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# 2019/20 Mid-Year Performance Progress Report

Flintshire County Council



*Print Date: 04-Nov-2019*



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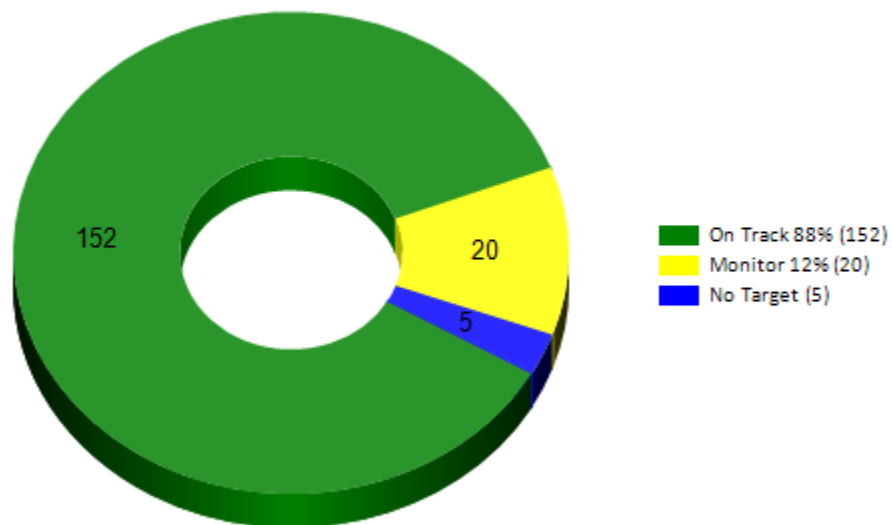
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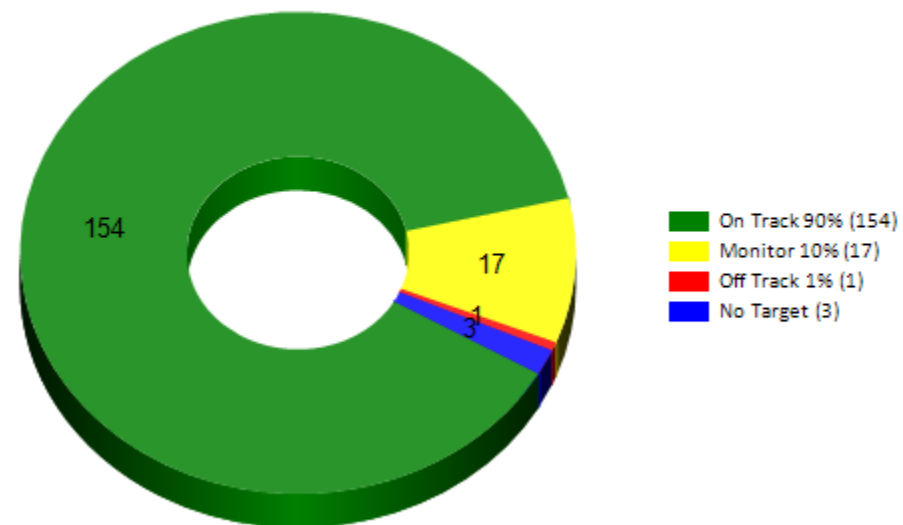
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**Action Progress RAG Status**



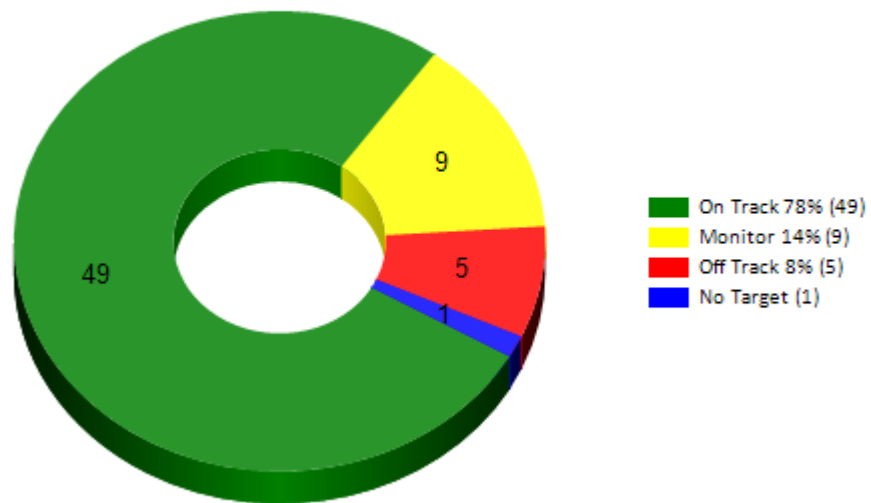
**Action Outcome RAG Status**



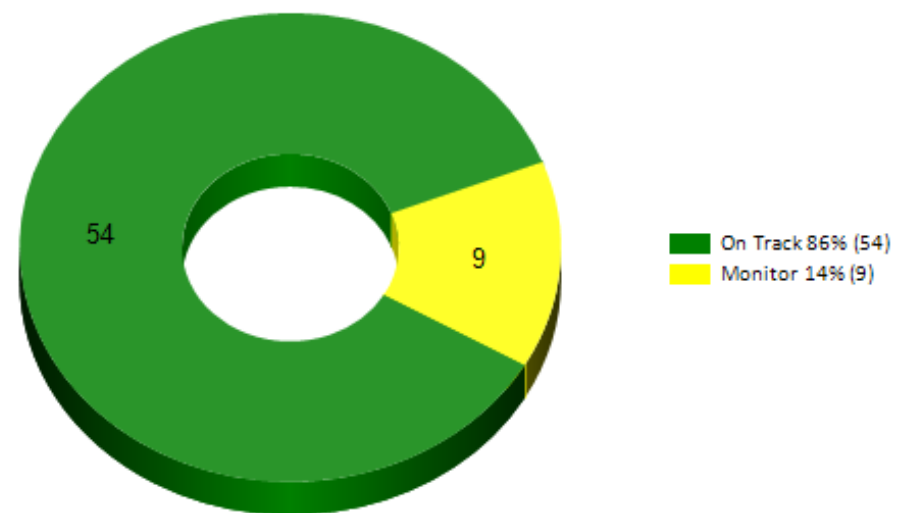
'No Target' for Action Progress and Action Outcome denotes Action has not started.



