and mitigate the impact however a full estimate of impact cannot yet be confirmed.

Progress Comment: A team has been set up to work with tenants at the earliest opportunity as intervention at early stages allows the identification of appropriate support to give a more realistic chance of the rent account coming back under control and out of arrears.

The Council is now a "Trusted Partner" of Department for Work and Pensions and this means that processes and flow of information and payments is much more streamlined and automated.

There will invariably be an element of cash flow arrears on accounts due to Universal Credit payments being made in arrears, (whether direct to the council or directly to the tenant).

Last Updated: 01-Nov-2018

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

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

Last Updated: 13-Sep-2018

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

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

Last Updated: 12-Jul-2018

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

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

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

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

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

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

v) Develop specialist respite for Early Onset Dementia.

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

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

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

Progress Comment: The expansion of Marleyfield to support the medium term development of the nursing sector continues.

The re-phasing of Integrated Care Fund (ICF) capital to fit in with our capital programme, has been agreed by Welsh Government.

Cabinet Secretary for Economy and Transport visited the Authority on 24th September and was supportive of the microcare initiative being introduced as a result of the Strategic Opportunity Review.

The care@flintshire portal has been populated with useful information to support providers.

Last Updated: 19-Nov-2018

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

Potential Effect: Insufficient funding to sustain medium term service delivery.
Management Controls: Seeking agreement from partners on allocation of funds to deliver medium term services
Progress Comment: The re-phasing of agreed 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.
We are awaiting confirmation of allocation of capital funds.

Last Updated: 12-Oct-2018

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

Potential Effect: Children and families who do not meet the threshold for a statutory services will not be appropriately directed to alternative services.
Management Controls: Agreed information sharing protocol in place
Activity data in place and scrutinised
Steering body to meet regularly to ensure that resources are being appropriately deployed
Progress Comment: The Early Help Hub is fully functioning, with commitment from all agencies. Enhanced consortia arrangements for support through Families First projects are ensuring responsive access to help for families. During Q1 there were 455 referrals and in Q2 there were 693 meaning 1148 referrals to the Hub this financial year. This risk is now closed.

Last Updated: 01-Nov-2018

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

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

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

Progress Comment: Responsibilities within Adult Safeguarding and First Contact and Intake have been realigned, with no additional resource. Safeguarding Managers are able to effectively delegate tasks for high priority cases; this ensures that those enquiries that do not meet timescales are of a lower priority. Quarter 2 monitoring is showing an increase in safeguarding reports, so the risk remains open until we can be sure that we can continue to manage these effectively. Workload appears to be manageable and further data will support this.

Last Updated: 12-Oct-2018

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

Potential Effect: Employees will not recognise when adults and children are at risk and will not take appropriate action.

Management Controls: Safeguarding workshops were held during Safeguarding Week in November 2017 and in January 2018; a safeguarding awareness training programme is now in place ensuring regular training opportunities are available to employees. Safeguarding is also included as part of the induction process. Opportunities to deliver training through e-learning are being explored.

Progress Comment: Safeguarding is included within the corporate induction procedures, ensuring new employees can recognise the signs and know how to make a report. Safeguarding awareness workshops will be delivered during National Safeguarding Week in November 2018 and further training is being researched. A safeguarding page is available on the intranet providing resources to support employees and managers.

Last Updated: 01-Nov-2018

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

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

Last Updated: 16-Oct-2018

2 Ambitious Council

Actions

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
2.1.1.1 The Regional Economic Growth Deal will be developed to final approval stages with UK and Welsh Government this year, including agreement of funding allocations and formal governance arrangements	Niall Waller - Service Manager - Enterprise and Regeneration	In Progress	01-Apr-2017	31-Mar-2019	50.00%	GREEN	GREEN

ACTION PROGRESS COMMENTS:
The detailed proposition document has been developed and is currently being approved by the core partners of the North Wales Economic Ambition Board. It is anticipated that the UK Government will announce support for the Growth Deal in the Autumn Statement with the Heads of Terms agreement document being produced and signed shortly afterwards.

Last Updated: 02-Nov-2018

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
2.1.1.2 Guide the development of the Deeside Enterprise Zone (DEZ) and Northern Gateway mixed use development site. Propose that developments maximise economic and social value for the County and that they deliver the commitments made in the Regional Economic Growth Deal	Niall Waller - Service Manager - Enterprise and Regeneration	In Progress	01-Apr-2017	31-Mar-2019	50.00%	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: 02-Nov-2018

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
2.1.1.3 Develop a long term strategic approach to Council's economic estate/land	Lisa McLellan - Asset Manager	In Progress	01-Apr-2017	31-Mar-2019	20.00%	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, invest to generate increased income, and review terms of renewal or the exercising of break clauses. It is of course important to note that these assets generate a significant revenue income stream for the Council so due care needs to be exercised in any approach.

Last Updated: 05-Nov-2018

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
2.1.1.5 Develop a more strategic approach to regenerating and supporting town centres in partnership with Town Councils	Niall Waller - Service Manager - Enterprise and Regeneration	In Progress	01-Apr-2017	31-Mar-2019	50.00%	AMBER	AMBER

ACTION PROGRESS COMMENTS:
The Council is commissioning external consultancy support to review the challenges facing smaller town centres and to identify cost-effective interventions that it can play to support them. The consultancy will draw upon UK examples of current good practice.

Last Updated: 02-Nov-2018

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
2.1.1.6 Targeted regeneration investment programme (TRIP) - developing Flintshire's role and it's local programme	Niall Waller - Service Manager - Enterprise and Regeneration	In Progress	01-Apr-2017	31-Mar-2019	50.00%	GREEN	GREEN

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

Last Updated: 02-Nov-2018

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
2.1.1.7 Propose that the development of regional and local transport strategy and initiatives maximise the potential for economic benefits and improves access to employment and tourism destinations	Niall Waller - Service Manager - Enterprise and Regeneration	In Progress	01-Apr-2018	31-Mar-2019	50.00%	⬤⬤⬤ 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: 02-Nov-2018

Performance Indicators

No KPIs identified

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 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: 21-Oct-2018

RISK TITLE	LEAD OFFICER	SUPPORTING OFFICERS	INITIAL RISK RATING	CURRENT RISK RATING	TREND ARROW	RISK STATUS
Support for businesses in Flintshire doesn't meet their needs and fails to encourage investment	Andrew Farrow - Chief Officer - Planning, Environment and Economy	Niall Waller - 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. The Council continues to support business networking activities through fora in various locations in the County including the Deeside Business Forum which regularly attracts over 100 businesses to their events.

Last Updated: 21-Oct-2018

RISK TITLE	LEAD OFFICER	SUPPORTING OFFICERS	INITIAL RISK RATING	CURRENT RISK RATING	TREND ARROW	RISK STATUS
The stability of local and sub-regional economies	Andrew Farrow - Chief Officer - Planning, Environment and Economy	Niall Waller - 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: 21-Oct-2018

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

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

Last Updated: 26-Oct-2018

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	Claire Homard - Senior Manager - School Improvement	In Progress	01-Apr-2017	31-Mar-2019	75.00%	GREEN	GREEN

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

Last Updated: 08-Nov-2018

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	Claire Homard - Senior Manager - School Improvement	In Progress	01-Apr-2017	31-Mar-2019	75.00%	GREEN	GREEN

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

Last Updated: 08-Nov-2018

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
3.1.1.3 Prepare for national reforms on curriculum and inclusion	Jeanette Rock - Senior Manager - Inclusion and Progression	In Progress	01-Apr-2017	31-Mar-2019	50.00%	GREEN	GREEN

ACTION PROGRESS COMMENTS:
Officers are working in collaboration with Welsh Government and the regional school improvement service GwE to prepare for the curriculum and inclusion reforms. A local action plan is in development alongside a regional transformation plan focusing on the implementation of the Additional Learning Needs and Education Tribunal (ALNET) Act 2018 which will map out the key actions needed to ensure the local authority and its schools are prepared for the implementation in 2020. Awareness raising sessions are underway with regard to the revised curriculum with a number of Flintshire schools taking on lead developmental roles as Pioneer Schools. The publication of two key national draft documents is planned for this academic year namely the Code of Practice for ALN (December 2018) and the proposed curriculum and assessment model (April 2019). This will include the National Approach to Professional Learning that will support the profession to meet the challenges of the new curriculum. These published plans will provide operational detail for further local planning.
Last Updated: 02-Nov-2018

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

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

Last Updated: 08-Nov-2018

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
3.1.1.5 Maintain low levels of young people/adults 'Not in Education, Employment or Training' and support opportunities for apprenticeship and employment	Jeanette Rock - Senior Manager - Inclusion and Progression	In Progress	01-Apr-2018	31-Mar-2019	75.00%	GREEN	GREEN

ACTION PROGRESS COMMENTS:

The Local Authority continues to run regular Youth Engagement & Progression Framework meetings in secondary schools on a termly basis. Through these meetings, young people of school age who are at risk of disengagement are discussed and appropriate programmes of intervention are agreed and reviewed. As a result of the meetings held during the Summer Term, pupils at risk of not continuing with education at the end of the school year were identified and accessed intervention which supported a smooth transition into further education. In response to identified need, 2 new pilot courses are being run during the Autumn Term targeted at developing confidence and increasing motivation to support future engagement in suitable life choices and outcomes. Meetings are also underway with school staff to identify the key reasons why learners are disengaging with the purpose of identify appropriate provision and services to support engagement of those most at risk.

The Local Authority, in collaboration with Coleg Cambria, is piloting a pre-apprenticeship vocational course for KS4 learners. This is a full-time, 2 year course for 12 learners who are accessing a vocational Catering and Hospitality course alongside core GCSE qualifications. If successful, the range of vocational options may be expanded in the future. Information on Post 16 NEETs is provided by Careers Wales to the Engagement & Progression Coordinator (EPC) and this is reviewed at a series of 'Brokerage' meetings where appropriate services can be identified to meet the individual needs of the young people identified. 'Keeping in Touch' meetings have also been held by the EPC with a range of agencies and providers to support the identification and expansion of appropriate provision available to support NEETs. The ADTRAC project is now live and is working with 16-24 year olds who are furthest away from engaging with education, employment or training. Referrals are being received and the project is meeting the target number for engagement. The programme of Adult & Community Learning opportunities across Flintshire is being reviewed and updated in response to need and the revised Welsh Government Strategy.

Last Updated: 09-Nov-2018

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

ACTION PROGRESS COMMENTS:

The Flintshire Youth Council has been recruited to with consideration of diversity of the membership. Young people volunteer to engage. Two meetings with the political leadership have taken place. The members have appointed 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: 02-Nov-2018

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
3.2.1.1 Increase the number of apprenticeships which result in a positive outcome	Sharon Carney - Lead HR Business Partner	In Progress	01-Apr-2018	31-Mar-2019	0.00%		

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

Last Updated: 08-Nov-2018

Performance Indicators

KPI Title	Pre. Year Period Actual	Period Actual	Period Target	Perf. RAG	Perf. Indicator Trend	YTD Actual	YTD Target	Outcome RAG
IP3.1.2.1 M01 The number of schools in an Estyn statutory category of concern	3	1	1	🟢🟠🔴 GREEN	⬆	1	1	🟢🟠🔴 GREEN

Lead Officer: Claire Homard - Senior Manager - School Improvement
Reporting Officer: Claire Homard - Senior Manager - School Improvement
Aspirational Target: 1.00
Progress Comment: Currently have only 1 school in an Estyn statutory category of concern, down from 3 last year.

Last Updated: 09-Nov-2018

KPI Title	Pre. Year Period Actual	Period Actual	Period Target	Perf. RAG	Perf. Indicator Trend	YTD Actual	YTD Target	Outcome RAG
IP3.1.3.1 M01 All schools to have completed their initial assessment of readiness for the new curriculum by 1st October 2018 on the G6 dashboard	No Data	No Data	100	⚫⚫⚫	N/A	No Data	100	⚫⚫⚫

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

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

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

KPI Title	Pre. Year Period Actual	Period Actual	Period Target	Perf. RAG	Perf. Indicator Trend	YTD Actual	YTD Target	Outcome RAG
IP3.1.5.2 M02 The percentage of young people aged 16 – 18 in the youth justice system offered education, training or employment	38	55	53	GREEN	↑	55	53	GREEN

Lead Officer: James Warr - Operations Manager
Reporting Officer: Louisa Greenly - Performance Management & Information Officer
Progress Comment: This measure looks at those young people undertaking 16 hours or more of education, training and/or employment. This age group is a challenging one, and especially in a criminal justice setting. Therefore the service needs to work closely with external providers of education and vocational projects to ensure that young people reach their full potential. For example, 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. 8 young people in the quarter achieved Agored qualifications.

Last Updated: 26-Oct-2018

KPI Title	Pre. Year Period Actual	Period Actual	Period Target	Perf. RAG	Perf. Indicator Trend	YTD Actual	YTD Target	Outcome RAG
IP3.1.6.1 M01 Number of new pupils engaging with the TRAC programme	No Data	208	120	GREEN	N/A	208	120	GREEN

Lead Officer: Ann Roberts - Senior Manager - Integrated Youth Provision
Reporting Officer: Jeanette Rock - Senior Manager - Inclusion and Progression
Aspirational Target:
Progress Comment: All staff vacancies have been filled and as a result, a greater number of pupils have been accepted onto the programme.

Last Updated: 26-Oct-2018

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	Claire Homard - Senior Manager - School Improvement	Jeanette Rock - Senior Manager - Inclusion and Progression	Amber	Amber	↔	Open

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

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

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

Last Updated: 08-Nov-2018

RISK TITLE	LEAD OFFICER	SUPPORTING OFFICERS	INITIAL RISK RATING	CURRENT RISK RATING	TREND ARROW	RISK STATUS
Leadership capacity does not match school needs	Claire Homard - Senior Manager - School Improvement	Jeanette Rock - Senior Manager - Inclusion and Progression	Amber	Amber	↔	Open

Potential Effect: Reduced stakeholder confidence in Education services.

Downturn in school performance and under achievement .

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

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

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

School Governor development programme. Schools collaborate and federate

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

Progress Comment: All headship vacancies in Flintshire are filled at the current time. Flintshire has the highest number of applicants in the region for senior leadership courses through GwE e.g. Aspiring Headteacher programme and the National Professional Qualification for Headship. Challenges remain in the recruitment in some key areas at middle leadership level e.g. maths, science, Welsh & pastoral. Recruitment in the Welsh medium sector, particularly in maths/science subjects is also challenging as the pool of suitably qualified applicants is low.

Last Updated: 08-Nov-2018

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

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

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

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

Progress Comment: The Additional Learning Needs (ALN) and Education Tribunal (Wales) Bill will now move into Stage 3 for detailed consideration by all Assembly Members. Work continues on the Draft Code of Practice alongside the progression of the Bill and four ALN Transformation Leads have recently been appointed to support Local Authorities, schools and other agencies to be ready for the reforms.

The implementation date has been revised to September 2020, with 2019 being the publication date for the draft Code of Practice. Four regional ALN Transformational Leads have been appointed to oversee and support the implementation of the Act and they took up post in March. An audit tool has been generated for local authorities to complete; this will give greater insight into the risks posed by the Act across the intervening two year period prior to implementation in 2020.

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 publication of the revised Code of Practice in December 2018 will support the development of this plan as there remains a lack of detail on the operational implications of the Act on schools, local authorities and partners.

Last Updated: 08-Nov-2018

RISK TITLE	LEAD OFFICER	SUPPORTING OFFICERS	INITIAL RISK RATING	CURRENT RISK RATING	TREND ARROW	RISK STATUS
Local employers and learning providers do not work closely enough to identify and meet the skills based needs of the future	Claire Homard - Senior Manager - School Improvement	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: 26-Oct-2018

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

Potential Effect: Reduced capacity to deliver targeted support to schools.
Management Controls: Intelligence on grant regime
Progress Comment: The sustainability of grant funding 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 both 2018-19 and 2019-20 remains. Welsh Government had assumed that councils had accounted for a 1% contribution towards the pay award. Flintshire's original budget position was that it could not meet that contribution and that it should be funded by UK Government. The provisional budget settlement identified an amount of £8.7m across Wales and the First Minister recently announced an additional £7.5m to support the implementation of the pay award in 2018-19. At this stage the distribution method for allocating this funding is unknown but potentially schools could be fully funded from September 2018 to March 2019.
- The funding announcements for 2019/20 allows the Council to budget for the previously advised minimum position of a 1% contribution, with schools needing to meet the remainder. There is also no firm confirmation of funding for a 7% increase to employer pension contributions.
- The recently announced £15m grant for schools across Wales appears to have been ring-fenced by the Cabinet Secretary for Education to support professional learning in advance of the introduction of the new curriculum, but distribution methodology and terms and conditions are not yet known.
- The MEAG (Minority Ethnic Achievement Grant) was not reinstated in full and there remains a lack of clarity about a new regional model for delivery of these services and the funding attached to them.
- There are grants which are only short term to support Ministerial key priorities e.g. Infant Class Sizes; Small and Rural Schools etc but the grant conditions are often complex which makes them difficult to administer and their short term nature does not allow for proper strategic planning to maximise impact.

Last Updated: 08-Nov-2018

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

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

Last Updated: 08-Nov-2018

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

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

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

Last Updated: 08-Nov-2018

4 Green Council

Actions

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
4.1.1.1 Manage our natural environment and accessible green-space networks to deliver health, well-being and resilience goals.	Tom Woodall - Access and Natural Environment Manager	In Progress	01-Apr-2017	31-Mar-2019	50.00%	GREEN	GREEN

ACTION PROGRESS COMMENTS:

The Welsh Governments Environment and Sustainable Development (ESD) grant focuses outputs on Local Environment Quality and Natural Resource Management. Total grant is £115,818 for this year. Projects include flood defence, biodiversity duty and green-space enhancement. Part of the grant is being used to deliver Flintshire's Greenspace Strategy, improve greenspace facilities to encourage access, enjoyment and well-being and to facilitate engagement through arts in the community. Key projects have been delivered that have included footpath improvements, arts events involving local children and community groups, community involvement projects that saw some 3000 hours of volunteer support.

The 1st six monthly report and claim was made to WG and the funding is on track to be delivered in full and on time. This grant programme will end March 2019 and the new Enabling Natural Resources and Wellbeing of Wales grant will take its place.

Last Updated: 02-Nov-2018

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
4.1.1.3 Maximise the recovery and recycling of waste with a view to reducing the reliance on landfill.	Gabrielle Povey - Recycling and Compliance Officer	In Progress	01-Apr-2017	31-Mar-2019	71.00%	GREEN	GREEN

ACTION PROGRESS COMMENTS:

Cumulatively for the performance for 6 months performance is 70.99%. We are currently on target for year end.

The performance has been achieved through education and awareness programme to promote recycling and the introduction of side waste enforcement. The side waste enforcement started in March, with 1800 awareness letters and stickers issued. Only 56 letters were issued for the second stage of the process which is the Section 46 Notice (under the Environmental Protection Act), with only 1 issued with an Fixed Penalty Notice (third stage). This demonstrates that the awareness and enforcement programmes to ensure residents managed their waste sustainably has resulted in residents recycling more.

The new Household Recycle Centre at Rockcliffe, Oakenholt opened, offering a modern site with no steps with over 30 recycling opportunities. The new site also has a dedicated deconstruction area, run by Flintshire Refurbs to take non reusable bulky items back to their component parts for recycling (e.g. sofa made up of wood, metal, textiles).

The households have all been issued with a paper copy of the collection calendars - which reinforces the message that collections take place on Bank Holidays and Christmas working has been confirmed.

Last Updated: 02-Nov-2018

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

ACTION PROGRESS COMMENTS:

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

- Proceed to the 2019 Updating and Screening Assessment.
- Maintain the air quality monitoring programmes in each local authority.
- Ensure new monitoring sites are added as required.

Last Updated: 02-Nov-2018

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	50.00%	AMBER	AMBER

ACTION PROGRESS COMMENTS:

A draft Built Conservation Strategy has been supported for public and stakeholder consultation. The draft strategy was assessed by the North Wales Conservation Officers Forum along with Cadw, prior to formal consultation towards the end of the calendar year. Following feedback an action plan aligned with the functions of the Built Conservation team will be developed. This strategy will also assist in funding bids and act as a promotional strategy for the Council. The strategy seeks to align with the Historic Environment (Wales) Act and the Welsh Government Historic Environment technical advice note as well as reflecting the work streams that may emerge from the North Wales Built Heritage Service redesign work.

Last Updated: 02-Nov-2018

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
4.2.1.1 Access and use available grant funding to support Council priorities for accessing employment, health and leisure and education.	Katie Wilby - Transportation and Logistics Manager	In Progress	01-Apr-2017	31-Mar-2019	30.00%	GREEN	GREEN

ACTION PROGRESS COMMENTS:

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

1. Local Transport Fund: a) Active Travel Scheme Design £234,000 b) Access to Employment Opportunities Deeside Industrial Park (Metro) - £237,000 c) Deeside Industrial Park - Second Avenue - active travel and bus infrastructure - £180,000 d) A548 DIP Parkway Junction - partial signalisation - £243,000

2. Local Transport Network Fund - Flintshire Bus Alliance & Quality Bus Partnership Scheme - £100,000

3. Safe Routes in Communities a) Broughton Primary School, Broughton Hall Road - £260,000 b) Mountain Lane County Primary School, Knowle Lane, Buckley - £205,000

4. Road Safety (Capital & Revenue) a) Connah's Quay Priority Routes / Route Treatment Scheme - £198,000 (capital) b) B5125 Ewloe - Broughton Route Treatment Scheme - £149,500 (capital) c) Pass Plus Cymru - £5,000 (revenue) d) Kerbcraft - £25,000 (revenue) e) Older Drivers - £1,500 (revenue) f) National Standards Cycle Training - £59,301 (revenue)

5. Active Travel Fund a) Deeside Industrial Park - Active travel and bus infrastructure on Parkway, DIP Zone 2 - £1,070,000 b) Holywell Town Centre - Phase 1 Construction of Active Travel path Greenfield Valley - £697,000

Last Updated: 02-Nov-2018

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
4.2.1.2 Prioritise the Council's road infrastructure for repairs and maintenance and implement programmes of work within available funding in order to improve the resilience, efficiency and reliability of the transport network.	Barry Wilkinson - Highways Networks Manager	In Progress	01-Apr-2017	31-Mar-2019	50.00%	GREEN	GREEN

ACTION PROGRESS COMMENTS:

Following the impact of the harsh winter weather on the highway, a programme of pothole repair and patching was untaken across the Authority. This work removed the significant defects and looked to improve the condition of the roads, whilst reducing the risk on the network, in line with our statutory duty. Highways asset management schemes are underway as follows:

The Resurfacing programme is continuing with sites across the County. Lengths of road that have deteriorated are treated with preventative measure to renew the road surface. 9 sites have been complete by the end of September.

Surface Dressing is a treatment to extend the life of a road where the defect on that road effect the road surface only and not the structure. All Schemes have been completed.

Following the impact of the severe weather during the winter of 2017/18 we have continued to patch defects throughout the network to reduce risk to road users.

Area Coordinators continue to carry out schedule highways safety inspection and will provide condition surveys by March 2019 to inform next year preventative maintenance programmes.

Inspections of post completion works by Utility Companies will continue to be undertaken until March 2019

Last Updated: 02-Nov-2018

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
4.2.1.3 Support isolated communities to develop innovative and sustainable area based transport schemes	Katie Wilby - Transportation and Logistics Manager	In Progress	01-Apr-2017	31-Mar-2019	33.00%	AMBER	AMBER

ACTION PROGRESS COMMENTS:

The outcome of Flintshire's bus network review was agreed by the Council's Cabinet in July 2018. The purpose of the bus network review consultation exercise was to consider existing subsidised bus services and deliver an affordable and sustainable public transport service in the future. From the four proposed options presented on the future provision of subsidised bus routes in the County, Option 3 (support subsidised routes on the core bus network and introduce local travel arrangements (LTAs) off the core network) was approved as the preferred option.

The impact of this option is that all subsidised bus services currently operating along core strategic routes within the County will continue to be supported, where required, to ensure that good, quality, transport links within and out of the County. Under this option, local travel arrangements on the non-core network are intended to be provided by smaller minibuses where no commercial bus services operate. These arrangements will operate in a similar way to conventional bus services with a scheduled timetable and fixed route, and will be more suited to the nature of some rural roads or housing estates and numbers of passengers travelling. These routes will be provided to connect residents from their closest bus stop to an area hub (the main town) or onto the core bus network for onward journeys. However, the scheduled minibus services may not operate to the same frequency or same level of service as provided by conventional bus services.

Cabinet have agreed a phased approach would be taken to amend the bus network between October 2018 and March 2019, with the first phase of service changes taking effect from 1st October 2018. From this date, the number 9/X9 bus services will be withdrawn and alternative local transport arrangements are being set up in the affected communities either through existing commercial bus services, new commercial bus services or smaller scheduled minibus services. Consultation undertaking with affected communities, bus operators, elected Members, Town/Community Councils and any special user groups. The next phase of changes are due to take effect in January 2019 and March 2019 and options for delivering these changes are currently being worked upon in terms of timetables, routes, frequency, days of operation etc. in consultation with the impacted communities.

Last Updated: 02-Nov-2018

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
4.2.1.4 Deliver a compliant, safe and integrated transport service	Ceri Hansom - Integrated Transport Unit Manager	In Progress	01-Apr-2017	31-Mar-2019	60.00%	GREEN	GREEN

ACTION PROGRESS COMMENTS:

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

Last Updated: 08-Nov-2018

Performance Indicators

KPI Title	Pre. Year Period Actual	Period Actual	Period Target	Perf. RAG	Perf. Indicator Trend	YTD Actual	YTD Target	Outcome RAG
IP4.1.3.1M01 Percentage of environmentally efficient front line operational vehicles to Euro 6 standard.	33.77	79.26	90	RED	↑	79.26	90	AMBER

Lead Officer: Lynne Fensome - Management and Support Manager
Reporting Officer: Chris Goulden - Fleet Manager
Aspirational Target:
Progress Comment: Work continues with our fleet provider to meet our 90% target of environmentally efficient vehicles. Vehicles are replaced in line with the Demand Planning process as outlined in the Fleet Contract, which is currently at 79%. The replacement programme increases the number of newer and more energy efficient vehicles in the fleet, and decreases the total number of operated fleet vehicles.

Last Updated: 31-Oct-2018

KPI Title	Pre. Year Period Actual	Period Actual	Period Target	Perf. RAG	Perf. Indicator Trend	YTD Actual	YTD Target	Outcome RAG
IP4.1.3.2M02 Number of street furniture and street light units replaced with LED lighting.	1520	1568	1500	GREEN	↑	2962	3000	GREEN

Lead Officer: Lynne Fensome - Management and Support Manager
Reporting Officer: Darell Jones - Operations Manager (North and Streetlighting)
Aspirational Target: 6000.00
Progress Comment: The Authority is undertaking a replacement scheme of Streetlighting lanterns through the SALIX funding stream. These replace older less efficient lights with new energy efficient LED lights. The replacement program at Q2 is on schedule, although there are risk of delays during Q3 due to the procurement process of engaging in a new supplier contract. It is anticipated that end of target will still be met.

Last Updated: 30-Oct-2018

KPI Title	Pre. Year Period Actual	Period Actual	Period Target	Perf. RAG	Perf. Indicator Trend	YTD Actual	YTD Target	Outcome RAG
IP4.1.3.3M03 Reduce our carbon footprint across our Council buildings (non housing)	15.31	28	5	GREEN	↑	28	5	GREEN

Lead Officer: Sadie Smith - Energy Conservation Engineer
Reporting Officer: Sadie Smith - Energy Conservation Engineer
Aspirational Target:
Progress Comment: *Please note these figures are not weather corrected. This is only done on the whole year submission in Q4*
Emission reductions per energy fuel type:
-Electricity: 17% reduction
-Gas: 15% reduction
-LPG: 7% reduction
-Oil: 10% increase
The continued reduction in carbon emissions has been facilitated by:
-the community asset transfer of libraries and leisure services.
-the installation of LED lighting in Gwernymynydd CP School, Ysgol y Waun, Saltney Ferry CP School, Wood Memorial School, Wepre Park Visitors Centre and Westwood CP School.
-the installation of a new heating control system at Aston Family Centre
-re-commissioning of the solar photovoltaic (PV) at Connahs Quay High School which had had a reduced output.
-warm weather from May onwards has also helped reduce gas consumption.
-the conversion of some primary schools (Treuddyn Schools, Bryn Pennant) from LPG to natural gas

The increase in oil consumption is due to data estimation which was required due to a missing data.

Last Updated: 19-Nov-2018

KPI Title	Pre. Year Period Actual	Period Actual	Period Target	Perf. RAG	Perf. Indicator Trend	YTD Actual	YTD Target	Outcome RAG
IP4.1.4.1M01 (PAM/030) Percentage of waste reused, recycled or composted	70.3	70.99	66	GREEN	↑	70.99	66	GREEN

Lead Officer: Lynne Fensome - Management and Support Manager
Reporting Officer: Gabrielle Povey - Recycling and Compliance Officer
Aspirational Target:
Progress Comment: Amount has increased compared to same period last year. This is positive following the introduction of charges for garden waste collections. Also sustained education and enforcement regarding no side waste.

Last Updated: 25-Oct-2018

KPI Title	Pre. Year Period Actual	Period Actual	Period Target	Perf. RAG	Perf. Indicator Trend	YTD Actual	YTD Target	Outcome RAG
IP4.1.4.2M02 Average recycling rate across all HRC sites	78.39	77.54	76	GREEN	↓	78.75	76	GREEN

Lead Officer: Lynne Fensome - Management and Support Manager
Reporting Officer: Gabrielle Povey - Recycling and Compliance Officer
Aspirational Target:
Progress Comment: With the closure of Connahs Quay and Flint household recycling centres and the opening of the new modern Oakenholt performance is expected to increase.

Last Updated: 25-Oct-2018

KPI Title	Pre. Year Period Actual	Period Actual	Period Target	Perf. RAG	Perf. Indicator Trend	YTD Actual	YTD Target	Outcome RAG
IP4.2.2.4M04 Percentage of inspections undertaken to ensure reinstatements meet the required standards	15.01	83.72	90	AMBER	↑	84.32	90	GREEN

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

Last Updated: 19-Oct-2018

KPI Title	Pre. Year Period Actual	Period Actual	Period Target	Perf. RAG	Perf. Indicator Trend	YTD Actual	YTD Target	Outcome RAG
IP4.2.3.1M01 The number of sustainable area based transport schemes developed against plan	No Data	5	1	GREEN	N/A	5	2	GREEN

Lead Officer: Lynne Fensome - Management and Support Manager
Reporting Officer: Ceri Hansom - Integrated Transport Unit Manager
Aspirational Target:
Progress Comment: There are currently 5 transport arrangements in place.
1. Higher Kinnerton - Broughton
2. Northop Hall - Connah's Quay
3. Penyffordd - Buckley
4. Cymau - Broughton
5. Holywell & surrounding areas (please note this transport arrangement is due to be withdrawn November 2018 due to the lack of usage of the scheme).
New schemes and Local Travel arrangements will be identified as part of the bus subsidy review.

Last Updated: 19-Nov-2018

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

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

Last Updated: 29-Oct-2018

KPI Title	Pre. Year Period Actual	Period Actual	Period Target	Perf. RAG	Perf. Indicator Trend	YTD Actual	YTD Target	Outcome RAG
IP4.2.4.2M02 The percentage of safety compliant checks delivered	67.57	97.3	90	●●● GREEN	↑	97.3	90	●●● GREEN

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

Last Updated: 29-Oct-2018

Risks

Strategic Risk

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

Last Updated: 26-Oct-2018

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

Last Updated: 26-Oct-2018

RISK TITLE	LEAD OFFICER	SUPPORTING OFFICERS	INITIAL RISK RATING	CURRENT RISK RATING	TREND ARROW	RISK STATUS
Funding will not be secured for priority flood alleviation schemes	Ruairi Barry - Senior Engineer	Lynne Fensome - 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: The Flood Risk Management Team continue to identify and secure funding for priority flood alleviation schemes. A service review is to be undertaken to find a more effective approach/structure that can both secure funding and resources to deliver flood alleviation works with the delivery of statutory duties under the Flood and Water Management Act. The intended implementation of Schedule 3 of the Flood & water Management Act has compounded the matter further by placing an additional statutory duty on the Team to act as the Sustainable Drainage Approving Body (SAB) as of January 7th 2019.
Last Updated: 30-Oct-2018

RISK TITLE	LEAD OFFICER	SUPPORTING OFFICERS	INITIAL RISK RATING	CURRENT RISK RATING	TREND ARROW	RISK STATUS
Insufficient funding to ensure our highways infrastructure remains safe and capable of supporting economic growth	Barry Wilkinson - Highways Networks Manager	Lynne Fensome - 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 will be allocated and expended by the end of the financial year. Those monies remain below the level of funding required to maintain a Steady State in the condition of the road network. Streetscene & Transportation ensure that available funding is spent allocated appropriately, and ensure best value for the expenditure to maintain the highway network.
Highways asset management schemes are underway as follows:
Resurfacing - Programme of schemes progressing - expected completion 31/03/2019
Surface Dressing - Complete
Patching - Program On-going
Undertake condition surveys to produce the annual resurfacing programme by March 2019.
Undertake post completion inspections of utility work by March 2019.
Priority is given to the areas of the network that require the investment whilst considering the local infrastructure.

Last Updated: 30-Oct-2018

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

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

Last Updated: 29-Oct-2018

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

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

Last Updated: 02-May-2018

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

Potential Effect: Increase in cost to future planned repairs as network deteriorates beyond that can be rectified by planned maintenance
Increase in insurance claims
Management Controls: Targeting funding on those schemes that maintain or reduce the pace of deterioration of the condition of the main highway infrastructure.
Progress Comment: The risk trend has increased due to the severity of the 2017/18 winter, with road conditions throughout the County detrimentally affected by road surface defects and potholes.

Additional funds, resources and contractors were deployed across the county over summer in efforts to repair the network as defects were identified. This also included the priority resurfacing and patching capital schemes, which commenced in June 2018. This more expensive and permanent repair to the road surface is part of the annually planned maintenance regime which removed the significant defects and looked to improve the condition of the roads, whilst reducing the risk on the network.

However, these efforts to mitigate the risk may not be sufficient to stem the decline in the network. This is backed up by scanner data results which show a worsening condition.

Last Updated: 31-Oct-2018

RISK TITLE	LEAD OFFICER	SUPPORTING OFFICERS	INITIAL RISK RATING	CURRENT RISK RATING	TREND ARROW	RISK STATUS
Lack of community support for transport options	Ceri Hansom - Integrated Transport Unit Manager	Lynne Fensome - 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 are included in all new transport routes awarded (except local bus). This free service provided by the successful tenderer as a Community Benefit have contracts with FCC under the new DPS. They have to provide 1.5% of their annual mileage as a free service to support the delivery of Local Travel Arrangements, passengers would be required to pay a fare or use their Concessionary Travel pass on the journeys. Delivery is dependent on the ability and willingness of the local communities and transport operators to support and deliver sustainable transport arrangements.

Last Updated: 29-Oct-2018

5 Connected Council

Actions

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
5.1.1.1 Build stronger social enterprises with the sector itself leading development of the sector	Neil Ayling - Chief Officer - Social Services	In Progress	01-Apr-2017	31-Mar-2019	50.00%	GREEN	GREEN

ACTION PROGRESS COMMENTS:
There are estimated to be around 40 social enterprises operating across Flintshire currently and 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.

Last Updated: 19-Nov-2018

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
5.1.1.2 Grow the capacity of the social enterprise sector and Alternative delivery Models (ADMs) to become more self-sustaining.	Neil Ayling - Chief Officer - Social Services	In Progress	01-Apr-2017	31-Mar-2019	50.00%	GREEN	GREEN

ACTION PROGRESS COMMENTS:
As above, the framework to support and enable social enterprises in Flintshire is developing, with health check tools and networks in place to support ongoing resilience. We are also seeking Social Enterprise accreditation for Flintshire to provide a framework against which we can check the support we provide. Monitoring and reporting arrangements are also in place for key ADMs, such as Aura and Holywell Leisure Centre to ensure that progress is clearly understood on an ongoing basis while the businesses establish themselves following transfer.

Last Updated: 02-Nov-2018

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
5.1.1.4 Ensuring and delivering community benefits	Neil Ayling - Chief Officer - Social Services	In Progress	01-Apr-2017	31-Mar-2019	50.00%	GREEN	GREEN

ACTION PROGRESS COMMENTS:

A Community Benefits Working Group has been established to develop an approach for the ongoing management of community benefits which is both cost effective and sustainable. A report is expected to be submitted to Chief Officer Team with a proposal in December 2018, which will look to capture, monitor and evaluate contractual community benefits as well as providing a framework potentially for the evaluation of 'softer' community benefits delivered by community resilience-type activity. A meeting is scheduled with partners in November to understand how others are managing community benefits and identify arrangements already in place which can be used to develop a shared Flintshire-wide approach.

Last Updated: 19-Nov-2018

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
5.1.1.5 Enabling the third sector to maximise their contribution.	Karen Armstrong - Corporate Business and Communications Executive Officer	In Progress	01-Apr-2017	31-Mar-2019	50.00%	GREEN	AMBER

ACTION PROGRESS COMMENTS:

A Community Benefits Strategy has been developed with specific social objectives that enable 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 the community asset transfers. As part of the Resilience theme for the Public Services Board, work involving key organisations in the areas of Holywell, Shotton, and Flint is being prioritised and showcased. Work is continuing to enable commissioners to procure to the third sector with the recent procurement of support from the third sector for disability based services as an example. Through the Compact group a review of third sector core funding arrangements is underway to maximise opportunities and contribution of the sector.

Last Updated: 20-Nov-2018

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
5.1.1.6 Ensure our Armed Forces Community and their families are not disadvantaged when accessing Council Services	Karen Armstrong - Corporate Business and Communications Executive Officer	In Progress	01-Apr-2017	31-Mar-2019	50.00%	GREEN	AMBER

ACTION PROGRESS COMMENTS:

Much progress has been made during the first half of 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 is to be held in November in Cardiff. There have been many community projects to commemorate the Centenary of WW1 which we have supported and promoted. Grants have been applied and awarded for 2 specific partnership projects; one in Talacre and one in Connah's Quay.

Last Updated: 20-Nov-2018

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	50.00%	GREEN	AMBER

ACTION PROGRESS COMMENTS:

The Public Services Board continues to perform well against the objectives (priorities) of the Well-being Plan - which is monitored twice yearly. At the last meeting of the Board in October, 4 of the 5 priorities were tracked as making good progress. It was agreed that the 'Economy' priority would be 'stood down' for now as most of the in-year activities are regionally led; it will be picked up again once decisions and actions become more localised.

Last Updated: 20-Nov-2018

Performance Indicators

KPI Title	Pre. Year Period Actual	Period Actual	Period Target	Perf. RAG	Perf. Indicator Trend	YTD Actual	YTD Target	Outcome RAG
IP5.1.1.1M01 Number of social enterprises applying for a Flintshire Business Award	No Data	7	5	GREEN	N/A	7	5	GREEN

Lead Officer: Neil Ayling - Chief Officer - Social Services
Reporting Officer: Niall Waller - Service Manager - Enterprise and Regeneration
Aspirational Target:
Progress Comment: A total of 7 social enterprises applied for a Flintshire Business Award, they were; Groundworks, No 1 Strength and Fitness, Cambria Aquatics, Art and Soul Tribe, Flint Refurbs, Aura Wales and Caffi Isa.