**KPI Progress RAG Status**



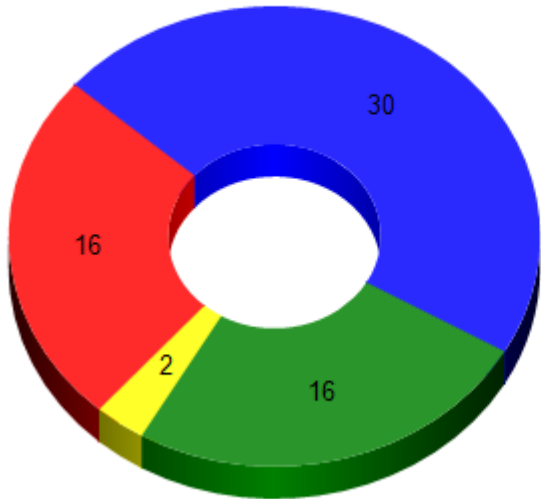
**KPI Outcome RAG Status**



'No Target' for KPI denotes this is a new KPI and a baseline year is being established.

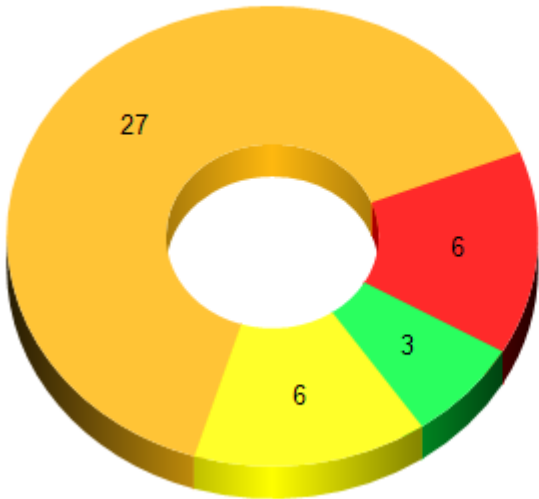


KPI Trend Status



- Improved 47% (16)
- Maintained 6% (2)
- Downturned 47% (16)
- Not Applicable (30)

Current Risk Status





- Insignificant (1) 7% (3)
- Minor (2) 14% (6)
- Moderate (3) 64% (27)
- Major (4) 14% (6)



'Not Applicable' denotes that there is not KPI Trend as this is a new KPI and a baseline year is being established.





## Caring Council

### Actions

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
1.1.1.1 (CP) Opening of the Holywell Extra Care Scheme to extend supply in another community area	Jacque Slee - Team Manager Performance	In Progress	01-Apr-2019	31-Mar-2020	50.00%	 GREEN	 GREEN
<b>ACTION PROGRESS COMMENTS:</b> Plas Yr Yrwn is due to open in February 2020. Open days are taking place and applications are being taken. Recruitment has been completed to manager and assistant manager positions, and a training programme has been developed.  Last Updated: 08-Oct-2019							

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
1.1.1.2 (CP) Agreement of a preferred option to further extend supply in a further community area with Buckley as the priority	Jacque Slee - Team Manager Performance	In Progress	01-Apr-2019	31-Mar-2020	50.00%	 GREEN	 GREEN
<b>ACTION PROGRESS COMMENTS:</b> Discussions are still ongoing regarding a further community area for extra care.  Last Updated: 10-Oct-2019							





ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
1.1.2.1 (CP) Implementing a Quality Framework for Microcare	Dawn Holt - Commissioning Manager	In Progress	01-Apr-2019	31-Mar-2020	50.00%	 GREEN	 GREEN

**ACTION PROGRESS COMMENTS:**

Development Officers are drafting a Quality Framework to support the implementation of Microcare, which aims to support older people in rural communities with direct care needs, through the development of small, locally based, person centred provision. We are awaiting the outcome of Foundation Economy Grant Application to bring in further support for the development of the Quality Framework.



Last Updated: 30-Oct-2019

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
1.1.2.2 (CP) Seed funding developed to support the startup and development of new microcare services	Dawn Holt - Commissioning Manager	In Progress	01-Apr-2019	31-Mar-2020	50.00%	 GREEN	 GREEN

**ACTION PROGRESS COMMENTS:**

Seed funding for Microcare is incorporated into the Foundation Economy Grant Application (FEGA), although development officers are also looking for alternative sources of funding that might support business startup.

Last Updated: 09-Oct-2019

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



**ACTION PROGRESS COMMENTS:**



As of early September 2019, through Flintshire's financial contribution and funding from the LEADER fund via Cadwyn Clwyd, two Officers have been recruited to deliver the Microcare programme.