Last Updated: 31-Oct-2018

KPI Title	Pre. Year Period Actual	Period Actual	Period Target	Perf. RAG	Perf. Indicator Trend	YTD Actual	YTD Target	Outcome RAG
IP5.1.3.1M01 Percentage of contracts over £25,000 that include Community Benefit clauses	No Data	69	20	GREEN	N/A	69	20	GREEN

Lead Officer: Neil Ayling - Chief Officer - Social Services
Reporting Officer: Arwel Staples - Procurement Business Partner - Strategic Procurement
Aspirational Target:
Progress Comment: A Draft Community Benefits Policy and Guidance Note has been drafted for consultation internally. The Policy once adopted will make it mandatory for community benefits to be included in contracts above £25k. The Guidance note will also provide commissioners with sample Invitation to Tender questions and a sample tender evaluation methodology. This will therefore facilitate further adoption of community benefits for contracts above £25k.

Last Updated: 29-Oct-2018

KPI Title	Pre. Year Period Actual	Period Actual	Period Target	Perf. RAG	Perf. Indicator Trend	YTD Actual	YTD Target	Outcome 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	2	GREEN	N/A	4	2	GREEN

Lead Officer: Neil Ayling - Chief Officer - Social Services
Reporting Officer: Karen Armstrong - Corporate Business and Communications Executive Officer
Aspirational Target:
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	Pre. Year Period Actual	Period Actual	Period Target	Perf. RAG	Perf. Indicator Trend	YTD Actual	YTD Target	Outcome RAG
IP5.1.5.1M01 Percentage of key Council activities from the Flintshire Well-Being Plan delivered	No Data	95	95	GREEN	N/A	95	95	GREEN

Lead Officer: Colin Everett - Chief Executive
Reporting Officer: Karen Armstrong - Corporate Business and Communications Executive Officer
Aspirational Target:
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 October, all actions were being progressed in accordance with the Delivery Plan.

Last Updated: 31-Oct-2018

KPI Title	Pre. Year Period Actual	Period Actual	Period Target	Perf. RAG	Perf. Indicator Trend	YTD Actual	YTD Target	Outcome RAG
IP5.1.6.3M03 The amount of grant funding successfully awarded to support local Flintshire Schemes (£)	No Data	25768	5000	GREEN	N/A	25768	5000	GREEN

Lead Officer: Karen Armstrong - Corporate Business and Communications Executive Officer
Reporting Officer: Fiona Mocko - Strategic Policies Advisor
Aspirational Target:
Progress Comment: The Council has been awarded £25,678.00 in total which exceeds the estimated target. This is because projects included in the bids are to commemorate the centenary of World War One. All projects, except one, will be complete by 12th November 2018. The "Planes Over Talacre" project will take place in July 2019 and will remember the legacy of the Royal Air Force and Talacre's role supporting them. This grant for this project alone is £15,400.00.

Last Updated: 29-Oct-2018

KPI Title	Pre. Year Period Actual	Period Actual	Period Target	Perf. RAG	Perf. Indicator Trend	YTD Actual	YTD Target	Outcome RAG
IP5.1.6.4M04 Number of all Council policies revised to take account of the Armed Forces Covenant	2	3	1	GREEN	N/A	3	1	GREEN

Lead Officer: Karen Armstrong - Corporate Business and Communications Executive Officer
Reporting Officer: Fiona Mocko - Strategic Policies Advisor
Aspirational Target:
Progress Comment: Education policies now include the ability to capture the number of pupils who are children of serving personnel or veterans. This will enable and provide data for funding bids to support children and families of serving personnel or veterans.

Last Updated: 15-Oct-2018

Risks

Strategic Risk

RISK TITLE	LEAD OFFICER	SUPPORTING OFFICERS	INITIAL RISK RATING	CURRENT RISK RATING	TREND ARROW	RISK STATUS
The capacity and appetite of the community and social sectors	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: 09-Nov-2018

RISK TITLE	LEAD OFFICER	SUPPORTING OFFICERS	INITIAL RISK RATING	CURRENT RISK RATING	TREND ARROW	RISK STATUS
Market conditions which the new alternative delivery models (ADM's)face	Neil Ayling - Chief Officer - Social Services		Amber	Amber	↔	Open

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

Last Updated: 09-Nov-2018

RISK TITLE	LEAD OFFICER	SUPPORTING OFFICERS	INITIAL RISK RATING	CURRENT RISK RATING	TREND ARROW	RISK STATUS
Limitations on public funding to subsidise alternative models (ADM's)	Neil Ayling - Chief Officer - Social Services		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 2018/19 have been prepared and shared with the Council and these will identify if funding for the future enables the organisations to be sustainable.
These plans show that funding levels for organisations in 2018/19 are sustainable.

Last Updated: 09-Nov-2018

RISK TITLE	LEAD OFFICER	SUPPORTING OFFICERS	INITIAL RISK RATING	CURRENT RISK RATING	TREND ARROW	RISK STATUS
Procurement regulations stifling our ability to develop local community and third sector markets	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.
Progress Comment: Draft Community Benefits Strategy agreed by Cabinet and a workshop has held with the procurement team to start implementation of this strategy.
Engagement with the community and third sector on the strategy is planned. A plan to help council workforce commission in a way that delivers community benefits is being developed.

Last Updated: 09-Nov-2018

RISK TITLE	LEAD OFFICER	SUPPORTING OFFICERS	INITIAL RISK RATING	CURRENT RISK RATING	TREND ARROW	RISK STATUS
Newly established Social Enterprises and Community Asset Transfers failing in their early stages of development.	Neil Ayling - Chief Officer - Social Services		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: 09-Nov-2018

6 Serving Council

Actions

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
6.1.1.1 Develop and implement a renewed five year financial plan that reflects anticipated funding, costs and efficiencies to support strategic decision making over the life of the new Council.	Gary Ferguson - Corporate Finance Manager	In Progress	01-Apr-2017	31-Mar-2019	50.00%	AMBER	AMBER

ACTION PROGRESS COMMENTS:
In view of the significant financial challenge and in the absence of indicative future funding allocations from Welsh Government, the Council has primarily needed to focus on the year ahead. However, known pressures are able to be modelled for the life of the current Council term.

Last Updated: 02-Nov-2018

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
6.1.1.2 Through the People Strategy we aim to operate effectively as a smaller organisation.	Sharon Carney - Lead HR Business Partner	In Progress	01-Apr-2017	31-Mar-2019	50.00%	GREEN	GREEN

ACTION PROGRESS COMMENTS:
We have made good progress in delivering the key priority areas of the People Strategy established to date. Despite all of the challenges faced by our employees as a result of further funding cuts, we are pleased to report continued improvements in attendance, exceeding our target of 9.00 days per Full Time Equivalent for 2017/18. The organisation remains focussed on understanding and meeting customer needs in the most cost effective manner possible, whilst sustaining high performance. It will be difficult to lean further without compromising service standards and impacting on the health and well-being of our workforce. To support services plan for the future, taking into account the ongoing demands faced, high level workforce and succession plans have been completed by all portfolios. The learning and development offer has been reviewed and enhanced; at its heart is the development of coaching principles to support the introduction of a coaching management style and culture to improve performance management and build resilience across the management hierarchy.

Last Updated: 19-Nov-2018

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
6.1.1.5 Delivery of key annualised objectives from the Digital Strategy and Customer Strategies	Rebecca Jones - Customer Services and Registration Manager	In Progress	01-Apr-2017	31-Mar-2019	50.00%	GREEN	GREEN

ACTION PROGRESS COMMENTS:

A Programme Delivery Manager and Customer Transformation Officer has been appointed and is in post. Work is progressing to co-locate the Housing and Streetscene Contact Centres to Unity House, Ewloe in March 2019 including formal consultation with those employees in scope of the change. The significant changes in how front line services manage their telephone calls, digital transformation work within Housing has commenced.

The intention is to introduce a Tenant Account in quarter 4 that will enable tenants to view certain information online at a time that suits them e.g. view a rent statement, housing application, recent repairs. In addition, the Customer Account on Flintshire's website has been launched to residents who applied for the garden waste collection service earlier this year. The Customer Account enables residents to view information about their waste and recycling collection, ward Member information, planning applications, requests for service submitted online. The Customer Account will be formally launched at the end of November and will be accessible to anyone who wants to register via the Council's website.

Last Updated: 08-Nov-2018

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
6.1.1.6 Delivery of key annual objectives from the Capital and Asset Management Strategy	Lisa McLellan - Asset Manager	In Progress	01-Apr-2017	31-Mar-2019	20.00%	AMBER	AMBER

ACTION PROGRESS COMMENTS:

Asset rationalisation planning is now focused on County Hall, Mold Campus master planning phase. The specification and procurement of planning advisers to develop the Campus is being undertaken. Rationalisation work of our corporate estate has been focused on the delivery of Unity House which paves the way for the demolition of phases 3 and 4 of County Hall.

Last Updated: 19-Nov-2018

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	59.00%	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. 16 out of the 27 obligations requiring action on the part of the Council are already fully or partially complete. An action plan is being prepared for the remaining 11 actions. 7 actions convey a duty on the Council to intervene/offer assistance if a concern is raised by a third party, for example to work with our suppliers to rectify any issues of illegal or unethical employment practice.

Last Updated: 08-Nov-2018

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

ACTION PROGRESS COMMENTS:

The Council regularly runs tests of its own security measures and applies all issued updates/patches on a monthly basis. It has annual independent tests of its data security measures in order to achieve the required Public Sector Network compliance standards. The latest revision of the Information Security Policy is ready for approval.

Last Updated: 16-Nov-2018

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

ACTION PROGRESS COMMENTS:

Council Tax Collection rates in 2018/19 are currently on target to achieve a final outturn of 98.3% by March 2019. Work to reduce aged debt over 60 days within the Corporate Debt system is ongoing and good progress is being made. Monthly reporting to Chief Officers in now in place to enhance reporting mechanisms and case management and to track difficult or complex cases needing intervention from service managers.

Last Updated: 02-Nov-2018

Performance Indicators

KPI Title	Pre. Year Period Actual	Period Actual	Period Target	Perf. RAG	Perf. Indicator Trend	YTD Actual	YTD Target	Outcome RAG
IP6.1.1.1M01 The amount of efficiency targets achieved (£)	7779000	5336	1377.75	GREEN	N/A	5336	2755.5	GREEN

Lead Officer: Gary Ferguson - Corporate Finance Manager
Reporting Officer: Sara Dulson - Corporate Accounting and Systems
Aspirational Target:
Progress Comment: The actual efficiencies achieved as at the Month 5 Revenue Budget monitoring report is £5.336m

Last Updated: 25-Oct-2018

KPI Title	Pre. Year Period Actual	Period Actual	Period Target	Perf. RAG	Perf. Indicator Trend	YTD Actual	YTD Target	Outcome RAG
IP6.1.1.2M02 The percentage of planned efficiencies achieved	92	97	95	GREEN	↑	97	95	GREEN

Lead Officer: Gary Ferguson - Corporate Finance Manager
Reporting Officer: Sara Dulson - Corporate Accounting and Systems
Aspirational Target:
Progress Comment: As per the Revenue Monitoring Month 5 report it is projected that 97% of efficiencies will be achieved against the target of 95%

Last Updated: 29-Oct-2018

KPI Title	Pre. Year Period Actual	Period Actual	Period Target	Perf. RAG	Perf. Indicator Trend	YTD Actual	YTD Target	Outcome RAG
IP6.1.1.3M03 The percentage variance between the revenue budget out-turn and the budget set	0.5	0.01	0.5	GREEN	↑	0.01	0.5	GREEN

Lead Officer: Gary Ferguson - Corporate Finance Manager
Reporting Officer: Sara Dulson - Corporate Accounting and Systems
Aspirational Target:
Progress Comment: At Month 5 revenue monitoring the projected out-turn is reported as £0.303m against a total budget of £264.328. This is a percentage variance of 0.01%

Last Updated: 30-Oct-2018

KPI Title	Pre. Year Period Actual	Period Actual	Period Target	Perf. RAG	Perf. Indicator Trend	YTD Actual	YTD Target	Outcome RAG
IP6.1.2.1M01 (PAM/001) The number of working days per full time equivalent (FTE) local authority employees lost due to sickness absence	1.81	2.15	8.5	GREEN	↓	4.74	8.5	AMBER

Lead Officer: Sharon Carney - Lead HR Business Partner
Reporting Officer: Andrew Adams - Business Information and Compliance Adviser
Aspirational Target:
Progress Comment: The FTE days lost for the Council during quarter two is 2.15, which equates to the overall FTE days lost of 4.74 for 2018/19. The annual forecast for 2018/19 is 9.48, which will fall short of our target of 8.50.

Last Updated: 29-Oct-2018

KPI Title	Pre. Year Period Actual	Period Actual	Period Target	Perf. RAG	Perf. Indicator Trend	YTD Actual	YTD Target	Outcome RAG
IP6.1.2.2M02 Percentage of eligible employees receiving an annual appraisal	72.19	85.4	100	●●● AMBER	⬆	85.4	100	●●● AMBER

Lead Officer: Sharon Carney - Lead HR Business Partner
Reporting Officer: Andrew Adams - Business Information and Compliance Adviser
Aspirational Target:
Progress Comment: Based on the latest figures we are making good progress and seeing an upward trend in the completion levels of appraisals across all Portfolios. All portfolios have been tasked with providing an appraisal plan which details a) the number and % of appraisals completed and entered onto iTrent and b) the number and % of appraisals scheduled to take place. In addition, if either a) and b) are below 100% they are required to provide a plan with actions to address. Portfolio leads together with their HR Business Partner are responsible for progressing identified actions.

Last Updated: 29-Oct-2018

KPI Title	Pre. Year Period Actual	Period Actual	Period Target	Perf. RAG	Perf. Indicator Trend	YTD Actual	YTD Target	Outcome RAG
IP6.1.3.1M01 The number of e-forms submitted	No Data	28185	N/A	N/A	N/A	28185	N/A	N/A

Lead Officer: Rebecca Jones - Customer Services and Registration Manager
Reporting Officer: Rebecca Jones - Customer Services and Registration Manager
Aspirational Target:
Progress Comment: This includes data from: Mobile App, Web (refers to systems that log enquiries on behalf of customers) and Website.

Last Updated: 31-Oct-2018

KPI Title	Pre. Year Period Actual	Period Actual	Period Target	Perf. RAG	Perf. Indicator Trend	YTD Actual	YTD Target	Outcome RAG
IP6.1.3.2M02 Number of online payments received	No Data	10422	N/A	N/A	N/A	10422	N/A	N/A

Lead Officer: Rebecca Jones - Customer Services and Registration Manager
Reporting Officer: Rebecca Jones - Customer Services and Registration Manager
Aspirational Target:
Progress Comment: The total value of these online payments is £1,484,832.78. The most common sources of the online payments were; Council Tax 12,538, Flintshire Invoices 437, Rent 6,431, Business Rates 234, Bailiff 1,039 and Planning 121.

Last Updated: 20-Nov-2018

KPI Title	Pre. Year Period Actual	Period Actual	Period Target	Perf. RAG	Perf. Indicator Trend	YTD Actual	YTD Target	Outcome RAG
IP6.1.5.1M01 Reduce the value of aged debt (debt over 60 days)	No Data	2.63	3.5	RED	N/A	2.63	3.5	GREEN

Lead Officer: Stephen Jones - Chief Officer - Streetscene and Transportation
Reporting Officer: David Barnes - Manager - Revenues
Aspirational Target:
Progress Comment: Debt Levels at the start of 2018/19, for aged debts in excess of 60 days, was £2.61m and by the end of Q2, this has reduced to £2.54m, a reduction of £70k or 2.63% in percentage terms. However, this has not met the target of reducing the ambitious target of £3.5%

Last Updated: 29-Oct-2018

KPI Title	Pre. Year Period Actual	Period Actual	Period Target	Perf. RAG	Perf. Indicator Trend	YTD Actual	YTD Target	Outcome RAG
IP6.1.5.2M02 Maximise the collection of Council Tax	No Data	57.6	55	GREEN	N/A	57.6	55	AMBER

Lead Officer: Stephen Jones - Chief Officer - Streetscene and Transportation
Reporting Officer: David Barnes - Manager - Revenues
Aspirational Target:
Progress Comment: Collection Rates for 2018/19 at Q2 are very slightly behind target but broadly comparable to 2017/18

Last Updated: 29-Oct-2018

Risks

Strategic Risk

RISK TITLE	LEAD OFFICER	SUPPORTING OFFICERS	INITIAL RISK RATING	CURRENT RISK RATING	TREND ARROW	RISK STATUS
The scale of the financial challenge	Gary Ferguson - Corporate Finance Manager	Sara Dulson - 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: The Council was projecting a budget gap of £13.7m in September. This increased to £15.3m following receipt of the provisional settlement due to a decrease in the Council's aggregate external funding of 1%. Stage 1 and Stage 2 budget options were approved by Council in November and a revised gap of £6.7m remains. The final settlement is due to be received on 19th December and the Council has an active campaign for additional funding to be made available from Welsh Government to help alleviate the need for a significant council tax rise. The final stage 3 balancing budget options will be considered by Cabinet and Council in January/February.

Last Updated: 05-Nov-2018

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

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

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

Progress Comment: An exercise is underway currently to plan a single integrated programme plan incorporating all of the work required across all workstreams. This will identify dependencies and ensure that resources are aligned to its delivery. This plan will be submitted to Chief Officers for discussion in December 2018.

Last Updated: 09-Nov-2018

CORPORATE RESOURCES OVERVIEW & SCRUTINY COMMITTEE

Date of Meeting	Thursday, 13th December 2018
Report Subject	Flintshire Public Services Board: Well-being Plan for Flintshire 2017 – 2023 – Mid Year Review
Cabinet Member	Leader of the Council and Cabinet Member for Finance
Report Author	Chief Executive
Type of Report	Strategic

EXECUTIVE SUMMARY

To provide an overview of the Flintshire Public Services Board (PSB) and of the work of the Board following adoption of the Well-being Plan (the Plan).

The Public Services Board was formed in April 2016, as a statutory responsibility of the Well-being of Future Generations (Wales) Act 2015. Its work has focused on the production of the Well-being Assessment and the development of the Well-being Plan which had to be published in May 2018. The Plan has been developed alongside the Council Plan and provides a strong alignment and 'fit' with the priorities.

The Well-being Plan was adopted by County Council in April 2018.

Good progress against the delivery of the priorities within the Well-being Plan has been made and partnership working across the organisations remains strong.

	RECOMMENDATIONS
1	That Members are assured of the level of progress that Flintshire Public Services Board (PSB) has made to date.

REPORT DETAILS

1.00	OVERVIEW OF THE PUBLIC SERVICES BOARD
1.01	Flintshire has a longstanding and proud track record of partnership working. The communities it serves expect statutory and third sector partners to work together with shared priorities. The Local Services Board (LSB) preceded the statutory Flintshire Public Services Board (PSB) with similar partner membership and was at the heart of promoting a positive culture of working together and concentrating energy, effort and resources on providing efficient and effective public services.
1.02	The Flintshire PSB is made up of senior leaders from a number of public and voluntary organisations. The Board has a membership made up of both statutory and invited members as listed below: Statutory members: • Betsi Cadwaladr University Health Board • Flintshire County Council • Natural Resources Wales • North Wales Fire and Rescue Service Non statutory (invited) members: • Coleg Cambria • Flintshire Local Voluntary Council • Glyndŵr University • National Probation Service (Wales) • North Wales Police • Public Health Wales • Wales Community Rehabilitation Company • Welsh Government All these leaders work well together demonstrating creativity, willingness and accountability within a strong leadership framework. There is equal parity amongst the Board membership despite statutory status.
1.03	The high level aim of the Flintshire PSB is to "protect, sustain and improve the economic, social, environmental and cultural well-being of Flintshire through collaborative working as a single public service".
1.04	Since the introduction of the Well-being of Future Generations Act (Wales) 2015, the Flintshire PSB has made much progress towards achieving the main duties of the Act.
1.05	In fulfilling its roles and activities the Board will contribute to the seven national well-being goals. Public sector partners work together to achieve these goals.

1.06	**PSB PROGRESS – MID YEAR REVIEW**
1.07	The PSB endorsed the Plan as a collective at its meeting on 14 March 2018.
1.08	Flintshire County Council, as both a statutory partner and as the lead partner for coordinating the Plan, adopted the Well-being Plan on 24 April 2018.
1.09	The Well-being Plan for Flintshire was published in May 2018 as prescribed by the Act. There are 5 priority areas within the Plan: • Community Safety • Economy and Skills • Environment • Healthy and Independent Living • Resilient Communities
1.10	For this year the PSB has decided to concentrate effort on four of the five agreed priorities with the Economy and Skills priority to be put on hold pending clearer regional direction on (1) the Growth Deal and (2) Regional Economic Planning by Welsh Government. The PSB will then have more certainty where it might add value to regional activity.
1.11	Delivery Plans have been developed for each priority to support the achievement against the actions and impacts and risks detailed within the Plan. These were endorsed by the PSB at its meeting in July 2018.
1.12	Mid-Year progress reports for four of the five PSB Priorities were prepared and presented to the Board at its meeting in October 2018. Positive progress has been made; a summary of progress for four of the five priorities can be found at Appendix A.
1.13	All PSB meetings ensure that progress is maintained as well as raising any risks to delivery.
1.14	**GOVERNANCE ARRANGEMENTS**
1.15	The Public Services Board (PSB) is accountable for the delivery of the well-being Plan and will monitor, along with its partners, progress and achievements made.
1.16	The Well-being Priorities have been weaved and integrated into existing and future documents such as the Council Plan. Other partners have been encouraged to develop similar thinking. The tracking of the Plan will then align more naturally as part of the organisations' own monitoring arrangements.
1.17	Each partner organisation has been encouraged to monitor their own Well-being Objectives and report them through their own reporting bodies.

1.18	**REGIONAL WORKING**
1.19	The four PSBs in North Wales are comprised of single and joint council areas: • Conwy and Denbighshire joint PSB • Gwynedd and Ynys Mon joint PSB • Flintshire PSB • Wrexham PS A regional officer group has been formed to identify areas for joint working; to reduce areas of duplication and also to determine and oversee a small regional grant from Welsh Government. Part of the grant this year is going towards supporting a regional conference for Town and Community Councils to find out more about the local PSBs, to consider the Well-being plans of the four PSBs in North Wales, and to understand how Town & Community Councils and PSBs can work together to improve well-being in their local area. In particular it will focus on the requirements placed on some of the larger (turnover) Town & Community Councils, including the production of an annual community report.
1.20	**NEXT STEPS**
1.21	The Board will undertake regular reviews of the Plan to ensure that the in-year priorities reflect current need whilst ensuring that progress is being made.
1.22	Public reporting on progress against the in-year priorities and key developments will be made available on the Public Services Board pages of the Council's website. Other methods of communication will also be used e.g. e-Council Newsletter and partner's e-Newsletters.
1.23	The PSB will prepare and publish its first annual report by July 2018 (no later than 14 months after the publication of the Plan) in line with requirements set out within the Act.

2.00	**RESOURCE IMPLICATIONS**
2.01	Administrative support for the Board is provided by Flintshire County Council. This includes: • Ensuring the Board meets regularly • Preparing the agenda and commissioning papers for meetings • Co-ordinating the annual governance assessment of the Board and its sub groups • Inviting participants and managing attendance • Work on the annual report • Preparation of evidence for scrutiny. This arrangement will be reviewed annually.

2.02	Resource implications to deliver the PSB priorities will be considered on an ongoing basis via the current arrangements that are in place to support the Flintshire PSB.

3.00	**CONSULTATIONS REQUIRED / CARRIED OUT**
3.01	Each partner is responsible for engaging with stakeholders within their own organisations.
3.02	The Delivery Plans and progress to date as developed across the partners are shared with professional groups and communities as appropriate.
3.03	The Corporate Resources Overview and Scrutiny Committee has oversight of the progress of the PSB and the delivery of the Well-being Plan.

4.00	**RISK MANAGEMENT**
4.01	The identification of any risks and the actions required to mitigate risk will be considered through the governance and reporting arrangements of the PSB.
4.02	Collective working has ensured that the Well-being Plan has been developed and produced according to the statutory timescale.

5.00	**APPENDICES**
5.01	Appendix Item A: Summary of progress for PSB Priorities.

6.00	**LIST OF ACCESSIBLE BACKGROUND DOCUMENTS**
6.01	**Well-being Plan For Flintshire 2017 - 2023** https://www.flintshire.gov.uk/en/PDFFiles/Policy-and-Performance/PSB/A-Well-being-Plan-for-Flintshire.pdf **Well-being Objectives for Flintshire** https://www.flintshire.gov.uk/en/PDFFiles/Policy-and-Performance/Well-being-Objectives-2017-English.pdf **Assessment of Local Well-being for Flintshire – Summary Document** http://www.flintshire.gov.uk/en/PDFFiles/Policy-and-Performance/PSB/Well-Being-Assessment-Summary-English.pdf **Assessment of Local Well-being for Flintshire - Full Assessment** http://www.flintshire.gov.uk/en/PDFFiles/Policy-and-Performance/PSB/Well-being-Assessment-Full-English.pdf

Assessment of Local Well-being for Flintshire – Area Profiles
http://www.flintshire.gov.uk/en/PDFFiles/Policy-and-Performance/PSB/Well-being-assessment-Area-Profiles-English.pdf

Flintshire Public Services Board (PSB)
Link to the Flintshire PSB Webpage:
http://www.flintshire.gov.uk/en/Resident/Council-and-Democracy/Flintshire-Public-Services-Board.aspx

Well-being of Future Generations (Wales) Act 2015
Link to the relevant page on the Welsh Government Website:
http://gov.wales/topics/people-and-communities/people/future-generations-act/?lang=en

Shared Purpose: Shared Future: Statutory Guidance
Link to the relevant page on the Welsh Government Website:
http://gov.wales/topics/people-and-communities/people/future-generations-act/statutory-guidance/?lang=en

Contact Officer: Sam Perry, Corporate Business and Communications Support Officer
Telephone: 01352 701476
E-mail: sam.perry@flintshire.gov.uk

7.00	GLOSSARY OF TERMS
7.01	**Community Resource Team** - A multi-disciplinary team working within the community. The team work with patients within their own home to provide the additional support required to be able to stay at home as an alternative to being hospitalised or have an extended stay. **County Lines** – A law enforcement term used for the tactic Organised Crime Gangs have been using to operate their illegal business across the UK. **Discharge to Assess** - Discharge to Assess takes place when the person is medically fit to leave hospital and requires an assessment to determine the level of support they will need at home. **Domiciliary Services** – Care and support services offered to a person within their own home. **Early Help Hub** - The Early Help Hub is a multiagency project which aims to improve the 'journey' for families at greater risk of worsening problems with an emphasis on information, advice and assistance. **Green Infrastructure** – Green infrastructure is a strategically planned network of natural and semi-natural areas with other environmental features designed and managed to deliver a wide range of ecosystem services such as water purification, air quality, space for recreation, and climate mitigation and adaptation.

Health and Wellbeing Care Centre – A new building within Flint to include GP services to support the health and wellbeing of residents.

Looked After Children - Looked after Children are children under the care of the Local Authority.

MARAC – Multi Agency Risk Assessment Conference (MARAC). A monthly meeting between public sector partners to share information, to increase safety, and reduce the level of risk for those at high risk due to domestic abuse.

Onyx Team – A specialist team tackling Child Sexual Exploitation.

Public Services Board - The Flintshire Public Services Board (PSB) is a statutory body which was established on 1st April 2016 following the introduction of the Well-being of Future Generations (Wales) Act 2015. The Flintshire PSB replaces the former Flintshire Local Service Board (LSB). The Board has a membership made up of both statutory members (as required by law) and invited members.

Single Point of Access (SPoA) – A new way for adults across North Wales to gain access to advice, assessment and coordinated community health and social care services by contacting just one telephone number.

Step Up Step Down beds – Beds within a care home setting to provide short term support to prevent hospital admission/long term care (Step Up) or to support discharge from hospital where the individual is clinically ready to go home but requires some support before they return home (Step Down).

Sustainable Development - The process of improving the economic, social, environmental and cultural well-being of Wales by taking action, in accordance with the sustainable development principle, aimed at achieving The Well-being goals. Sustainable development is a way of doing things rather than an end in itself.

Well-being of Future Generations (Wales) Act 2015 - Legally binding common purpose for national government, local government, local health boards and other specified public bodies. The Act details the ways in which the specified public bodies must work, and work together to improve the well-being of Wales.

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<u>Summary of Flintshire Well-being Plan mid-year progress 2018/19</u>

<u>COMMUNITY SAFETY:</u>

Domestic Abuse (DA) and Sexual Violence (SV):

- Repeat victims of Domestic Abuse are showing an increase of 22% Year to date (October 2018). However, there has been a significant drop in the later part of the recording year. Work will be undertaken to understand the increase (recording practices, increased reports, increased confidence).
- Multi Agency Risk Assessment Conference (MARAC) screening process has been reviewed and evaluated based on HMIC recommendations. The MARAC screening arrangements will be kept under review to ensure they are fit for purpose and effectively serve Domestic Abuse survivors.
- The North Wales Police Operational Improvement Programme review to determine the appropriate structure and level of resource allocated to vulnerability has now entered the detailed business plan stage, and is on track for agreement and implementation by the end of the financial year.
- The recently published Domestic Homicide Review (DHR) in Flintshire is being actively monitored by the People are Safe group.
- All high risk Domestic Abuse cases are reviewed each morning to ensure ownership which aligns to a detective resource.
- Domestic Violence Protection Notices (DVPN) use in North Wales is greater than other Welsh forces. Work is underway to evaluate what impact this is having on Domestic Abuse cases and repeat victimisation.

Organised Crime Gangs (OCGs):

- Presentations around County Lines have been given to partners on a regular basis including at the local Organised Crime Group Management meetings. This raises awareness and promotes intelligence submissions throughout the year.
- Closure orders continue to be used across Flintshire and are a key consideration in reducing victimisation of vulnerable individuals through cuckooing. Decisions to "close" are in consultation with partners, particularly where the addresses are local authority owned/controlled.
- Operation 'luxuries' was recently recognised at the Force problem solving awards. This was one of the first operations which used closure orders and significant partner agency involvement in order to provide a joined up response to County Lines threats. The operation was based in Flintshire South and is seen as best practice for other areas to follow.

Modern Day Slavery (MDS):

- Work is continuing to monitor the number of National Referral Mechanism (NRM) referrals submitted. In North Wales there have been 29 crimes, each of which has had at least one NRM referral submitted, 15 NRM's through North Wales Police and the remaining volume through partners. There have been 149

Summary of Flintshire Well-being Plan mid-year progress 2018/19

intelligence reports relating to Modern Day Slavery across North Wales and two "duty to notify" reports.

- Training continues to be rolled out internally and to partners through the Modern Day Slavery Unit within North Wales Police.
- Slavery Trafficking Risk Orders (STROs) and Slavery Trafficking Prevention Orders (STPOs) are considered in each Modern Day Slavery case however, none have been issued to date.
- The Modern Day Slavery Unit are actively raising awareness and promoting intelligence sharing. This is set to continue throughout the period of the plan and beyond. The Modern Day Slavery Unit monitors intelligence and receives all referrals ensuring that forms are submitted and categorised appropriately in accordance with Home Office Counting Rules for Recorded Crime (HOCR).

Child Criminal Exploitation (CCE):

- Child Criminal Exploitation continues to be monitored in Flintshire. To date for 2018/19, there have been 20 Child Criminal Exploitation linked occurrences in Flintshire compared to 18 for the same period last year (October 2018).
- The cyber-crime team and Onyx continue to promote awareness both internally and with partners, using a range of activity including social media.
- A masterclass on online crime is scheduled for senior leaders.
- Case studies of individuals safeguarded against Child Criminal Exploitation through the Onyx team, particularly focussing on cases where partnership working has provided examples of best practice which can be shared or have resulted in a significant reduction in risk.
- Continued education through the Onyx team to partners and the wider public through support for on-line campaigns and cyber-crime team.
- The Onyx team are continually engaging with partners to reduce risk in the physical environment and the cyber-crime team continue to promote education and safety in the online environment.

ENVIRONMENT

Build a 'map' of our green and blue (land and sea) assets across the County and develop a better understanding of local communities' relationships with them. This will initially focus on a smaller area, possibly coastal:

- The production of the green asset mapping is being produced by COFNOD (North Wales Environmental Information Service) which has meant the resource for the Environment group can be spent looking at how the information is best utilised. This will then allow the PSB to determine which areas they may want to use as pilot areas for further work.
- Natural Resources Wales has sourced additional funding to be spent this financial year. The group are reviewing how best to utilise this money to support the work of COFNOD and to start planning community engagement projects.

Summary of Flintshire Well-being Plan mid-year progress 2018/19

Investigate and develop pilots for delivering a local community based approach to delivering a coastal green infrastructure plan, using the environment in local communities to support resilience:

- Discussions around a couple of different options of potential pilot areas within Flintshire have taken place. The intention is to re-look at the coastal green infrastructure plan previously produced to see what pilot areas may be appropriate and then link this with the asset mapping work from COFNOD.

Develop a plan for some pilots to trial doing things differently e.g. how we could work together (PSB and others, including business) in Broughton to build 'shoppers awareness of local nature' while shopping:

- Learning from the Wrexham Industrial Estate work by the Wildlife Trust is being used to inform useful approaches. The Wrexham Business Environment Network was held in September 2018 and brought businesses together from across the industrial estate and further afield. Along with an opportunity to network, presentations and exhibitions were provided by Natural Resource Wales, Sustrans, ACJ Risk Solutions, and the Wildfowl and Wetlands Trust.
- Building on the experiences of North Wales Wildlife Trust, and the business community, an opportunity may exist to extend the networking model across the wide geographical area of North East Wales which would allow Flintshire to have a presence. Further details on this will be given after the next Wrexham Business Environment Network, programmed for February 2019.
- A meeting has taken place with the Manager of Broughton Retail Park to discuss options and opportunities to engage shoppers in the benefits of contact with Nature whilst out shopping. Work has been started on the engagement package which could be used at Broughton to bring the environment in to the shopping experience. Funding from Natural Resources Wales may support material to allow this project to go ahead.

HEALTHY AND INDEPENDENT LIVING:

Progress the development in Buckley of an extended Care Home and Discharge to Assess facility (Marleyfield House):

- Work is progressing to move towards submission of a full planning application for the development.
- Revised (increased and extended) funding application submitted to Welsh Government to support capital development costs – outcome pending.
- The development remains a key strategic and operational priority for the council and partners.
- The Community Resource Team (CRT) is in place and expanding. The CRT is a multi-disciplinary team working within the community, with patients within their

Summary of Flintshire Well-being Plan mid-year progress 2018/19

own home to provide the additional support required to be able to stay at home as an alternative to being hospitalised or have an extended stay.

Completion and opening of the Health and Well-being Care Centre in Flint, providing increased opportunities for joint working with Third Sector organisations and supporting the local community to meet the priorities of "Well Flint":

- Flint Health Centre opened in Spring 2018.
- The Health Board continue to work with the Laurels practice to support their move into the Health Centre.
- A timetable of clinics is now in place with new services scheduled to start. A review is underway of current and proposed utilisation to identify if there is any further capacity in the building to increase the variety of services offered.

Develop a shared understanding of people centred approaches including social prescribing:

- Additional resource has been identified to increase Third Sector Coordinator capacity within the Single Point of Access from 0.8fte to 2fte until March 2020.
- Work continues to secure Primary Care Funding beyond March 2019 in order to proceed with the recruitment of the third fte post.
- A social prescribing model for Flintshire is being developed, potentially with an expanded scope to consider impact of the introduction of 111 into North Wales. The Programme Delivery Manager for Digital Customer and Community Resilience is developing a project plan to describe a shared vision, key deliverables, timescales etc.

Co-located health and social care workforce in Connah's Quay through re-location of the Single Point of Access:

- Both Single Point of Access (SPOA) and Community resource Teams (CRT) have visited the site to decide on best use of space as the GP Practice space is deemed insufficient. WG and landlord approval is being sought to use additional space in the building to meet need.
- IT requirements have been identified with concerns raised about including the required input into the work plan.
- A move would now take place after the winter pressures period.

Summary of Flintshire Well-being Plan mid-year progress 2018/19

Develop an integrated approach to earlier planning of discharge from hospital for frail patients (to reduce de-conditioning and dependence);

Develop Discharge to Assess as a service model and enable a cohort of patients to move from hospital into their own home and assisted home care for assessment:

- Project Manager appointed July 2018 and project plan developed with Task and finish Groups in place.
- Clinical consultant agreed – Dr Cameron Abbott and Clinical Lead appointed - Marie Bowler.
- It has been agreed that the Discharge to Assess project will be rolled out in a phased approach. Initially it will be rolled out over 2 wards within Wrexham Maelor looking to impact a cohort of around 44 patients per 6 month period. This will allow the development of the team needed to provide the assessments at home and develop the mechanisms for delivery. It will then be rolled out across the Maelor hospital and the DGH across North Wales. The discharge to assess model will also need to develop a plan around capacity for packages of care to support this change in delivery.
- As the CRT is part funded in Flintshire by the Integrated Care Fund, there are quarterly monitoring returns submitted to Welsh Government to demonstrate performance.

The Early Help Hub is targeting multi-agency support to children and families with greater needs:

- The Early Help Hub (EHH) has a dedicated phone line where families can directly contact the HUB for advice, guidance, and signposting and refer on for a more bespoke service through a Multi-agency meeting. This phone line is manned from 9-5 Monday through to Friday.
- The three Families First consortium have a dedicated member of staff sitting within the EHH in addition to the Third Sector Co-ordinator employed by Flintshire Local Voluntary Council (FLVC). Each consortia member offers support from resources made available through their Families First provision and Third Sector support funded through other means. All consortia leads meet regularly to discuss new developments and to make sure services work together to ensure the best possible outcomes for Flintshire families. Waiting lists and pressures are reviewed to ensure that there is no duplication of work.
- Health, Education, Social Services, 3rd and Voluntary sector are working together to deliver an awareness in ACE's and the ACE agenda alongside what the EHH could offer to families. These awareness/training events are ongoing. North Wales Police are running a 2 day event on ACEs in December where all police Officers and PCSO's in Flintshire will have training on ACE's and the EHH. This work is part of the Early Action Together work plan funded through the Police Transformation Fund.
- The Early Help Hub was recognised at the recent North Wales Police Problem Oriented Partnerships (POP) Awards.

Summary of Flintshire Well-being Plan mid-year progress 2018/19

RESILIENT COMMUNITIES:

Area based work including a focus on communities either where there is an established programme of new kinds of intervention already taking place (Flint 2025 and Shotton), or where new ways of working within communities are being piloted to improve and sustain community resilience building on assets within the area (Holywell):

- Work progresses well on the **Holway**, with a large multi-agency Task Group active in the community on an ongoing basis. The principle of the community 'owning and driving' the activity will not be achieved in the current financial year as relationships are still being built and structures developed to identify key leaders for engagement. The Group is committed to a long-term engagement of an holistic approach. A combination of approaches (community development work, physical regeneration and targeted multi-service delivery, working directly with individuals and families) will impact on the most challenging issues.
- A partner kick-off event for the site in **Shotton** was held in August to define the potential role and range of services for the site; and the ways in which partners could support the project. This will be a long-term delivery project, with reporting to PSB potentially focusing on progress and achievement of key milestones; once an approach and plan are in place.
- Discussions are ongoing within the **Flint** project team to define the combined purpose of the Flint Castle visitor centre, the rugby and football club and the lifeboat centre. The key challenge for the project currently is to identify the source of funding for the £5.5m works. Within this, a public arts workstream is being progressed, led by FCC, with works to be produced by Autumn 2019.
- The reporting and evaluation approach for the Community Resilience programme is looking to create a framework which can provide an overview of wider resilience-related work and progress across Flintshire than purely these large, long-term projects. Using infographics, video interviews and digital storyboards etc. overlaid on an interactive map of Flintshire, it is envisaged that we can create a user-friendly tool which allows people to understand what resilience is and identify activity and services in communities which are contributing to this. This resource will be added to and developed over time.