Last Updated: 22-Oct-2019











ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
1.1.2.4 (CP) Adopting a new approach to Homecare recruitment using value based recruitment processes	Jacque Slee - Team Manager Performance	In Progress	01-Apr-2019	31-Mar-2020	50.00%	 GREEN	 GREEN
<b>ACTION PROGRESS COMMENTS:</b> We were actively involved in the WeCare Wales event for value based recruitment in each of the 5 key localities. This has generated interest across the represented areas.  Last Updated: 08-Oct-2019							

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
1.1.3.1 (CP) Increase the number of people who access the social prescribing / third sector service through the Single Point of Access	Jacque Slee - Team Manager Performance	In Progress	01-Apr-2019	31-Mar-2020	50.00%	 GREEN	 GREEN
<b>ACTION PROGRESS COMMENTS:</b> Between April – September 2019, the two SPOA based workers providing a Social Prescribing response responded to 202 referrals for support. The number of referrals from GPs is increasing due to the targeted activity that has been a feature of this reporting activity. The support offered is in response to a discussion about “what matters” to the individual meaning that the responses are person centred and bespoke to their individual needs.  Last Updated: 11-Oct-2019							







ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
1.1.3.2 (CP) Increase the number of domiciliary providers working towards the silver standard for Progress for Providers	Jacque Slee - Team Manager Performance	In Progress	01-Apr-2019	31-Mar-2020	50.00%	 GREEN	 GREEN
<b>ACTION PROGRESS COMMENTS:</b> Three in house and four independent sector domiciliary providers are working towards achieving the Silver standard for Progress for Providers, the quality standard for domiciliary care.  Last Updated: 09-Oct-2019							

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
1.1.4.1 (CP) Implementation of a system for collecting and evaluating feedback from adults involved in the safeguarding process	Jayne Belton - Children's Safeguarding Manager	Completed	01-Apr-2019	31-Mar-2020	100.00%	 GREEN	 GREEN
<b>ACTION PROGRESS COMMENTS:</b> Feedback from adults involved in the Safeguarding process is currently included in our regular case file audits. An annual audit is planned for March to look at themes arising from the case conference, including the experience of adults who go through the process.  Last Updated: 08-Oct-2019							



ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
1.1.4.2 (CP) Include the recommendations from Strategy Meetings in the case file audit process	Jayne Belton - Children's Safeguarding Manager	In Progress	01-Apr-2019	31-Dec-2019	50.00%	 GREEN	 GREEN
<b>ACTION PROGRESS COMMENTS:</b> Questions related to reviewing the actions from Strategy Meetings have been included in our case file audit tool. The first audit will take place in January 2020.  Last Updated: 09-Oct-2019							







ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
1.1.4.3 (CP) Implement electronic monitoring for recommendations from Strategy Meetings	Jayne Belton - Children's Safeguarding Manager	Completed	01-Apr-2019	31-Mar-2020	100.00%	 GREEN	 GREEN
<b>ACTION PROGRESS COMMENTS:</b> The Looked After Review document is on our Client Information System (Paris); the tracking of recommendations is included in this document.  Last Updated: 08-Oct-2019							

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
1.1.5.1 (CP) Meeting the annual inflationary costs of care providers	Jane M Davies - Senior Manager, Safeguarding & Commissioning	In Progress	01-Apr-2019	31-Mar-2020	50.00%	 GREEN	 GREEN
<b>ACTION PROGRESS COMMENTS:</b> The North Wales fee setting group are working on the Laing and Buisson national model for fee setting, with a view to having it ready in Autumn 2019/20. We have consultation events in place before the end of this calendar year. An open book exercise with 3 or 4 providers will be used to base our fee structure for 2020/21. As part of this, we are also looking at fees for Supported Living providers, and a fee structure for Microcarers. We are also considering fee setting for Direct Payments and High cost Low Volume placements. This all needs to fit within the envelope of the cost pressure in the Council's Medium Term Financial Strategy.  Last Updated: 29-Oct-2019							







ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
1.1.5.2 (CP) Implement active use of digital mapping to assist in the brokerage of domiciliary care	Dawn Holt - Commissioning Manager	Completed	01-Apr-2019	31-Dec-2019	100.00%	 GREEN	 GREEN
<b>ACTION PROGRESS COMMENTS:</b> The digital map is in place, and being used actively to broker packages of care across the County.  Last Updated: 09-Oct-2019							



ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
1.1.5.3 (CP) Marleyfield House planning phase completed	Susie Lunt - Senior Manager, Integrated Services and Lead Adults	In Progress	01-Apr-2019	31-Mar-2020	50.00%	 GREEN	 GREEN
<b>ACTION PROGRESS COMMENTS:</b> The extension of Marleyfield House is on track, with no further changes to the design formally agreed, and construction due to start.  Last Updated: 08-Oct-2019							

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
1.1.5.4 (CP) Introduction of an online financial self-assessment to give people the opportunity to arrange their own self-funded care	Jacque Slee - Team Manager Performance	Completed	01-Apr-2019	31-Mar-2020	100.00%	 GREEN	 GREEN
<b>ACTION PROGRESS COMMENTS:</b> Individuals are now able to complete an initial assessment online to determine their eligibility for care funding.  Last Updated: 08-Oct-2019							







ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
1.1.6.1 (CP) Successful application to become a Dementia Friendly Council	Dawn Holt - Commissioning Manager	Completed	01-Apr-2019	31-Mar-2020	100.00%	 GREEN	 GREEN
<b>ACTION PROGRESS COMMENTS:</b> Flintshire is the first Dementia-Friendly Council in North Wales, supporting intergenerational work and alternative therapies. The Council was recognised as 'Working Towards Becoming Dementia Friendly' in August 2019.  Last Updated: 08-Oct-2019							



ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
1.2.1.1 (CP) Implementing an agreed Placement Strategy	Craig Macleod - Senior Manager, Children's Services & Workforce	In Progress	01-Apr-2019	31-Dec-2019	66.00%	 GREEN	 GREEN
<b>ACTION PROGRESS COMMENTS:</b> Our Support and Placement Strategy 2019 to 2022 was agreed by the Joint Education & Youth and Social & Health Care Overview & Scrutiny Committee on 25 July 2019, for implementation in Quarter Three.  Last Updated: 23-Oct-2019							

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
1.2.1.2 (CP) Agreed provider and implementation plan	Craig Macleod - Senior Manager, Children's Services & Workforce	Completed	01-Apr-2019	31-Mar-2020	100.00%	 GREEN	 GREEN
<b>ACTION PROGRESS COMMENTS:</b> The Regional North Wales Market Positioning Statement for children and young people in residential care, fostering and secure accommodation was formerly launched at the National Social Care Conference on 11 September 2019.  Last Updated: 03-Oct-2019							







ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
1.2.1.3 (CP) Testing and agreeing new regional models of support to extend and complement local provision	Craig Macleod - Senior Manager, Children's Services & Workforce	In Progress	01-Apr-2019	31-Mar-2020	50.00%	 GREEN	 GREEN
<b>ACTION PROGRESS COMMENTS:</b> We have identified a regional provision in North Wales as an appropriate alternative to hospital admission for children with mental health issues, and have entered into initial dialogue with the market following the publication of the Market Position Statement.  Last Updated: 08-Oct-2019							

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
1.2.2.1 (CP) Ensure that pre-birth assessments are included in the regular audit process	Jayne Belton - Children's Safeguarding Manager	Completed	01-Apr-2019	31-Mar-2020	100.00%	 GREEN	 GREEN
<b>ACTION PROGRESS COMMENTS:</b> Questions on the Pre-Birth Risk Assessment have been included in the case file audit tool for Children's Services, and are reviewed on a quarterly basis.  Last Updated: 08-Oct-2019							



ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
1.2.2.2 (CP) Implement a system to track data on children who are reported missing	Jayne Belton - Children's Safeguarding Manager	Completed	01-Apr-2019	31-Mar-2020	100.00%	 GREEN	 GREEN
<b>ACTION PROGRESS COMMENTS:</b> This has been implemented through our Client Information System (Paris). Current data is regularly extracted and reported to Missing, Exploitation, Trafficking (MET) Panel.  Last Updated: 09-Oct-2019							





ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
1.2.3.1 (CP) Test and evaluate the Mockingbird Model of Fostering in 2019/2020 with the aim to have a proposed model ready for full implementation in 2020/2021	Peter Robson - Service Manager, Children's Resources	In Progress	01-Apr-2019	31-Mar-2020	50.00%	 GREEN	 GREEN
<b>ACTION PROGRESS COMMENTS:</b> A comprehensive evaluation on the Mockingbird Model of foster care has been produced and the benefits of the model are clearly evidenced. A comprehensive business case has been developed, proposing the development of a sustainable model. Cost options for the delivery phase are now being developed.  Last Updated: 03-Oct-2019							

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
1.2.3.2 (CP) Approval of regional fostering manager to take forward the work on the National Fostering Framework across North Wales	Peter Robson - Service Manager, Children's Resources	In Progress	01-Apr-2019	31-Dec-2019	66.00%	 GREEN	 GREEN
<b>ACTION PROGRESS COMMENTS:</b> A funding model for the regional post has been agreed, along with host arrangements through Gwynedd Council. The recruitment process will begin in Quarter Three.  Last Updated: 23-Oct-2019							







ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
1.2.4.1 (CP) Agree with Welsh Government a local strategy for effective and cost-efficient edge of care services	Craig Macleod - Senior Manager, Children's Services & Workforce	In Progress	01-Apr-2019	31-Mar-2020	50.00%	 GREEN	 GREEN
<b>ACTION PROGRESS COMMENTS:</b> Our proposals for supporting children on the edge of care, reducing the need for children to enter care where appropriate and improving outcomes for children who are looked after have been submitted to Welsh Government. A request is being made to ensure sufficient central funding for high cost placements, along with proposals for Invest to save money to rebalance the reliance on high cost placements.  Last Updated: 29-Oct-2019							

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
1.2.4.2 (CP) Achievement of the actions and targets within our Corporate Parenting Strategy	Craig Macleod - Senior Manager, Children's Services & Workforce	In Progress	01-Apr-2019	31-Mar-2020	50.00%	 GREEN	 GREEN
<b>ACTION PROGRESS COMMENTS:</b> Specific actions for delivery in 2019/20 were endorsed by the Joint Education & Youth and Social & Health Care Overview & Scrutiny Committee, with a progress report being taken to the Children's Services Forum in Quarter Three.  Last Updated: 23-Oct-2019							







ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
1.3.1.1 (CP) Opening of Hwb Cyfle, the new learning disability day service in Deeside on time, on budget and to standard	Jo Taylor - Disabilities Services Manager	Completed	01-Apr-2019	30-Sep-2019	100.00%	 GREEN	 GREEN
<b>ACTION PROGRESS COMMENTS:</b> Construction of the new Learning Disability Day Centre was completed in May 2019. The Council's Service Delivery partner, Hft, moved into the new building on 24th June, transferring the day service from the ageing day centre at Glanrafon, Queensferry. The building provides a modern, accessible and vibrant place for people with learning disabilities to develop skills, increase independence and broaden social relationships.  Last Updated: 29-Oct-2019							

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
1.3.1.2 (CP) Achievement of the actions and targets for the Regional Learning Disability Service Transformation project both regionally (as the lead Authority) and locally	Jo Taylor - Disabilities Services Manager	In Progress	01-Apr-2019	31-Mar-2020	50.00%	 GREEN	 GREEN
<b>ACTION PROGRESS COMMENTS:</b> North Wales Together Learning Disability Transformation programme have concluded the first phase of their project plan and have identified themes to take forward. The next phase is to take bids from potential providers which achieve the outcomes identified in the Learning Disability Strategy.  Last Updated: 22-Oct-2019							





ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
1.4.1.1 (CP) Establishing a permanent emergency bed provision in Flintshire	Jenni Griffiths - Homeless and Advice Manager	In Progress	01-Apr-2019	31-Mar-2020	30.00%	 AMBER	 AMBER

**ACTION PROGRESS COMMENTS:**

The pilot emergency bed provision commenced in December 2018 and ended in September 2019. The pilot was successful and established a demand for an emergency bed provision in Flintshire to help alleviate rough sleeping. The pilot also informed that the model needs to consider day provision and increased access to support services. The service is currently working towards an alternative provision as a priority and this will help to engage service users and providers to inform the permanent model to ensure it is fit for purpose and meets local needs.