Theme based work within communities, their environment and workplaces focussing on "Let's Get Moving Flintshire" to increase activity and reduce sedentary behaviour:

- Flintshire County Council and PSB members are linked into each of the three working groups for the regional 'Let's Get Moving collaborative'. Examples of good practice in Flintshire include:
  - Work with Flint High school to encourage teenage girls to move more, particularly looking at their journey into school (as part of the Flint Regeneration work). This is being integrated with wider activity work in Flint, linking with the development of natural resources to provide a single integrated approach;

Summary of Flintshire Well-being Plan mid-year progress 2018/19

o PSB partners are all developing strategies to support and encourage their workforce to move more. All partners have now signed up to the "Get Moving" pledge.

Establishing learning and evaluation of new ways of working and delivery of Community Benefits for sharing across all agencies and agreeing Community Benefit strategies across all partners:

- Development work around FCC's community benefits strategy and approach is ongoing. This will make recommendations around the mechanics of capturing, monitoring and evaluating community benefits delivered via contracts awarded; and also 'softer' community benefits. For example, this will include 1) ways of providing contractual transparency when community benefits influence contract award and 2) methods of evaluating the impact of delivery the wider community resilience programme of works has had on communities across Flintshire.
- Meetings are also planned with partners to understand their current arrangements for capturing and reporting community benefits, with a view to creating a framework which allows them to be pulled together into a single view at PSB level.

Working with organisations to explore the benefits and opportunities of Community Shares and other tools:

- A health check model for social enterprises is now in place, with proactive work underway to grow the sector in Flintshire. There are estimated to be around 40 social enterprises in the county currently, with three recent winners at the Flintshire Business Awards including first and second place businesses and Entrepreneur of the Year.
- Following the success of the Holiday Hunger programme, the 2025 group held a Food Poverty conference in November. Initial discussions are underway with potential partners/investors to explore the work and funding which would be required to establish a Flintshire based social enterprise (equivalent to Can Cook) to drive the creation and distribution of affordable, nutritious food across Flintshire. Work is also ongoing to build on existing Food Hubs in Mold and Holywell with new methods in Flint, Leeswood and Sealand in the first instance.
- Community Shares is a complex model to develop and no appropriate examples have been identified to pursue at this time.

Supporting the development of Social Prescribing through offering different community opportunities:

- Actions relating to social prescribing in both the Community Resilience and Healthy and Independent Living workstreams have been combined to avoid duplication and enable collaborative working.
- The focus to date has been on understanding current active projects and social prescribing approaches in Flintshire.

<u>Summary of Flintshire Well-being Plan mid-year progress 2018/19</u>

- A process mapping session was held in November to understand the current social prescribing model evolving within the Single Point of Access and its relationships with other related services in health and social services. Next steps are to sign off a process map as an accurate reflection of the existing model.

Developing a new leadership programme for those who work in and with communities, to provide them with the skills to engage, equip, and empower communities:

- A new Systems Leadership programme for those who work in and with communities has been developed, with a pilot nearing completion through Glyndwr University. Course delivery has been very successful with excellent feedback.
- Thirteen students have completed their assessment in November, with individuals filmed and examples to be presented to the PSB in a future meeting.
- The focus of the programme is to develop a 'Community of Leadership' and a 'Learning Lab' to support individuals to take ideas and new ways of thinking from the course to break down barriers in traditional approaches to service delivery.

CORPORATE RESOURCES OVERVIEW AND SCRUTINY COMMITTEE

Date of Meeting	Thursday, 13 December 2018
Report Subject	2018/19 Revenue Budget Monitoring Reports (Month 7)
Cabinet Member	Leader of the Council and Cabinet Member for Finance
Report Author	Corporate Finance Manager
Type of Report	Operational

EXECUTIVE SUMMARY

The purpose of this report is to provide Members with the Revenue Budget Monitoring 2018/19 (Month 7) Report.

RECOMMENDATIONS	
1	That the committee considers and comments on the Revenue Budget Monitoring 2018/19 (Month 7) report. Any specific matters for attention will be noted and reported verbally to the Cabinet when it considers the report.

REPORT DETAILS

1.00	EXPLAINING THE REVENUE BUDGET MONITORING POSITION 2018/19 (MONTH 7)
1.01	The Revenue Budget Monitoring 2018/19 (Month 7) report will be presented to Cabinet on Tuesday 18 December 2018. A copy of the report is attached as Appendix A to this report.

2.00	RESOURCE IMPLICATIONS
2.01	As set out in Appendix A; Revenue Budget Monitoring 2018/19 (Month 7).

3.00	CONSULTATIONS REQUIRED / CARRIED OUT
3.01	None required.

4.00	RISK MANAGEMENT
4.01	As set out in Appendix A; Revenue Budget Monitoring 2018/19 (Month 7).

5.00	APPENDICES
5.01	As set out in Appendix A; Revenue Budget Monitoring 2018/19 (Month 7).

6.00	LIST OF ACCESSIBLE BACKGROUND DOCUMENTS
6.01	None required. **Contact Officer:** Sara Dulson, Finance Manager **Telephone:** 01352 702287 **E-mail:** sara.dulson@flintshire.gov.uk

7.00	GLOSSARY OF TERMS
7.01	**Revenue:** a term used to describe the day to day costs of running Council services and income deriving from those services. It also includes charges for the repayment of debt, including interest, and may include direct financing of capital expenditure. **Budget:** a statement expressing the Council's policies and service levels in financial terms for a particular financial year. In its broadest sense it includes both the revenue budget and capital programme and any authorised amendments to them.

CABINET	

Date of Meeting	Tuesday, 18 December 2018
Report Subject	Revenue Budget Monitoring 2018/19 (month 7)
Cabinet Member	Leader of the Council and Cabinet Member for Finance
Report Author	Corporate Finance Manager
Type of Report	Operational

EXECUTIVE SUMMARY

This monthly report provides the latest revenue budget monitoring position for 2018/19 for the Council Fund and Housing Revenue Account. This report presents the position, based on actual income and expenditure, as at Month 7 of the financial year. The report projects how the budget would stand at the close of the financial year if all things remained unchanged.

The projected year end position, without new actions to reduce cost pressures and/or improve the financial return on efficiency planning and cost control is:

Council Fund

- An operating deficit of £0.325m (£0.222m at Month 6)
- A projected contingency reserve balance as at 31 March 2019 of £7.347m this reduces to £5.447m when taking into account agreed contributions for the 2019/20 budget

Housing Revenue Account

- Net in-year revenue expenditure forecast to be £0.067m lower than budget
- A projected closing balance as at 31 March 2019 of £1.165m

RECOMMENDATIONS

1	To note the overall report and the projected Council Fund contingency sum as at 31st March 2019.
2	To note the projected final level of balances on the Housing Revenue Account (HRA).

REPORT DETAILS

1.00	**EXPLAINING THE MONTH 7 POSITION**
1.01	Council Fund Projected Position The projected year end position, without mitigation to reduce cost pressures and improve the yield on efficiency planning, is as follows: • An operating deficit of £0.325m • A projected contingency reserve balance as at 31 March 2019 of £7.347m which reduces to £5.447m when taking into account agreed contributions for the 2019/20 budget
1.02	Projected Position by Portfolio The table below shows the projected position by portfolio:

TOTAL EXPENDITURE AND INCOME	Revised Budget £m	Projected Outturn £m	In-Year Over / (Under) spend £m
Social Services	65.211	65.000	(0.212)
Out of County	7.274	9.065	1.791
Education & Youth	8.261	8.125	(0.136)
Schools	89.937	89.937	0.000
Streetscene & Transportation	30.243	31.313	1.070
Planning & Environment	5.663	5.663	0.000
People & Resources	4.383	4.382	0.000
Governance	8.248	7.971	(0.277)
Strategic Programmes	4.853	4.853	0.000
Housing & Assets	13.498	13.427	(0.071)
Chief Executive	3.013	2.700	(0.314)
Central & Corporate Finance	23.745	22.219	(1.526)

	Total	**264.328**	**264.653**	**0.325**

1.03	There is an increase in the operating deficit of £0.103m from the previous month (deficit of £0.222m) and the reasons for these changes are summarised in Appendix 1 with the key significant changes explained in paragraphs 1.04 to 1.06 below. The reasons for the projected variances in all Portfolio areas are summarised within Appendix 2.
1.04	**Out of County Placements** The projected overspend for Out of County Placements has increased by £0.207m from the previous month. The Children's Service element has increased by £0.226m due to the net impact of six new placements and three placements ending. This is offset by a decrease in costs for the Education and Youth element by £0.019m due to the net impact of four placements ending and three placements starting together with some minor changes to current placement costs.
1.05	**Disability Services (Resources & Regulated Services) – Health Contributions** The level of income contributions from Betsi Cadwaladr University Health Board (BCUHB) for a number of joint funded care packages is currently under discussion and there is a risk that some of the expected funding may not be received. To manage this risk it is considered prudent to account for a reduction in the projected level of expected income of £0.200m.
1.06	**Employers Contribution to the Pension Fund** The impact of auto enrolment has been far less than anticipated and the projected underspend in this area has now increased by £0.127m to £0.400m.
1.07	**Tracking of In-Year Risks and Emerging Issues** At the time of setting the Budget for 2018/19 a number of significant risks were identified and an update is provided below.
1.08	**Out of County Placements** A further risk identified at the time of setting the 2018/19 budget was the rising social care costs, and the upward trend in the number of cases of Out of County placements across Wales. This was partly addressed by the inclusion of an additional £0.500m in the budget proposals for 2018/19 however the volatility in demand and the impacts on service costs cannot be predicted with any certainty. The main influence on this increase is the Social Services and Wellbeing Act which has led to a higher number of

	court outcomes and placements which has increased the financial pressure on this service area.

The month 7 report details the projected outturn as £1.791m higher than budget, which is an increase to the amount reported at month 6, however costs can be subject to volatility and are likely to change. |
| 1.09 | **Achievement of Planned In-Year Efficiencies**

The 2018/19 budget includes £5.511m of specific efficiencies which are closely tracked and monitored. In 2017/18 the level of efficiency achievement was 94% which was an improvement on the 91% achieved during the previous year. The Council aims to achieve a 95% rate in 2018/19 as reflected in the MTFS KPI's.

The current assessment of the efficiencies to be achieved in 2018/19 shows that £5.341m or 97% of the efficiencies will be achieved. The risk remains that any ongoing under-achievement of efficiencies will have a recurring and negative impact on the 2019/20 budget. Further details on the current status on efficiencies can be seen in Appendix 3 with any impact for 2019/20 being reviewed as part of the ongoing work on the Medium Term Financial Strategy. |
| 1.10 | **Other Tracked Risks**

In addition, there are a number of risks being tracked that may be subject to change and these are summarised below: |
| 1.11 | **Independent Inquiry into Child Sexual Abuse (IICSA)**

IICSA have required the council to produce a statement on the handling of historic child sexual abuse claims. The statement will need to cover how litigation between 1992 and 2000 was handled. No one remains at the council from that time who has knowledge of the cases. The external solicitors who acted jointly for us and our insurers are being instructed to review their files and supply the information.

The initial cost of this work will be a minimum of £0.015m and this could increase significantly if IICSA do not agree to narrow the scope of the statement in the way we have requested.

In addition payments have been made during the year to settle historic child abuse cases which pre-date Flintshire. A total of £0.019m has been paid to date in 2018/19, these costs are met from the Contingency Reserve and this amount is reflected in appendix 4. There are a number of outstanding cases still to be settled and it is difficult to estimate the timing and full financial impact of these. |
| 1.12 | **Income**

The Council introduced its Income Strategy in late 2017. A target of £0.200m remains to be achieved from the identification of new sources of |

	income and the review of fees and charges. The Council now has additional capacity to pursue this strategy, a number of potential opportunities will be considered as part of business planning and annual review as well as one off opportunities to mitigate this in-year.
1.13	**Recycling Income** In past years the market rate for income received from recycling plastic, paper and card has been extremely volatile and can fluctuate rapidly. Recycling income is already expected to be £0.165m less than budgeted for and there is a risk that fluctuating market rates may reduce the shortfall further.
1.14	**Schools – Risks and Impacts** The schools overall budget for 2018/19 included an uplift in recurring funding of £1.140m and additional one-off funding of £0.460m. At the time of setting the budget the outcome of pay awards for teacher and non-teacher staff was not known. The outcome of the these pay awards will have a significant impact on school budgets which are detailed below:
1.15	<u>Teachers Pay</u> As part of the Provisional Settlement announcement Welsh Government notified that additional funding will be allocated to Authorities to part fund the pay award in 2018/19. A recent announcement by the First Minister advised of an all Wales amount of £7.5m for teacher pay in both 2018/19 and 2019/20. Flintshire are awaiting confirmation of the timing and specific amount for the Council of the 2018/19 funding contribution which, when received, will be passported in full to schools.
1.16	In planning for the 2019/20 budget the First Minister's announcement allows the Council to move to the previously advised minimum position of providing a 1% uplift in the base funding of schools meaning that schools will need to share the impact of the costs.
1.17	**Other In-Year Issues** **Inflation** Included within the 2018/19 budget are provision for pay (£0.937m), food (£0.124m), fuel (£0.069m) and Energy (£0.442m). As in previous years, these amounts are held centrally until there is an evidenced business need identified.
1.18	An allocation of £0.075m for Energy has been transferred to the Street Lighting service to reflect the additional cost impact.
1.19	At this time it is anticipated that all of the above will be required apart from £0.110m food inflation and is reflected in the outturn figure. This area will

	be kept under review over the winter with any further underspend considered as part of the 2019/20 budget solutions.
1.20	**Reserves and Balances** Un-earmarked Reserves The 2017/18 outturn reported to Cabinet in July showed un-earmarked reserves at 31 March 2018 (above the base level of £5.769m) of £7.928m. As agreed in the 2018/19 budget an amount of £1.945m was approved as part of the strategy to balance the budget and in addition County Council on 1 March approved a one off amount of £0.460m for schools, on a temporary basis. The available Contingency Reserve after taking account of these contributions is therefore £5.523m.
1.21	At month 4 it was agreed that the amount recovered due to a change in accounting policy for the Minimum Revenue Provision of £1.400m and a VAT rebate on some sporting exemptions for £1.940m would be transferred to the Contingency Reserve.
1.22	Taking into account the current projected overspend at this stage, and previously agreed allocations, the balance on the Contingency Reserve at 31 March 2019 is projected to be £7.347m as detailed in appendix 4.
1.23	As part of the budget strategy work for 2019/20 an agreed contribution from the Contingency Reserve of £1.900m will used to assist in closing the budget gap on a one off basis. After considering this impact, the total available balance of the Contingency Reserve which can be drawn upon is £5.447m.
1.24	**Earmarked Reserves** The table below gives a summary of earmarked reserves as at 1 April 2018 and provides an estimate of projected balances as at the end of the current financial year.
1.25	

Reserve Type	Balance as at 01/04/18 £m	Estimated Balance as at 31/03/19 £m
Service Balances	1.515	1.098
Schools Balances	1.285	0.500
Single Status/Equal Pay	1.621	0.908
Investment & Organisational Change	1.439	0.528
Benefits Equalisation	0.318	0.318
County Elections	0.170	0.205
Local Development Plan (LDP)	0.180	0.180
Building Control	0.054	0.013
Waste Disposal	0.129	0.127
Enterprise Centres	0.108	0.108
Design Fees	0.200	0.200

	Winter Maintenance	0.215	0.215
	Car Parking	0.048	0.048
	Insurance Reserves	1.805	1.805
	Cash Receipting Review	0.084	0.084
	Flintshire Trainees	0.476	0.476
	Rent Income Shortfall	0.150	0.150
	Customer Service Strategy	0.103	0.103
	Capita One	0.019	0.000
	Supervision Fees	0.049	0.049
	Transportation Review	0.170	0.170
	LMS Curriculum	0.779	0.097
	Restoration of Ewloe Offices	0.830	0.830
	Organisational Change/ADM	0.155	0.000
	Emergency Remediation	0.050	0.050
	Solar Farms	0.000	0.296
	Grants & Contributions	2.924	2.539
	Total	14.876	11.096

1.26	**Housing Revenue Account**
	The 2017/18 Outturn Report to Cabinet on 17 July 2018 showed an un-earmarked closing balance at the end of 2017/18 of £1.116m and a closing balance of earmarked reserves of £0.802m.
1.27	The 2018/19 budget for the HRA is £34.381m which includes a budgeted movement of £0.018m from reserves. The projected outturn is an underspend of £0.067m which has the impact of bringing the closing un-earmarked reserves balance to £1.165m which at 3.4% of total expenditure satisfies the prudent approach of ensuring a minimum level of 3%.
1.28	There is an increase of £0.081m in the budget contribution towards capital expenditure (CERA) of £12.170m. The increase in this contribution decreases the level of borrowing required to fund the proposed capital programme.

2.00	**RESOURCE IMPLICATIONS**
2.01	The Revenue Budget Monitoring Report reflects the planned use of the financial resources of the Council for the current financial year and details the variations in the first four months and the risks as known.

3.00	**CONSULTATIONS REQUIRED / CARRIED OUT**
3.01	None required

4.00	**RISK MANAGEMENT**

4.01	There are three categories of risks covered in the main section of the report. These are in-year risks and emerging issues, achievement of planned in-year efficiencies and other tracked risks. These risks are included from paragraph 1.08 to 1.16.

5.00	**APPENDICES**
5.01	Appendix 1: Council Fund – Movement in Variances from Month 6 Appendix 2: Council Fund – Budget Variances Appendix 3: Council Fund – Programme of Efficiencies Appendix 4: Council Fund – Movement on Un-earmarked Reserves Appendix 5: Housing Revenue Account Variances

6.00	**LIST OF ACCESSIBLE BACKGROUND DOCUMENTS**
6.01	None required. **Contact Officer:** Sara Dulson (Finance Manager) **Telephone:** 01352 702287 **E-mail:** sara.dulson@flintshire.gov.uk

7.00	**GLOSSARY OF TERMS**
7.01	**Budget:** a statement expressing the Council's policies and service levels in financial terms for a particular financial year. In its broadest sense it includes both the revenue budget and capital programme and any authorised amendments to them. **Council Fund:** the fund to which all the Council's revenue expenditure is charged. **Financial Year:** the period of twelve months commencing on 1 April. **Housing Revenue Account:** the Housing Revenue Account (HRA) is a local authority account showing current income and expenditure on housing services related to its own housing stock. The account is separate from the Council Fund and trading accounts and is funded primarily from rents and government subsidy. **Projected Outturn:** projection of the expenditure to the end of the financial year, made on the basis of actual expenditure incurred to date. **Reserves:** these are balances in hand that have accumulated over previous years and are held for defined (earmarked reserves) and general (general reserves) purposes. Councils are required to regularly review the level and

purpose of their reserves and to take account of the advice of the Chief Finance Officer.

Revenue: a term used to describe the day-to-day costs of running Council services and income deriving from those services. It also includes charges for the repayment of debt, including interest, and may include direct financing of capital expenditure.

Underspend: when referring to expenditure the actual expenditure incurred is less than budget. Shown as a –ve. When referring to income the actual income achieved exceeds the budget. Shown as a –ve.

Variance: difference between latest budget and actual income or expenditure. Can be to date if reflecting the current or most up to date position or projected, for example projected to the end of the month or financial year.

Virement: the transfer of budget provision from one budget head to another. Virement decisions apply to both revenue and capital expenditure heads, and between expenditure and income, and may include transfers from contingency provisions. Virements may not however be approved between capital and revenue budget heads.

Medium Term Financial Strategy: a written strategy which gives a forecast of the financial resources which will be available to a Council for a given period, and sets out plans for how best to deploy those resources to meet its priorities, duties and obligations.

Budget Monitoring Report
Council Fund Variances

MONTH 7 - SUMMARY

Service	Movement between Periods (£m)	Narrative for Movement between Periods greater than £0.025m
Social Services		
Older People		
Minor Variances	-0.020	
Disability Services		
Resources & Regulated Services	0.155	Contingency of £0.200m against risk of potential for non payment of some joint funding contributions from Betsi Cadwaladr University Health Board (BCUHB), which is offset by cost reductions within the Physical Disability and Sensory Impairment (PDSI) residential care by £0.045m.
Disability Services	0.035	Reduction of joint funding contributions.
Minor Variances	0.021	
Mental Health Services		
Minor Variances	0.039	
Children's Services		
Children's Development		
Minor Variances	0.025	
Development & Resources		
Good Health	0.047	Movement of staff budgets and costs to reflect management reporting lines.
Commissioning	-0.050	Movement of staff budgets and costs to reflect management reporting lines.
Minor Variances	-0.058	A number of minor variances each less than £0.025m. The largest of these are a reduction of £0.020m in Business Support and a reduction of £0.019m in Training.
Total Social Services (excl Out of County)	**0.194**	
Out of County		
Children's Services	0.226	Net impact of three new placements being six new placements less three ended placements.
Education & Youth	-0.019	The favourable change in variance relates to 4 x placements ending, 3 x new placements confirmed and other minor changes several other placements.
Total Out of County	**0.207**	
Education & Youth		
Inclusion & Progression	-0.029	Favourable movement in variance, largely relating to delays in recruitment. Includes minor variances from across service area.
Minor Variances	-0.018	
Total Education & Youth	**-0.047**	
Schools	**0.000**	
Streetscene & Transportation		
Highways Network	0.026	Minor variances across the Service,
Other Minor Variances	-0.014	
Total Streetscene & Transportation	**0.012**	
Planning, Environment & Economy		
Management & Strategy	-0.030	Vacant Post within Portfolio Admin, Commitment Challenge.
Minor Variances	0.027	
Total Planning & Environment	**-0.003**	
People & Resources		

HR & OD	0.034	A review of the Employee National Insurance rebates and costs associated with the Cycle to Work Scheme and Childcare Voucher Scheme has lead to an increase in projected costs by £0.022m. Minor variances across the rest of the service £0.012m.
Corporate Finance	-0.025	Recharges to the Treasury Management and Insurance Fund.
Total People & Resources	**0.009**	
Governance		
Legal Services	-0.000	Minor variances.
Democratic Services	-0.004	Minor variances.
Internal Audit	-0.006	Minor variances.
Procurement	0.000	No variance.
ICT	-0.061	Some employees are not on top of grade and some employees have opted out from the pension scheme. There have also been some short term vacancies during the year. Completion of a recent service review and budget realignments have meant that it hasn't been possible to accurately report the full impact of these variances until this month.
Customer Services	-0.019	Minor variances.
Revenues	-0.021	Minor variances.
Total Governance	**-0.111**	
Strategic Programmes		
Minor Variances	0.000	No variance.
Total Strategic Programmes		
Housing & Assets		
Housing Solutions	-0.063	Homeless Accommodation underspend (£0.060m). Other minor movements (£0.003m).
Minor Variances	0.018	
Total Housing & Assets	**-0.045**	
Chief Executive's	-0.028	Reduced commitments against a number of expenditure lines such as printing.
Central and Corporate Finance	-0.085	Increased Write Offs £0.031m, due to historic balances, within Payroll Holding account. Auto Enrolment £0.127m, numbers are less than expected as the year progresses. Minor variances of £0.011m.
Grand Total	**0.103**	

Budget Monitoring Report
Council Fund Variances

MONTH 7 - SUMMARY

Service	Revised Budget (£m)	Projected Outturn (£m)	Variance (£m)	Last Month Variance (£m)	Cause of Major Variance	Action Required
Social Services						
Older People						
Localities	17.026	16.987	-0.039	-0.036	Residential and Nursing Care reflects a projected overspend of £0.410m due to increased numbers of funded placements following the increase in the capital limit to £40,000. Domiciliary Care reflects a projected underspend of £0.221m based on existing service users, however there are challenges due to capacity of external supply markets which are currently having to be met within Provider Services. Other underspends include a projected underspend of £0.036m on day care due to reduced demand, £0.040m on Intake/First Contact due to vacancy savings and £0.027m on Minor Adaptations. Locality Teams staffing reflects a projected underspend of £0.114m due mainly to some posts being filled at below the top of grade. Minor variances account for a £0.011m underspend.	
Community Equipment Contribution	0.478	0.334	-0.144	-0.144	Following review and implementation of an updated Section 33 partnership agreement for the North East Wales Community Equipment Store (NEWCES), the contribution levels of partners have reduced. In the longer term this saving has been earmarked for funding of some of the revenue costs for the new extra care facilities.	These savings have been earmarked for future realignment to meet some of the revenue costs funding requirement for the new Flint Extra Care facility - Llys Raddington.
Resources & Regulated Services	6.700	6.572	-0.128	-0.111	The main influence on the net projected underspend of £0.128m is extra care schemes where there is a projected underspend of £0.302m due mostly to the delay to the opening of the new Llys Raddington, Flint extra care facility. This is offset by a projected overspend of £0.131m on Home Care due to the need to cover capacity gaps in purchased Domiciliary Care. There are also other minor overspends amounting to a total of £0.043m in Residential Care and Day Centres.	Continue to monitor and review.
Minor Variances	0.896	0.856	-0.040	-0.040		
Disability Services						
Disability Services	0.533	0.466	-0.067	-0.102	The projected underspend is mainly due to increased levels of contributions from Betsi Cadwaladr University Health Board (BCUHB) for 2 service users.	Continue to monitor and review
Minor Variances	24.265	24.241	-0.025	-0.201		
Mental Health Services						
Residential Placements	1.184	1.542	0.358	0.339	Ongoing pressure due to the numbers of long term residential placements, including four new placements, despite maximisation of opportunities to secure joint funding contributions from BCUHB.	Continue to monitor and review and consider pressure item within 2019/20 budget process
Minor Variances	2.622	2.590	-0.032	-0.052		
Children's Services						
Family Placement	2.564	2.795	0.231	0.226	The projected overspend is due to the number of children in care. There has been an increase in the number of children who are subject to Foster Care/Special Guardianship/Adoption who have moved through the age barriers. Other influences include new adoption and Special Guardianship Order (SGO) payments and new Foster Carers entering the system, foster carers progressing from Level 1, 2, 3 and 4. Travel costs and Christmas and birthday allowances.	Continue to monitor and review
Family Support	0.364	0.424	0.060	0.044	Staff costs are higher than budget and some of these costs are associated with the carrying out of statutory duties to support looked after children in external placements. We have many strategies to resolve this in the longer term but in the short term we need to fulfil our duties to oversee the care of our younger people.	Continue to monitor and review
Professional Support	4.968	5.062	0.094	0.118	The projected overspend is due mainly to ongoing service pressures particularly within Prevention and Support, and is influenced by the need to support wider regional work on child protection issues which has been partly mitigated by an allocation of £0.100m from the contingency reserve.	Continue to monitor and review
Minor Variances	1.329	1.336	0.007	-0.022		

Budget Monitoring Report
Council Fund Variances

MONTH 7 - SUMMARY

Service	Revised Budget (£m)	Projected Outturn (£m)	Variance (£m)	Last Month Variance (£m)	Cause of Major Variance	Action Required
Development & Resources						
Charging Policy income	-2.469	-2.618	-0.149	-0.143	The projected underspend is due to surplus income which is mainly caused by changes to disregard rules on financial assessments which came into effect from August 2016.	Continue to monitor and review.
Business Support Service	1.202	1.096	-0.105	-0.085	The projected underspend of £0.105m is due to a number of short term vacancy savings and some posts currently occupied by staff who are below top of grade.	Continue to monitor and review
Safeguarding Unit	0.925	0.863	-0.062	-0.049	The projected underspend of £0.062m is mainly due to staffing savings of £0.049m following a member of the team leaving under Early Voluntary Retirement (EVR) late in 2017/18. A further influence is a non recurring Welsh Government grant of £0.013m in respect of support for Deprivation of Liberty Safeguarding Assessments (DOLS).	Continue to monitor and review
Commissioning	0.631	0.574	-0.057	-0.007	The projected underspend is mainly due to funding of a post from a grant in the short term, plus some reductions of hours following staff returning from maternity leave.	Continue to monitor and review.
Vacancy Management	0.151	-0.024	-0.175	-0.177	Short term vacancy savings transferred from across portfolio.	
Minor Variances	1.841	1.903	0.062	0.037		
Total Social Services (excl Out of County)	**65.211**	**65.000**	**-0.212**	**-0.405**		
Out of County						
Children's Services	4.191	5.205	1.014	0.788	There is a projected overspend of £1.014m in Social Services Children's Services which is based on current clients and packages and which is likely to be subject to variation during the year.	Continue close monitoring arrangements.
Education & Youth	3.083	3.860	0.777	0.796	Variance relates to Out of County placements. A substantial increase in the number of new educational placements for 2018/19.	Continue close monitoring arrangements.
Total Out of County	**7.274**	**9.065**	**1.791**	**1.585**		
Education & Youth						
Inclusion & Progression	3.830	3.776	-0.054	-0.025	Variance largely relates to delays in recruitment, includes other minor variances from across service area.	
School Improvement Systems	1.799	1.723	-0.075	-0.065	Variance largely relates to Early Entitlement, a reduction in maintained and non-maintained setting payments as a result of demography and a reduction of the number of settings requiring funding. Includes hourly reductions in established staff. Includes other minor variances from across service area.	
Minor Variances	2.632	2.625	-0.007	0.000		
Total Education & Youth	**8.261**	**8.125**	**-0.136**	**-0.089**		
Schools	**89.937**	**89.937**	**0.000**	**-0.000**		
Streetscene & Transportation						
Ancillary Services & Performance	4.085	4.227	0.142	0.141	Delay in the development of the new Rockcliffe HRC site resulting in additional running costs of two existing sites continuing to operate until October, 2018 totalling £0.050m. Shortfall in Recycling Income due to falling plastic, card and paper recycling prices resulting from external market factors £0.165m. Additional income of £0.100m above the original projections following the rollout of brown bin charges. Minor Variances £0.027m.	

Budget Monitoring Report
Council Fund Variances

MONTH 7 - SUMMARY

Service	Revised Budget (£m)	Projected Outturn (£m)	Variance (£m)	Last Month Variance (£m)	Cause of Major Variance	Action Required
Highways Network	8.120	8.545	0.426	0.400	Additional in year cost of known Vehicle Insurance Premiums totalling £0.060m. Following increased car park charges from May, 2018, together with charges in Flint being implemented for the first time, initial forecasts have indicated lower than anticipated income levels compared to original projections. In addition, officers have recently been appointed to meet the necessary demands of parking enforcement requirements across the County. The overall variance totals £0.260m. Additional urgent road patching repairs as a result of road condition surveys £0.075m. Minor variances of less than £0.050m but totalling £0.031m across the service.	
Transportation & Logistics	9.267	9.629	0.362	0.359	Additional pressure as a result of the provision of additional transport for pupils from John Summers to Connahs Quay, Buckley and Mold campuses £0.242m. Community Travel pilot schemes of £0.047m commencing January, 2019. Increased transport provision to Social Services £0.025m. Minor variances £0.048m.	
Workforce	8.542	8.661	0.119	0.123	Increased Agency and Overtime costs as a consequence of current sickness levels (9%) of the workforce operatives.	
Other Minor Variances	0.230	0.250	0.021	0.035		
Total Streetscene & Transportation	**30.243**	**31.313**	**1.070**	**1.058**		
Planning, Environment & Economy						
Development	0.060	-0.094	-0.154	-0.163	Higher than expected levels of Planning Fee Income received in the first half of the financial. The projection is dependant on the number and value of the applications received, resulting in a changeable outturn to ensure an accurate reflection. An award of Legal Fees from a Planning Appeal in FCC's favour	Continue to monitor Planning Fee Income levels and adjust projections accordingly.
Regeneration	0.445	0.506	0.061	0.059	Energy Efficiency framework moved to be accounted for in correct Portfolio £0.050m. Other minor variances £0.011m.	Continue to monitor and review.
Management & Strategy	1.197	1.280	0.083	0.113	Staffing related Business Planning Efficiencies yet to be achieved pending all Service Review outcomes within the Portfolio.	Vacancy savings across the Portfolio can assist in mitigating the unachieved efficiencies in the short term. Continue to monitor and review
Minor Variances	3.961	3.971	0.010	-0.007		
Total Planning & Environment	**5.663**	**5.663**	**-0.000**	**0.003**		
People & Resources						
HR & OD	2.413	2.409	-0.004	-0.038	Minor variances.	
Corporate Finance	1.970	1.973	0.004	0.028	Minor variances.	
Total People & Resources	**4.383**	**4.382**	**-0.000**	**-0.009**		
Governance						
Legal Services	0.706	0.743	0.037	0.037	Minor variances.	
Democratic Services	2.021	2.024	0.003	0.007	Minor variances.	
Internal Audit	0.454	0.423	-0.032	-0.026	Minor variances.	
Procurement	0.320	0.331	0.010	0.010	Minor variances.	
ICT	4.561	4.498	-0.063	-0.002	Some employees are not on top of grade and some employees have opted out from the pension scheme. There have also been some short term vacancies during the year.	
Customer Services	0.394	0.427	0.033	0.053	Additional registration services income estimated to be in the region of £0.022m. In year salary saving of Connects Manager post £0.024m. Prior year efficiency in respect of Contact Centres unlikely to be achieved this year £0.100m. Other minor variances £0.021m underspend.	Monitor and Review.
Revenues	-0.209	-0.476	-0.267	-0.247	Anticipated surplus on the Council Tax Collection Fund £0.145m. Additional Council Tax windfall following the conclusion of the Single Persons Discount Review £0.025m. Vacancy savings of £0.050m. Other minor variances £0.047m underspend.	Continue to review on a monthly basis and report on any significant variances or movements.
Total Governance	**8.248**	**7.971**	**-0.277**	**-0.167**		
Strategic Programmes						
Minor Variances	4.853	4.853	0.000	0.000	No variance.	
Total Strategic Programmes	**4.853**	**4.853**	**0.000**	**0.000**		
Housing & Assets						

Budget Monitoring Report
Council Fund Variances

MONTH 7 - SUMMARY

Service	Revised Budget (£m)	Projected Outturn (£m)	Variance (£m)	Last Month Variance (£m)	Cause of Major Variance	Action Required
Administrative Buildings	1.179	1.323	0.145	0.153	Ecology issues creating delays to the demolition of County Hall £0.145m. Offset with savings from other service areas.	
CPM & Design Services	0.588	0.495	-0.093	-0.099	£0.85m additional income estimated. Underspend of £0.008m due to minor variances.	
Benefits	10.669	10.625	-0.044	-0.053	Projected underspend on the Council Tax Reduction Scheme (CTRS) £0.045m. Vacancy savings of 0.026m. Additional cost of IT related expenditure such as software and external printing £0.035m. Other savings from across the service £0.008m.	Continue to review and report on significant variances on a monthly basis.
Housing Solutions	1.083	1.014	-0.069	-0.007	Homeless Accommodation underspend £0.060m. Other minor variances including vacancy savings and other temporary accommodation expenditure £0.009m.	Continue to review and report on significant variances on a monthly basis.
Minor Variances	-0.022	-0.030	-0.009	-0.020		
Total Housing & Assets	**13.498**	**13.427**	**-0.071**	**-0.026**		
Chief Executive's	**3.013**	**2.700**	**-0.314**	**-0.286**	Due to vacancies resulting from workforce changes during the year.	
Central and Corporate Finance	**23.745**	**22.219**	**-1.526**	**-1.441**	Increased Coroners Costs £0.042m. Increased Windfall Income £0.098m for to Non Domestic Rates of Empty Properties. Pension Deficit recovery, £1.046m underspend from an increase in contributions, while the repayment figure has remained static. Apprentice Tax Levy, £0.065m underspend. Auto Enrolment, numbers are less than estimated, which gives a favourable variance of £0.400m. Increased Write offs £0.026m, and increased Bank Charges £0.027m. Inflationary underspend of £0.254m of which £0.144m has been identified to contribute towards the 2019/20 budget. An underachievement on the income target of £0.237m. Minor Variances £0.005m.	Continue to review all variances alongside the continuing work on the MTFS.
Grand Total	**264.328**	**264.653**	**0.325**	**0.222**		

2018/19 Efficiencies Outturn - Under or Over Achieved

Portfolio	Original Efficiency 2018/19 £m	Revised Efficiency 2018/19 £m	(Under)/Over Achievement 2018/19 £m
Central & Corporate Finance			
Theatre Clwyd tax relief	0.075	0.075	0.000
County Hall (NDR Element)	0.060	0.060	0.000
Audit fee reduction	0.127	0.127	0.000
Total Central & Corporate Finance	**0.262**	**0.262**	**0.000**
Governance			
Records management; Reduce records in storage.	0.010	0.010	0.000
ICT - Digital Print	0.048	0.048	0.000
Customer Services; New customer service models	0.050	0.050	0.000
Flintshire Connects; More flexible service in conjunction with potential income	0.056	0.056	0.000
Registration; Chargeable declaration of births	0.012	0.012	0.000
Revenues; Increase in collection tates enables adjustment to bad debt provision (one off).	0.094	0.094	0.000
Revenues; Second year windfall for single person discount review (one	0.140	0.140	0.000
Single Person Discount additional efficiency	0.160	0.185	0.025
Total Governance	**0.570**	**0.595**	**0.025**
Social Services			
Disability Service; Review current contract with external agency to deliver	0.030	0.030	0.000
Disability Service; Reduction of posts.	0.110	0.110	0.000
Workforce Development; Additional Income from QCF assessors through	0.030	0.030	0.000
Business Support and Management; Rationalisation of rented	0.015	0.015	0.000
Increase in domiciliary care charging.	0.220	0.220	0.000
Integrated Care Fund	0.500	0.500	0.000
Care Fees	0.514	0.514	0.000
Merger of Out of Hours Service	0.020	0.020	0.000
Total Social Services	**1.484**	**1.484**	**0.000**
Education & Youth			
Early Entitlement; Reduce sustainability grant payments and remodel	0.020	0.020	0.000
Business Support; Staff reduction	0.010	0.010	0.000
Nursery Education; Staff reductions	0.040	0.040	0.000
Total Education & Youth	**0.070**	**0.070**	**0.000**
Schools			
Schools Demography	0.288	0.288	0.000
Total Schools	**0.288**	**0.288**	**0.000**
Strategic Programmes			
Leisure, Libraries and Heritage; Continuation of previous years' business plan	0.416	0.416	0.000
Total Strategic Programmes	**0.416**	**0.416**	**0.000**
Housing & Assets			
Valuation Service; Proprty rationa;isation through closure and amalgamation of services into other more efficient assets.	0.050	0.050	0.000
Valuation Service; Increase farm income through renewal of grazing licencses.	0.021	0.021	0.000
Valuation Service; Community Asset Transfer process, efficiencies through reduced costs.	0.010	0.010	0.000
Valuation Service; Restructure of service as part of move to a commissioning client.	0.020	0.020	0.000
Valuation Service; Remove caretaking/security services at County Offices, Flint.	0.015	0.015	0.000
Corporate Property Maintenance; Restructure of service as part of move to a commissioning client.	0.080	0.080	0.000
Design and Project Management Services; Restructure of service as part of move to a commissioning client.	0.040	0.040	0.000
NEWydd Catering and Cleaning Services; Continuation of previous Business and Marketing plans.	0.050	0.050	0.000
County Hall	0.240	0.140	(0.100)
New Homes; Return anticipated trading surplus to the Council.	0.030	0.030	0.000
Regional Training courses delivered by GT officer	0.003	0.003	0.000
Welfare Rights; Some activity to be absorbed into single financial assessment team.	0.032	0.032	0.000
Benefits; Adjustment to bad debt provision (one off).	0.050	0.050	0.000
Benefits; Council Tax Reduction Scheme.	0.250	0.250	0.045
Benefits; Remove duplication and provide a single financial assessment service.	0.050	0.050	0.000
Reduction of senior management team	0.050	0.050	0.000
Total Housing & Assets	**0.991**	**0.891**	**(0.055)**
Streetscene & Transportation			
Waste Strategy; Charges for garden waste	0.800	0.900	0.100
Car Park Charges	0.450	0.210	(0.240)
Total Streetscene & Transportation	**1.250**	**1.110**	**(0.140)**
Planning, Environment & Economy			
Development management; Production of planning statements and to undertake private appeals	0.015	0.015	0.000
Highways Development Control; Introduce further charges. Review current charges. Retain supervisiory function of highway works in the	0.015	0.015	0.000
Building Control; Review charges. Introduce charges. Increase partnership working. Increase authorised commencements inspections.	0.030	0.030	0.000
Built Environment; Charing for preapplication advice	0.010	0.010	0.000
Flooding and Drainage; Fees for capital project work.	0.010	0.010	0.000
Energy; Fees for energy efficiency assessment.	0.010	0.010	0.000
Minerals and Waste; Maximise regulatory compliance income. Review day rate charging.	0.050	0.050	0.000
Rights of Way; Increase charging and reduce expenditure.	0.020	0.020	0.000
Economic Development; Workforce efficiency if regional service developed.	0.020	0.020	0.000
Total Planning, Environment & Economy	**0.180**	**0.180**	**0.000**

		%	£
Total 2017/18 Budget Efficiencies		100	5.511
Total Projected 2017/18 Budget Efficiencies Underachieved		3	0.170
Total Projected 2017/18 Budget Efficiencies Achieved		97	5.341

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Movements on Council Fund Unearmarked Reserves

	£m	£m
Total Reserves as at 1 April 2018	13.697	
Less - Base Level	(5.769)	
Total Reserves above base level available for delegation to Cabinet		7.928
Less – amount committed as part of balancing 2018/19 budget		(1.945)
Less – One off contribution to Schools agreed at Council on 1 March 2018		(0.460)
Less – Contribution to fund shortfall in MEAG funding (M2)		(0.058)
Add – transfer from revenue for amount recovered in-year due to change in accounting policy for the Minimum Revenue Provision		1.400
Add – transfer from revenue for the amount of the VAT rebate received		1.940
Less – allocation to meet additional in-year budget pressure for the agreed pay award above the 1% included in the 2018/19 budget		(0.999)
Less – allocation for ongoing resourcing of the Victim Contact Team		(0.100)
Less – allocation for Independent Inquiry into Child Sexual Abuse		(0.015)
Less – allocation to meet historic child abuse claims		(0.019)
Less – projected outturn overspend		(0.325)
Total Contingency Reserve as at 31st March 2019		**7.347**

Less – VAT rebate amount committed as part of balancing 2019/20 budget.		(1.900)
Total Contingency Reserve available for use		**5.447**

Budget Monitoring Report
Housing Revenue Account Variances

MONTH 7 - SUMMARY

Service	Revised Budget (£m)	Projected Outturn (£m)	Variance (£m)	Last Month Variance (£m)	Cause of Major Variance	Action Required
Housing Revenue Account						
Income	(34.381)	(34.105)	0.276	0.222	A pressure of £0.276m is anticipated on Income. £0.143m of this pressure relates to loss of rental income on properties being void longer than anticipated and £0.057m due to delays on handover/delays on new build schemes. £0.029m of the pressure relates to loss of income on garages which are not tenanted. £0.036m of the pressure relates to removal of the early payment discount on the Welsh Water contract. The remaining £0.011m relates to minor pressures.	
Capital Financing - Loan Charges	8.694	8.412	(0.282)	(0.282)	The projected underspend of £0.282m relates to expected borrowing costs for SHARP. £0.051m of the underspend relates to the Minimum Revenue Payment (loan repayment) which is lower than budgeted because borrowing levels werent as high on the 31st March as expected. The remaining £0.231m relates to interest charges. Batch 3 schemes will now start on site later than anticipated and this means expenditure will be spread across financial years. In-year interest charges will therefore be lower than originally anticipated.	
Estate Management	1.617	1.504	(0.113)	(0.062)	The projected underspend of £0.113m relates to £0.126m salary savings and £0.013m on minor variances.	
Landlord Service Costs	1.415	1.428	0.013	0.010	Minor variance	
Repairs & Maintenance	8.159	8.140	(0.019)	(0.019)	Minor Variance	
Management & Support Services	2.297	2.179	(0.118)	(0.062)	A saving of £0.118m is anticipated on Management and Support costs. £0.143m relates to vacancy savings. The remaining £0.025m relates to minor pressures elsewhere.	
Capital Expenditure From Revenue (CERA)	12.170	12.343	0.173	0.124	The planned overspend of £0.173m relates to an increase in the contribution from revenue towards capital costs. This increase is possible because of decreased costs elsewhere in the HRA. Contributing towards the capital budget from revenue reduces the requirement to borrow.	
HRA Projects	0.047	0.050	0.003	0.003	Minor variance	
Contribution To / (From) Reserves	(0.018)	0.049	0.067	0.067	The projected HRA outturn is an underspend of £0.067m which has the impact of bringing the closing un-earmarked reserves balance to £1.165m.	
Total Housing Revenue Account	**0.000**	**0.000**	**0.000**	**0.000**		

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CORPORATE RESOURCES OVERVIEW AND SCRUTINY

Date of Meeting	Thursday 13th December 2018
Report Subject	Workforce Information Report – Quarter 2 2018/19
Portfolio Holder	Cabinet Member for Corporate Management
Report Author	Senior Manager, Human Resources and Organisational Development
Type of Report	Operational

EXECUTIVE SUMMARY

To provide Members with an update for the second quarter for 2018/19. This report provides details of the following:

- Headcount and Full Time Equivalent (FTE)
- Organisational Age Profile
- Employee Turnover and Stability (Including Redundancies and Early Retirements)
- Attendance
- Performance Monitoring (Appraisals)
- Resource Management (Agency Workers)
- Equality and Diversity

The format of this report and the accompanying Workforce Information is intended to focus on organisational performance and trends, with the information being presented in a dashboard format. The dashboards are a visual presentation of data, showing the current status and historical trends of the Council's performance against key performance indicators.

The report provides a brief narrative on the overall performance against a number of indicators. A more detailed explanation is provided on an exceptional basis where performance is falling below organisational performance indicators or where there has been a significant movement, either upwards or downwards, in the reported trends. The narrative will include an explanation for the movement in trend and details of any proposed actions to improve or maintain performance.

The performance information for the whole organisation is split to show Schools and Non-Schools data separately.

	RECOMMENDATIONS
1	Members comment on Workforce Information Report for quarter two 2018/19 to 30 June 2018.

REPORT DETAILS

1.00	**EXPLAINING THE WORKFORCE INFORMATION REPORT**
1.01	**Headcount and Full Time Equivalent (FTE)** The headcount and FTE figures for quarter two show an overall decrease of 13 FTE across the Council since April, Non-schools show an increase of 24 FTE, and Schools show an overall decrease of 37 FTE.
1.02	**Age Profiling** Age profiling the organisation, departments and teams is an important part of understanding the age demographics of our workforce and where we may need to focus attention. Why do we use age profiling? - to identify work areas with a high average age - to help plan for retirements and how we will recruit or retain staff - to highlight patterns and trends across our workforce - to assist workforce planning. Understanding our age profile supports good workforce planning, enables the Council to provide a guide to the future number of potential retirements and succession plan by identifying any skill gaps that may arise. Without an analysis of age profile, no workable long term planning can be made.
1.03	**Employee Turnover and Stability (Including Redundancies and Early Retirements)** The cumulative turnover percentage for the Council during 2018/19 is 7.48%. The quarter two turnover in isolation is 5.46%, which is a figure based on 157 leavers from Non-Schools and 167 from Schools, totalling to 324 leavers for the quarter. This is due to the high volumes of leavers within Schools at the end of the academic year, and also the turnover of the Summer Playscheme workers who are engaged on a seasonal basis.
1.04	**Attendance** The cumulative FTE days lost for the Council 2018/19 is 4.72. This is a downturn when compared to the same period in 2017/18 which recorded 3.70 FTE days lost. The Q2 figure for Non-Schools is 2.51, an improvement on the same period last year. Schools have seen a downturn when compared to the same period last year. The HR Business Partner team are working closely with schools to ensure attendance is managed consistently.

1.05	**Performance Monitoring (Appraisals)**
	A report on the full year position will be provided in January 2019 as agreed during the last meeting of this committee. As requested, the data will be provided by service in addition to Portfolio.
1.06	**Resource Management (Agency Workers)**
	The cumulative agency spend for 2018/19 as at quarter 2 is £773,000, which significantly within our target of £950,000. As expected, the largest cumulative agency spend is within Streetscene and Transportation (£395,000), and the second largest cumulative spend is within Social Services (£170,000). Overall, there were 64 active agency placements on 30 September 2018. At the time of running the report 40 placements exceeded the 12 week Agency Worker Regulations threshold.
1.07	**Equality and Diversity Workforce Monitoring** Workforce diversity monitoring is an important means of demonstrating, implementing and promoting equality of opportunity. Ongoing promotion and monitoring is carried out to gather information on the diversity of our workforce including potential recruits as well as existing employees. The Council collects diversity information based on current UK equality legislation which aims to prevent discrimination on grounds of age, disability, gender, race, sexual orientation, religion and other protected characteristics. Information gathered can if analysed regularly, help us to identify barriers that prevent access to employment and career development for certain groups of people, and to develop solutions, such as positive action plans or alternative policies and practices.

2.00	**RESOURCE IMPLICATIONS**
2.01	None arising directly from this report.

3.00	**CONSULTATIONS REQUIRED / CARRIED OUT**
3.01	None as the dashboard report appended to this report details existing actual out-turns in the various measures.

4.00	**RISK MANAGEMENT**
4.01	None arising directly from this report.

5.00	APPENDICES
5.01	Appendix One: Dashboard – Workforce Information Report Q2 2018/19

6.00	LIST OF ACCESSIBLE BACKGROUND DOCUMENTS
6.01	**Contact Officer:** Sharon Carney, Senior Manager, Human Resources and Organisational Development. **Telephone:** 01352 702139 **E-mail:** sharon_carney@flintshire.gov.uk

7.00	GLOSSARY OF TERMS
7.01	**Headcount and FTE** This will provide information on the current levels of the Council's workforce. **Age Profiling** The purpose of providing the Organisational Age Profile is to enable the Council to provide a guide to the future number of potential retirements and succession plan by identifying any skill gaps that may arise. Without an analysis of age profile, no workable long term planning can be made. **Employee Turnover and Stability (Including Redundancies and Early Retirements)** This information will provide the awareness of trends in turnover rates within the Council for potential measure to be put in place for high turnover rates, if applicable. **Attendance** Attendance remains a high priority in the Council and will provide detailed information on the areas for improvement for absence/attendance. Stage 1 and Stage 2 capability hearings are the formal stages of the Attendance Management policy where sanctions including dismissal take place. **Performance Management (Appraisals)** Reporting on performance appraisals and development will enable more effective monitoring of potential training needs for future planning. **Resource Management** This information will include the usage of agency workers within the Council. **Equality and Diversity Workforce Monitoring** Information will be provided to inform what measures, if any, need to be implemented to prevent inequalities within the Council.

CORPORATE DASHBOARD REPORTS

(FLINTSHIRE COUNTY COUNCIL) 2018/19 - QUARTER 2

(JULY - SEPTEMBER)

CYNGOR
**Sir y Fflint
Flintshire**
COUNTY COUNCIL

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CYNGOR
Sir y Fflint
Flintshire
COUNTY COUNCIL

2018/19 DASHBOARD
FLINTSHIRE COUNTY COUNCIL CUMULATIVE TOTALS

TOTAL HEADCOUNT

5,917

TOTAL FTE

4,574

LEAVERS / TURNOVER

443/7.48%

AGENCY SPEND 2018/19

£773,000

TARGET 2018/19 AT Q2

£950,000

DAYS LOST PER FTE 2018/19

4.72

TARGET 2018/19 AT Q2

4.25

CYNGOR
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Flintshire
COUNTY COUNCIL

QUARTER 2 2018/19 DASHBOARD
HEADCOUNT AND FULL TIME EQUIVALENT (FTE) - NON SCHOOLS

TOTAL HEADCOUNT

2,751

01/04/2018	Increase of 52 person (+1.93%)	30/09/2018
2,699		2,751

TOTAL FULL TIME EQUIVALENT

2,368

01/04/2018	Increase of 24 FTE (+1.02%)	30/09/2018
2,344		2,368

HEADCOUNT AND FTE - 12 MONTH TREND

Headcount: Oct-17 2743, Nov-17 2745, Dec-17 2754, Jan-18 2756, Feb-18 2698, Mar-18 2668, Apr-18 2699, May-18 2702, Jun-18 2700, Jul-18 2784, Aug-18 2799, Sep-18 2751

FTE: Oct-17 2393, Nov-17 2398, Dec-17 2403, Jan-18 2403, Feb-18 2357, Mar-18 2348, Apr-18 2344, May-18 2336, Jun-18 2332, Jul-18 2332, Aug-18 2337, Sep-18 2368

CYNGOR
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Flintshire
COUNTY COUNCIL
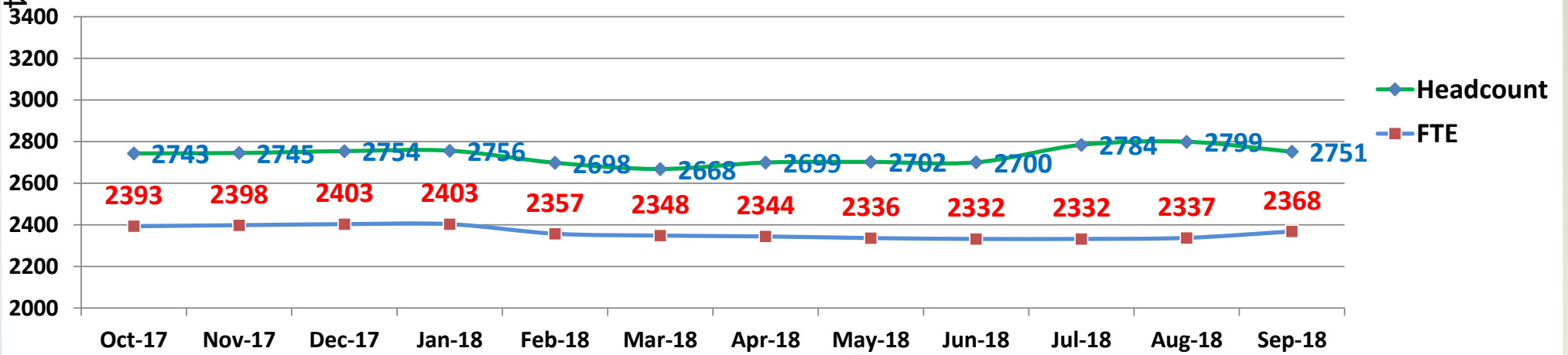
QUARTER 2 2018/19 DASHBOARD
AGE PROFILE - NON-SCHOOLS

Age Range	Count
16 - 24	172
25 - 34	400
35 - 44	575
45 - 49	417
50 - 54	432
55 - 59	402
60 - 64	253
65 - 69	70
70 - 75	23
75 and over	7

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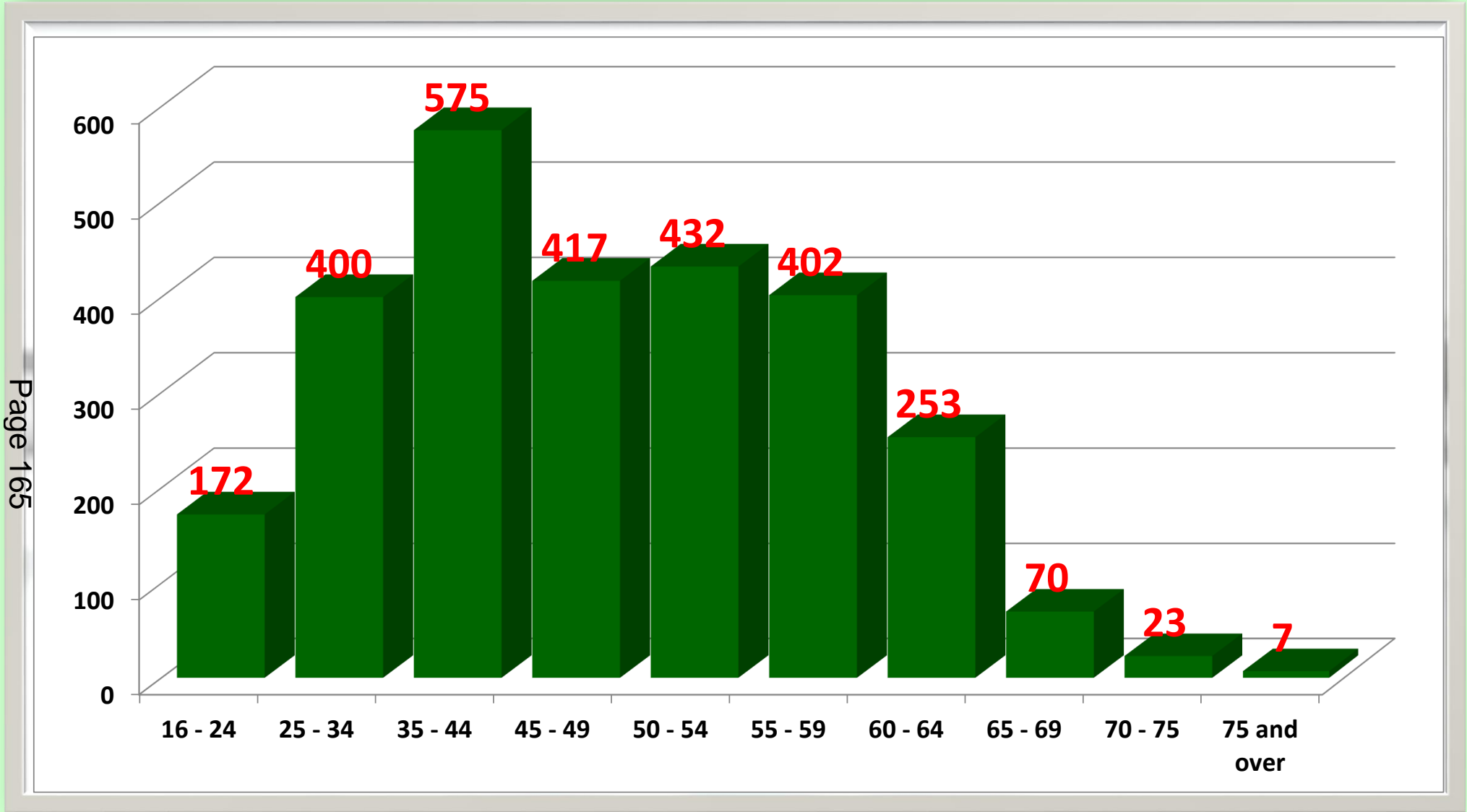
QUARTER 2 2018/19 DASHBOARD
ATTENDANCE - NON-SCHOOLS

DAYS LOST PER FTE AT 30/09/2018

30/09/2017

2.53

2.51

30/09/2018

2.51

Improvement of 0.02

TOP 4 REASONS

1. MUSCULOSKELETAL
2. STRESS, DEPRESSION, ANXIETY
3. STOMACH, LIVER, VOMITING
4. INFECTIONS

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QUARTER 2 2018/19 DASHBOARD
TURNOVER AND STABILITY - NON SCHOOLS

LEAVERS - Q2

157

LEAVERS - 2018/19

217

LEAVER REASON - Q2

Leaver Reason	Value
Death In Service	3
Dismissal - Capability	3
Dismissal - Conduct	3
Dismissal - Other	0
Dismissal - Medical...	3
End of Contract Term	77
Left Voluntarily	48
Redundancy -...	1
Redundancy - Voluntary	6
Retirment - Early	0
Retirement - Normal	10
Transferred To Another...	3

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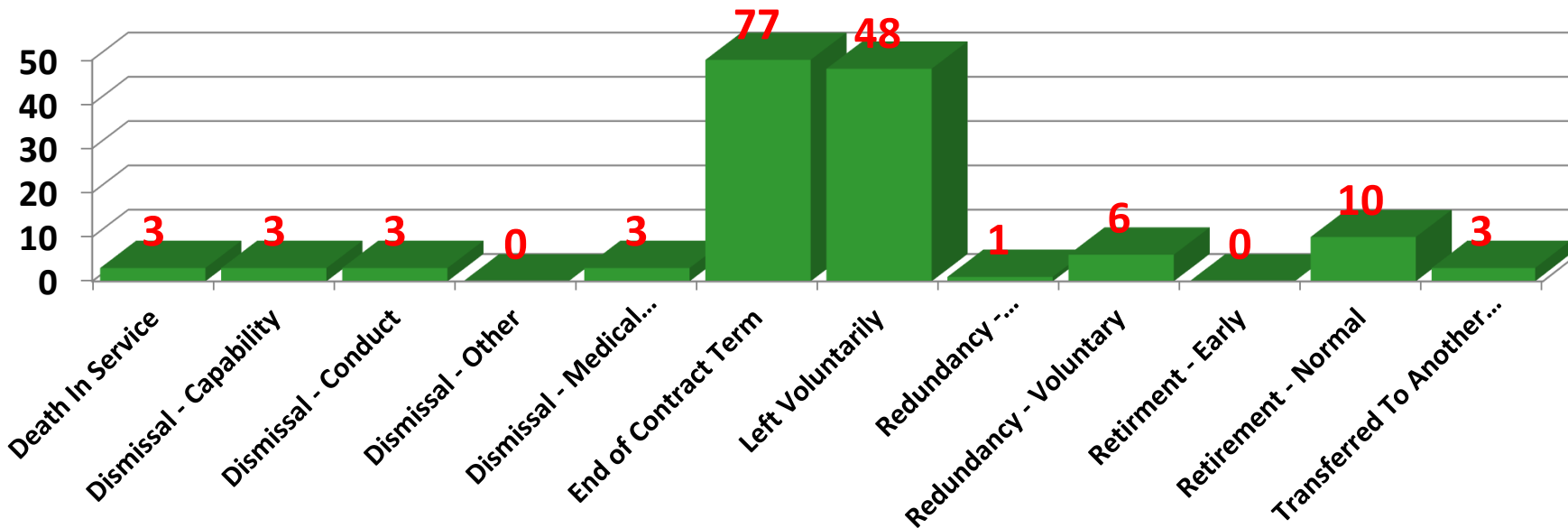
QUARTER 2 2018/19 DASHBOARD
EQUALITY AND DIVERSITY - NON-SCHOOLS

MARITAL STATUS
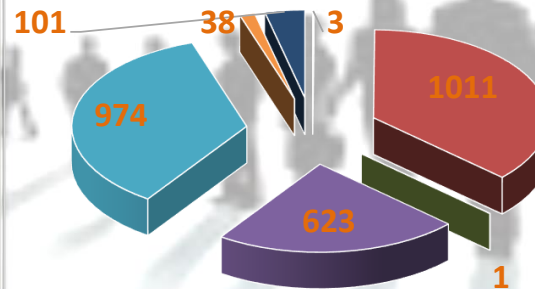
82   17   104
851
589
1108
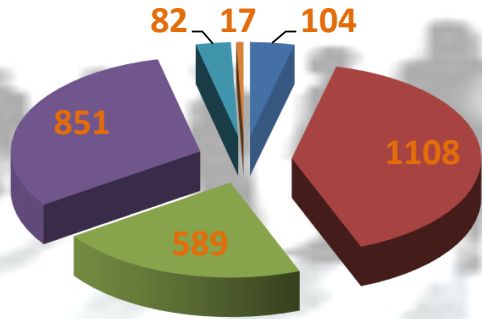
- Divorced / Dissolved Civil Partnership - 104
- Married / Civil Partnership - 1,108
- Not Married or in Civil Partnership - 589
- Not Stated - 851
- Prefer Not To Say - 82
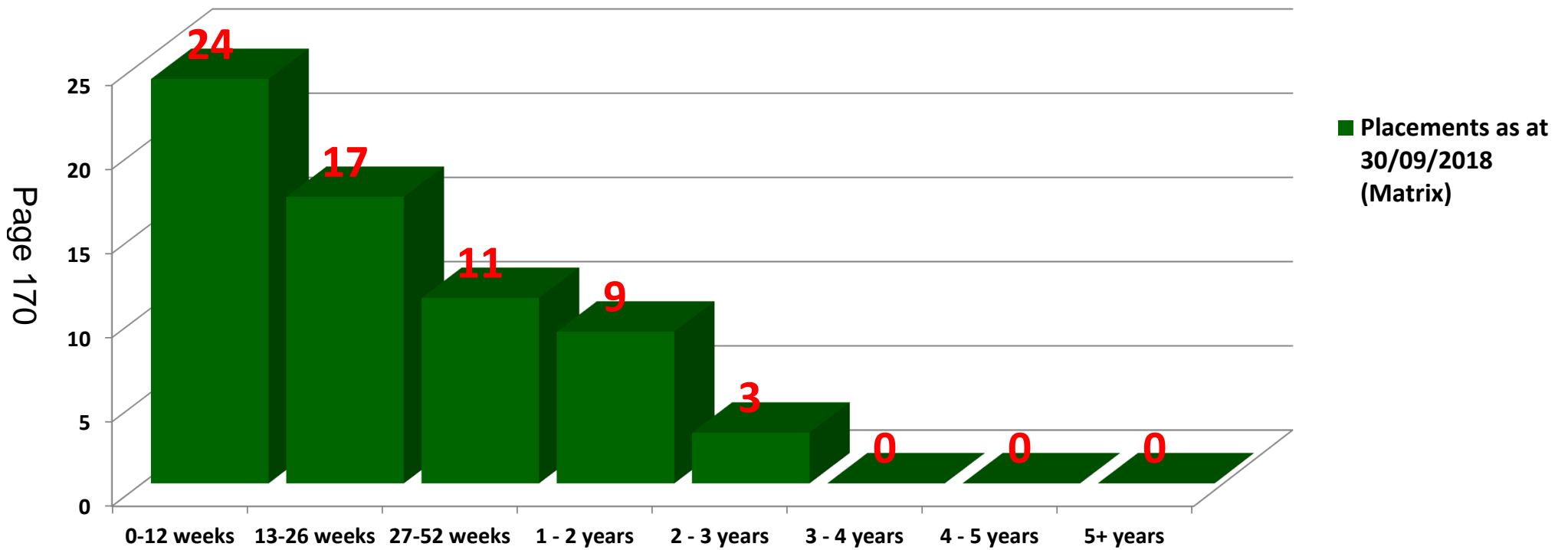- Widowed / Surviving Civil Partner - 17

DISABILITY

92   95
639
1925
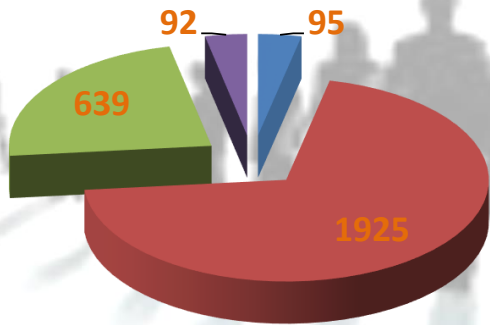
- Yes - 95
- No - 1925
- Not Stated - 639
- Prefer Not To Say - 92

RELIGION OR BELIEF

101   38   3
974
623
1011
1

- Buddhist - 3
- Christian - 1,011
- Jewish - 1
- None - 623
- Not Stated - 974
- Other - 38
- Prefer Not To Say - 101

CYNGOR
Sir y Fflint
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COUNTY COUNCIL

QUARTER 2 2018/19 DASHBOARD
RESOURCE MANAGEMENT - AGENCY

Agency Tenure Management Q2

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QUARTER 2 2018/19 DASHBOARD
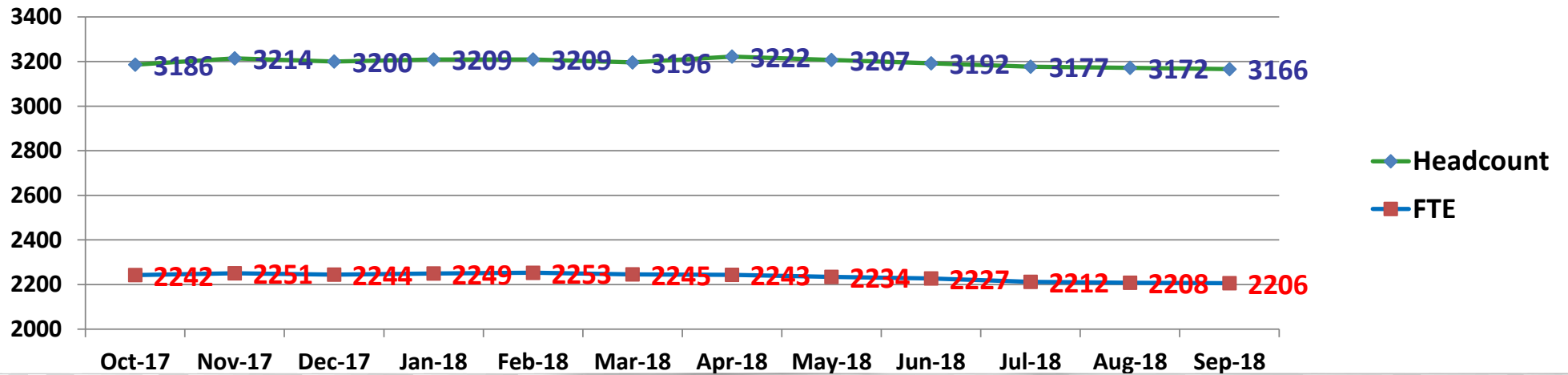## HEADCOUNT AND FULL TIME EQUIVALENT (FTE) - SCHOOLS

TOTAL HEADCOUNT

3,166

01/04/2018 3,222	Decrease of 56 people (-1.74%)	30/09/2018 3,166

TOTAL FULL TIME EQUIVALENT

2,206

01/04/2018 2,243	Decrease of 37 FTE (-1.65%)	30/09/2018 2,206

HEADCOUNT AND FTE - 12 MONTH TREND

Headcount: 3186, 3214, 3200, 3209, 3209, 3196, 3222, 3207, 3192, 3177, 3172, 3166

FTE: 2242, 2251, 2244, 2249, 2253, 2245, 2243, 2234, 2227, 2212, 2208, 2206

Months: Oct-17, Nov-17, Dec-17, Jan-18, Feb-18, Mar-18, Apr-18, May-18, Jun-18, Jul-18, Aug-18, Sep-18

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QUARTER 2 2018/19 DASHBOARD
AGE PROFILE - SCHOOLS

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Age Range	Count
16 - 24	109
25 - 34	585
35 - 44	797
45 - 49	510
50 - 54	521
55 - 59	340
60 - 64	212
65 - 69	57
70 - 74	28
75 and Over	7

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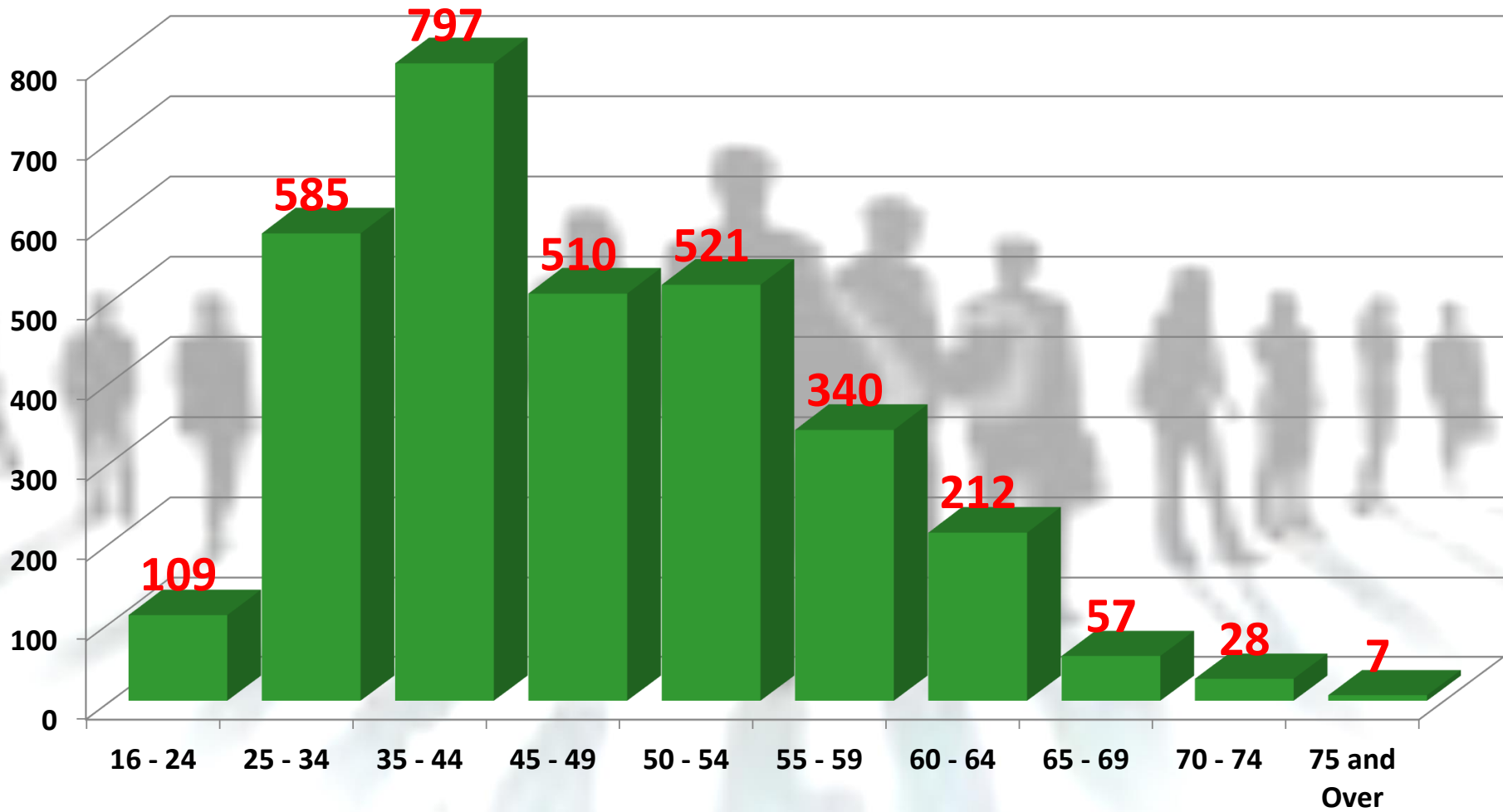
QUARTER 2 2018/19 DASHBOARD
ATTENDANCE - SCHOOLS

DAYS LOST PER FTE AT 30/09/18
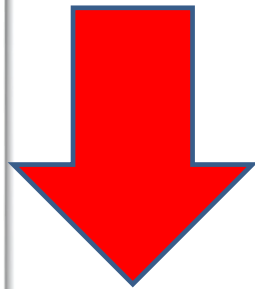
30/09/2017
1.07

1.29

30/09/2018
1.29
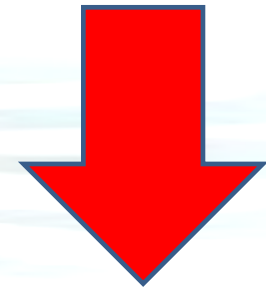
Downturn of 0.22

TOP 4 REASONS

1. MUSCULOSKELTAL
2. STRESS, DEPRESSION, ANXIETY
3. INFECTIONS
4. STOMACH, LIVER, VOMITING

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QUARTER 2 2018/19 DASHBOARD
TURNOVER AND STABILITY - SCHOOLS

LEAVERS - Q2
167

LEAVERS - 2018/19
226

LEAVER REASON - Q2

Reason	Value
Death in Service	1
Dismissal - Capability	1
Dismissal - Conduct	0
Dismissal - Other	0
Dismissal - Medical...	3
End of Contract Term	27
Left Voluntarily	79
Redundancy - Compulsory	4
Redundancy - Voluntary	20
Retirement - Early	7
Retirement - Normal	25
Transferred To Another...	0

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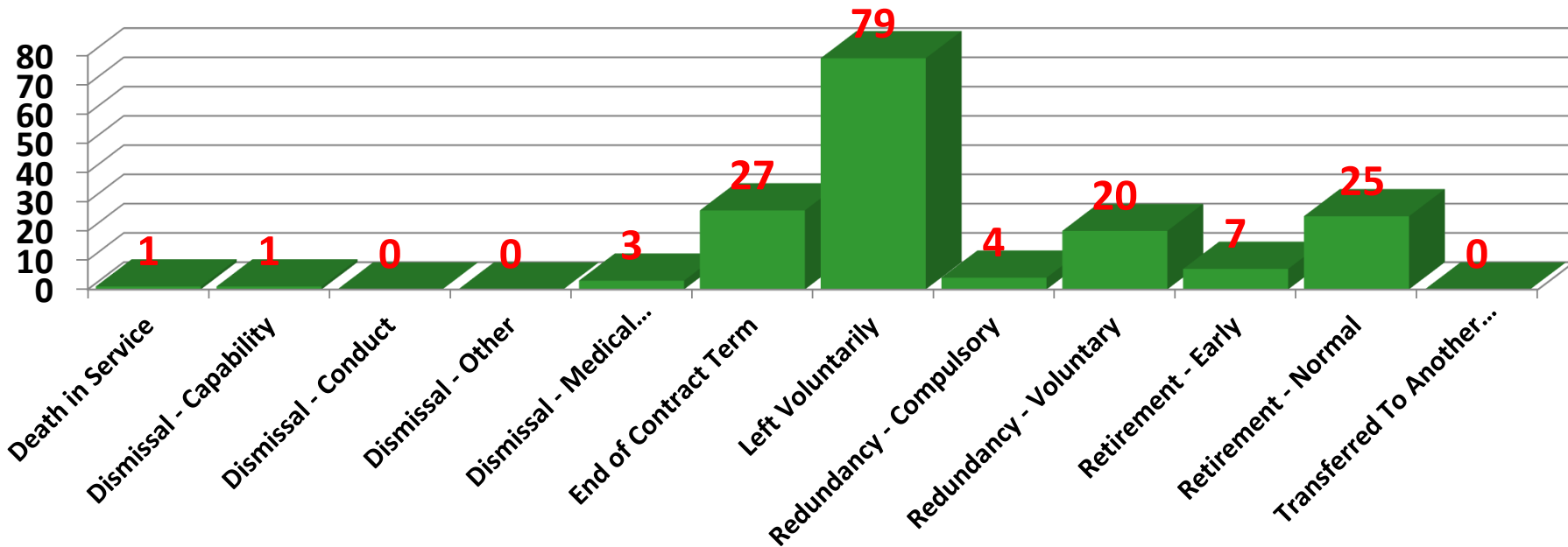
QUARTER 2 2018/19 DASHBOARD
EQUALITY AND DIVERSITY - SCHOOLS

MARITAL STATUS

15   1   16

1014

1649

471

- ■ Divorced / Dissolved Civil Partnership - 16
- ■ Married / Civil Partnership - 1,014
- ■ Not Married or in Civil Partnership - 471
- ■ Not Stated - 1,649
- ■ Prefer Not To Say - 15
- ■ Widowed / Surviving Civil Partner - 1

DISABILITY

33

1518

1573

42

- ■ Yes - 33
- ■ No - 1,573
- ■ Prefer Not To Say - 42

RELIGION OR BELIEF

27   1   46   1

1

799

3

1993

295

- ■ Buddhist - 1
- ■ Christian - 799
- ■ Hindu - 1
- ■ Muslim - 3
- ■ None - 295
- ■ Not Stated - 1,993
- ■ Other - 27
- ■ Sikh - 1
- ■ Prefer Not To Say - 46

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