Last Updated: 21-Oct-2019



ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
1.4.1.2 (CP) Supporting rough sleepers through the employment of an Outreach Worker	Jenni Griffiths - Homeless and Advice Manager	In Progress	01-Apr-2019	31-Mar-2020	50.00%	 GREEN	 GREEN



**ACTION PROGRESS COMMENTS:**

The Outreach provision is in place and contracted until the end of the financial year. This provision enables the service to engage with rough sleepers, offer support and assistance and link them in with support services available in the area. The provision also works well in terms of the ability to react to reports of rough sleeper in a more efficient way and isn't restricted to office working hours.



Last Updated: 29-Oct-2019





ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
1.4.1.3 (CP) Completion of a feasibility study for short term emergency provision for young people with follow-up actions	Jenni Griffiths - Homeless and Advice Manager	In Progress	01-Apr-2019	31-Mar-2020	30.00%	 AMBER	 AMBER
<b>ACTION PROGRESS COMMENTS:</b> Initial scoping work has been undertaken to better understand the requirement of a provision specifically for young people. A number of options are currently being investigated to determine feasibility. This work is complex in nature with a number of pieces of activity which need to be developed, visits to facilitate which have worked well would need to be a pre-requisite of its work stream.  Last Updated: 29-Oct-2019							



ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
1.4.1.4 (CP) Completion of feasibility study for a Housing First approach in Flintshire for people with complex needs with follow up actions	Jenni Griffiths - Homeless and Advice Manager	In Progress	01-Apr-2019	31-Mar-2020	50.00%	 GREEN	 GREEN
<b>ACTION PROGRESS COMMENTS:</b> Demand for a housing first approach in Flintshire has been established. Funding for this work stream was awarded by Welsh Government on 28 August 2019. Work is now progressing in terms of recruitment to be completed November 2019 for project commencement in December 2019. This is a model of delivery which supports some of our most complex and difficult to reach individuals. The pilot will look to a number of concepts and visit existing models of delivery.  Last Updated: 29-Oct-2019							







ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
1.4.1.5 (CP) Increasing the number of available rented properties in the Private Rented Sector (PRS) to provide housing solutions	Jenni Griffiths - Homeless and Advice Manager	In Progress	01-Apr-2019	31-Mar-2020	25.00%	 AMBER	 AMBER
<b>ACTION PROGRESS COMMENTS:</b> HAWS letting agency are proactively working in Flintshire to increase the number of Private Rented Sector (PRS) properties available to meet housing demand. A Private Rented Sector Landlord event is planned for November 2019 to re-engage with this sector and understand landlords concerns and the barriers to housing some client groups, i.e unemployed applicants. This event will help the service to identify the areas landlords require support and assistance to make the Private Rented Sector more accessible to all applicants.  Last Updated: 29-Oct-2019							

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
1.4.2.1 (CP) Meeting the targets within the comprehensive capital delivery programme of modernisation and refurbishment work to our housing stock	Sean O'Donnell - Contract Surveyor	In Progress	01-Apr-2019	31-Mar-2020	50.00%	 GREEN	 GREEN
<b>ACTION PROGRESS COMMENTS:</b> On target to meet the programme set within the comprehensive capital delivery programme to ensure our housing stock achieves the Welsh Housing Quality Standards (WHQS) by 2020.  Last Updated: 29-Oct-2019							







ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
1.4.2.2 (CP) Achieving WHQS for the total stock by 2020/21	Sean O'Donnell - Contract Surveyor	In Progress	01-Apr-2019	31-Mar-2020	50.00%	 GREEN	 GREEN
<b>ACTION PROGRESS COMMENTS:</b> We are on target to achieve the Welsh Housing Quality Standards for all Council owned properties by 2020/21. Work currently focused upon external envelope work.  Last Updated: 29-Oct-2019							

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
1.4.2.3 (CP) Capital Expenditure is within budget for Housing work.	Sean O'Donnell - Contract Surveyor	In Progress	01-Apr-2019	31-Mar-2020	50.00%	 GREEN	 GREEN
<b>ACTION PROGRESS COMMENTS:</b> Our current Capital Expenditure is on track with our projections and our Capital Programme will be delivered within the allocated budget.  Last Updated: 29-Oct-2019							



ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
1.4.3.1 (CP) Meeting the in-year aims and targets of the Housing Strategy and Action Plan for 2019-2024	Lesley Bassett - Housing Strategy Manager	Not Started	01-Apr-2019	31-Mar-2020	0.00%		
<b>ACTION PROGRESS COMMENTS:</b> The Housing Strategy has now been adopted by the council, being endorsed by Cabinet in October 2019. Work to deliver on actions the strategy will now be delivered. There are a large number of activities which will need to be delivered upon over a number of financial years.  Last Updated: 29-Oct-2019							





ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
1.4.4.1 (CP) Providing new social and affordable housing (1) as set out in the Housing Revenue Account (2) through NEW Homes Development Plans and (3) through the commitments of our Housing Association partners drawing on Welsh Government funding where possible	Lesley Bassett - Housing Strategy Manager	In Progress	01-Apr-2019	31-Mar-2020	50.00%	 GREEN	 GREEN
<b>ACTION PROGRESS COMMENTS:</b> Development of this work stream has a long delivery time so end of year reporting will provide a more definitive figure.  Last Updated: 29-Oct-2019							



ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
1.4.4.2 (CP) Maximising the provision of affordable housing through market led schemes and developer obligations in line with planning policy requirements	Lesley Bassett - Housing Strategy Manager	In Progress	01-Apr-2019	31-Mar-2020	50.00%	 GREEN	 GREEN
<b>ACTION PROGRESS COMMENTS:</b> Ongoing negotiations with developers as an when planning applications are submitted to ensure the council maximise the provision of affordable housing.  Last Updated: 29-Oct-2019							





ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
1.4.5.1 (CP) The availability of suitable housing through new build social housing developments and other supported housing provision	Lesley Bassett - Housing Strategy Manager	In Progress	01-Apr-2019	31-Mar-2020	50.00%	 GREEN	 GREEN
<b>ACTION PROGRESS COMMENTS:</b> We are currently on target to deliver 79 new social units of accommodation through our partner Registered Social Landlords (RSL) this year.  Last Updated: 29-Oct-2019							

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
1.4.5.2 (CP) Effective implementation of the Welsh Government's recommended Service Standards for delivery of Housing Adaptations	Jen Griffiths - Benefits Manager	In Progress	01-Apr-2019	31-Mar-2020	40.00%	 GREEN	 GREEN
<b>ACTION PROGRESS COMMENTS:</b> The Housing Adaptations Best Practice Group has now been established which includes representatives from the Local Authority, Registered Social Landlords and Third Sector. The group has established a terms of reference which sets the overarching role of the group: "to improve the access to housing that meets people's health needs, regardless of tenure, provide a platform for sharing best practice and help develop new ways of delivering adaptations." The group is scheduled to meet on a monthly basis and work has already started on the development of an action plan to deliver the recommended service standards within Flintshire.  Last Updated: 25-Oct-2019							







ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
1.4.5.3 (CP) Supporting people to remain in their homes through the provision of housing support and advice	Jenni Griffiths - Homeless and Advice Manager	In Progress	01-Apr-2019	31-Mar-2020	50.00%	 GREEN	 GREEN
<b>ACTION PROGRESS COMMENTS:</b> Prevention work continues to be a priority for households who are potentially at risk of becoming homeless. Households are identified as soon as possible and support is put in place to resolve the issues faced and minimise the risk of homelessness. This work is carried out through a number of functions including the Supporting People Team and Housing Solutions Team.  Last Updated: 29-Oct-2019							

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
1.4.5.4 (CP) Adoption of a renewed strategy for our sheltered and supported housing schemes following review	Lesley Bassett - Housing Strategy Manager	In Progress	01-Apr-2019	31-Mar-2020	50.00%	 GREEN	 GREEN
<b>ACTION PROGRESS COMMENTS:</b> Currently undertaking the review with a report due early 2020. We are on target to produce a draft strategy by March 2020.  Last Updated: 29-Oct-2019							











ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
1.4.5.5 (CP) Effective management of the Specialist Housing register in partnership with Housing Associations to ensure the housing needs of vulnerable households are met	Jenni Griffiths - Homeless and Advice Manager	In Progress	01-Apr-2019	31-Mar-2020	50.00%	 GREEN	 GREEN
<b>ACTION PROGRESS COMMENTS:</b> The specialist housing register currently has 59 applicants of which 41 require specialist adapted properties and 8 require large properties. At the end of quarter two, eight households from the specialist housing register were successfully rehoused into suitable accommodation. The Single Access Route to Housing (SARTH) partnership continue to work closely to meet the needs of vulnerable households and representatives from all organisations meet every six weeks to review current voids against specialist housing register needs to identify properties that can be adapted.  Last Updated: 29-Oct-2019							

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
1.5.1.1 (CP) Forming a new social food enterprise with short and medium term objectives and targets	Jen Griffiths - Benefits Manager	In Progress	01-Apr-2019	31-Mar-2020	75.00%	 GREEN	 GREEN
<b>ACTION PROGRESS COMMENTS:</b> The Council and its partners have been exploring a number of options which will see progress maintained through the development of a longer term and sustainable solution to food poverty. In order to address these issues in the long term, a local social-food-enterprise is in the process of being developed. The mission of the company will be to "connect everyone with good fresh food". A primary aim will be to reach and develop sustainable models for people to access good affordable fresh food, particularly linking in with work we do and services we provide such as: <ul style="list-style-type: none"> <li>• Domiciliary care and linking food provision with care services.</li> <li>• Developing a transition programme from food aid to food purchase for vulnerable groups, i.e. homeless families.</li> <li>• To link in with services which support residents and embed support around food provision within those services.</li> <li>• To use food provision as a catalyst to begin to tackle loneliness and isolation.</li> </ul> This work is progressing well and is in the final stages of implementation.  Last Updated: 29-Oct-2019							







ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
1.5.1.2 (CP) Mapping / detailing areas where there are gaps in provision and then developing solutions	Jen Griffiths - Benefits Manager	In Progress	01-Apr-2019	31-Mar-2020	40.00%	 GREEN	 GREEN
<b>ACTION PROGRESS COMMENTS:</b> The Good Food Flintshire group is now well established and its membership includes public, private and third sector representation. Work has commenced on mapping need and activity in the County so that we can take a more targeted approach to areas with greater need.  Last Updated: 29-Oct-2019							



ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
1.5.1.3 (CP) Setting a food insecurity / food poverty action plan for Flintshire with partners with short and medium term objectives and targets	Jen Griffiths - Benefits Manager	In Progress	01-Apr-2019	31-Mar-2020	40.00%	 GREEN	 GREEN
<b>ACTION PROGRESS COMMENTS:</b> The Flintshire Food Poverty Strategy was adopted by the Public Services Board in 2018 and work is now in progress to develop a detailed action plan for the County. The action plan is in the early stages currently and the Good Food Flintshire group are working around agreed themes in order to collate the information and develop this into a progressive action plan for 2019 and beyond.  Last Updated: 29-Oct-2019							

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
1.5.2.1 (CP) Agreeing a funded action plan to support those in greatest fuel poverty	Leanna Jones - Energy Projects Coordinator	Completed	01-Apr-2019	30-Sep-2019	100.00%	 GREEN	 GREEN
<b>ACTION PROGRESS COMMENTS:</b> Fully funded plan agreed for the next 18 months including Warm Homes Fund, Crisis Fund, Arbed, Clwyd Alyn and FCC social housing stock.  Last Updated: 23-Oct-2019							





ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
1.5.2.2 (CP) Improvement of the energy efficiency ratings of current housing in Flintshire measured through Energy Performance Certificate Scores	Leanna Jones - Energy Projects Coordinator	In Progress	01-Apr-2019	30-Sep-2019	50.00%	 GREEN	 GREEN
<b>ACTION PROGRESS COMMENTS:</b> Increased Energy Performance Certificate (EPC) rating by two bands or more in majority of households assisted in both the private and social sectors.  Last Updated: 22-Oct-2019							

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
1.5.2.3 (CP) Implement solutions to extend gas supplies to those communities with no gas service including Ffynnongroyw	Leanna Jones - Energy Projects Coordinator	In Progress	01-Apr-2019	30-Sep-2019	50.00%	 GREEN	 GREEN
<b>ACTION PROGRESS COMMENTS:</b> Successfully bid for Welsh Government Arbed grant to fund gas connections, new heating systems, and other energy efficiency measures in Ffynnongroyw. Working in partnership with Arbed Am Byth to deliver the project. Gas connection projects also completed to parts of Holywell, Mostyn, Penyffordd, and Treuddyn where gas was not previously available.  Last Updated: 22-Oct-2019							

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
1.5.2.4 (CP) Increasing the take up of solar, water and electricity systems by supporting their installation in vulnerable households	Leanna Jones - Energy Projects Coordinator	In Progress	01-Apr-2019	31-Mar-2020	50.00%	 GREEN	 GREEN
<b>ACTION PROGRESS COMMENTS:</b> Continued installation of air source heat pumps (air to water) systems in public and private fuel poor households through Warm Homes Fund. Installed solar panels to vulnerable social housing and identified further schemes in Cilcain and Gwernaffield.							





Last Updated: 29-Oct-2019

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
1.5.3.1 (CP) In-year mapping and assessment of child poverty to inform future programme and strategy development	Gail Bennett - Early Intervention Services Manager	In Progress	01-Apr-2019	31-Mar-2020	45.00%	 GREEN	 GREEN

**ACTION PROGRESS COMMENTS:**

New group arrangements are in place involving the key stakeholders for delivering anti-poverty programmes and welfare reforms and the offer of appropriate services that meet need. Terms of Reference and Membership have been updated. Mapping and assessment are ongoing and aligning with the Funding Flexibilities and Early Years Pathfinder projects.

Last Updated: 22-Oct-2019



ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
1.5.3.2 (CP) Outline our commitments in working with partner agencies to target interventions to reduce levels of child poverty	Gail Bennett - Early Intervention Services Manager	In Progress	01-Apr-2019	31-Mar-2020	50.00%	 GREEN	 GREEN



**ACTION PROGRESS COMMENTS:**

The Flintshire Tackling Poverty Partnership meets twice a year with the Denbighshire Partnership. There has been a change in Chair, revised Terms of Reference; a review of Membership and the development of a forward work plan including mapping.



Last Updated: 09-Oct-2019





ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
1.5.3.3 (CP) Effective planning, performance and implementation as the 'Delivery Authority' for the Childcare Offer for Flintshire, Wrexham and Denbighshire and of its supporting capital programme	Gail Bennett - Early Intervention Services Manager	In Progress	01-Apr-2019	31-Mar-2020	50.00%	 GREEN	 GREEN
<b>ACTION PROGRESS COMMENTS:</b> Uptake of Childcare places has exceeded expectations, with a request to Welsh Government for a successful increase in the Grant. Flintshire has an agreement in place with the cross border English counties. Bids against the Capital Grant were successful. Flintshire has been awarded £6.46 million (14 schemes). This also includes £500,000 for small grants. There are challenges around the Capital Framework and we are using the Education framework, which is proving costly. Alternative options are currently being considered.  Last Updated: 22-Oct-2019							



ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
1.5.4.1 (CP) Access to sanitary products in schools and youth clubs to support wellbeing and school attendance	Claire Sinnott - Learning Advisor, Health, Wellbeing and Safeguarding	In Progress	01-Apr-2019	31-Mar-2020	50.00%	 GREEN	 GREEN
<b>ACTION PROGRESS COMMENTS:</b> Joint procurement exercise with Wrexham CBC for 2 years funding up 2018-2020. This was awarded to PHS. The Products provided to secondary schools, youth clubs and foodbanks are sanitary towels and tampons. Additional funding has been awarded (up until March 2020) with specific criteria regarding reusable products. These have been procured and will be issued to all primary and secondary schools alongside traditional sanitary products and tampons in the autumn and spring terms.  Last Updated: 29-Oct-2019							







ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
1.5.5.1 (CP) Residents being supported to sustain their tenancies, pay their rent and remain in their property	David Barnes - Manager - Revenues	In Progress	01-Apr-2019	31-Mar-2020	50.00%	 GREEN	 GREEN
<b>ACTION PROGRESS COMMENTS:</b> The deployment of Mobysoft is also helping to change working practices and target resources through a combination of early interventions to assist tenants in need of help and taking recovery action against tenants who fail to engage or pay. The service has stabilised collections and prevented overall arrear levels from escalating further, despite the ongoing challenges with welfare reform and an increasing number of tenants claiming Universal Credit. The early interventions and the ongoing joint working between Housing teams in Rent Income and Supporting People is helping to ensure tenancies are sustained by preventing arrears building up and ensure tenants with complex needs or those in financial difficulty receive 'fast-tracked' support they need to address their rent payments.  Last Updated: 29-Oct-2019							

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
1.5.6.1 (CP) Effective deployment of the two new grants under new governance and management arrangements	Craig Macleod - Senior Manager, Children's Services & Workforce	In Progress	01-Apr-2019	31-Mar-2020	50.00%	 GREEN	 GREEN
<b>ACTION PROGRESS COMMENTS:</b> New governance arrangements are in place with a Chief Officer Group, Lead Officer Group, and proposals developed for a Partnership Group involving the key stakeholders for delivering the Flexible Funding Programme.  Last Updated: 09-Oct-2019							





ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
1.5.6.2 (CP) Meeting need through streamlining services and developing new methods of delivery and commissioning	Craig Macleod - Senior Manager, Children's Services & Workforce	In Progress	01-Apr-2019	31-Mar-2020	50.00%	 GREEN	 GREEN
<b>ACTION PROGRESS COMMENTS:</b> Four key actions were agreed through a Partnership Group workshop on 17 September 2019; these included preparing a demand analysis and detailed service mapping to inform service development and commissioning. Opportunities for increased co-location of multidisciplinary, multiagency decision makers and statutory and not-for-profit services offering early help, prevention and support will be explored as part of the associated work programme for 2019/20.							
Last Updated: 09-Oct-2019							

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
1.5.6.3 (CP) Successful engagement of stakeholders to inform choices on new service models	Craig Macleod - Senior Manager, Children's Services & Workforce	Completed	01-Apr-2019	30-Sep-2019	100.00%	 GREEN	 GREEN
<b>ACTION PROGRESS COMMENTS:</b> The Partnership Group workshop held on 17 September 2019 identified the priorities for service delivery.							
Last Updated: 09-Oct-2019							

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
1.5.6.4 (CP) Measured performance using new and meaningful performance measures	Gail Bennett - Early Intervention Services Manager	In Progress	01-Apr-2019	31-Mar-2020	50.00%	 GREEN	 GREEN
<b>ACTION PROGRESS COMMENTS:</b> A new national outcome framework is awaited from Welsh Government. Once shared, work will be undertaken to ensure national and local measures are developed to enable timely and effective reporting.							
Last Updated: 08-Oct-2019							







ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
1.5.7.1 (CP) Achievement of targets for supporting individuals to enter employment, learning or volunteering	Sharon Jones - Communities For work	In Progress	01-Apr-2019	31-Mar-2020	50.00%	 GREEN	 GREEN
<b>ACTION PROGRESS COMMENTS:</b> Although currently below target for the six month period we are confident that the full year target is achievable. Both the Communities For Work and Communities For Work + teams are now fully staffed and engagement activity and events are due to increase in Quarter three and Quarter four. Successful Employability Roadshows were held at Broughton Park and Mold in June and further roadshows are planned in Quarter three. Roadshows bring together local employers with those seeking opportunities and have proved a highly successful route into work or further education for our mentorees. The teams have helped support our mentoring scheme participants with 17 entering employment and 21 accessing further training and three into work placements. Employment outcomes include Administration, Customer Services, Security and Retail.  Last Updated: 29-Oct-2019							









## Performance Indicators

KPI Title	Pre. Year Period Actual	Period Actual	Period Target	Perf. RAG	Perf. Indicator Trend	YTD Actual	YTD Target	Outcome RAG
CP1.1.3M01 / CP5.1.1M01 (SS010) The number of people who access the social prescribing / 3rd sector service through the Single Point of access.	164	202	0	 GREEN	↑	202	0	 GREEN
<b>Lead Officer:</b> Susie Lunt - Senior Manager, Integrated Services and Lead Adults <b>Reporting Officer:</b> Jacque Slee - Team Manager Performance <b>Progress Comment:</b> Two social prescribing officers worked with 202 individuals between April and September. There is no target for this indicator, it is used to monitor trend only as data is provided by Betsi Cadwaladr University Health Board.  Last Updated: 11-Oct-2019								



KPI Title	Pre. Year Period Actual	Period Actual	Period Target	Perf. RAG	Perf. Indicator Trend	YTD Actual	YTD Target	Outcome RAG
CP1.1.3M02 (SS011) The number of admissions to step up / step down beds.	99	108	0	 GREEN	↑	108	0	 GREEN
<b>Lead Officer:</b> Susie Lunt - Senior Manager, Integrated Services and Lead Adults <b>Reporting Officer:</b> Jacque Slee - Team Manager Performance <b>Progress Comment:</b> Between April and September there were 108 admissions to step down beds. There is no target for this indicator, it is used to monitor trend only as data is provided by Betsi Cadwaladr University Health Board.  Last Updated: 22-Oct-2019								





KPI Title	Pre. Year Period Actual	Period Actual	Period Target	Perf. RAG	Perf. Indicator Trend	YTD Actual	YTD Target	Outcome RAG
CP1.1.3M03 (SS012) The number of in house and independent sector domiciliary providers working towards the silver standard for Progress for Providers	No Data	7	5	 GREEN	New Measure	7	5	 GREEN
<b>Lead Officer:</b> Susie Lunt - Senior Manager, Integrated Services and Lead Adults <b>Reporting Officer:</b> Jacque Slee - Team Manager Performance <b>Progress Comment:</b> There are three in house and four independent sector domiciliary providers working towards the Silver standard in Progress for Providers.  Last Updated: 09-Oct-2019								



KPI Title	Pre. Year Period Actual	Period Actual	Period Target	Perf. RAG	Perf. Indicator Trend	YTD Actual	YTD Target	Outcome RAG
CP1.1.3M04 (SS015) Percentage of urgent requests for equipment that meet or exceed the national 1 Day response standards	No Data	93	New Measure	 GREEN	New Measure	93	New Measure	 GREEN
<b>Lead Officer:</b> Jacque Slee - Team Manager Performance <b>Reporting Officer:</b> Jacque Slee - Team Manager Performance <b>Progress Comment:</b> Equipment is managed by the North East Wales Community Equipment Service (NEWCES). The National standard for urgent requests is 90% within one day.  Last Updated: 10-Oct-2019								





KPI Title	Pre. Year Period Actual	Period Actual	Period Target	Perf. RAG	Perf. Indicator Trend	YTD Actual	YTD Target	Outcome RAG
CP1.1.3M05 (SS016) Percentage of requests for equipment that meet or exceed the national 7 Day standard	No Data	100	80	 GREEN	New Measure	100	80	 GREEN
<b>Lead Officer:</b> Jacque Slee - Team Manager Performance <b>Reporting Officer:</b> Jacque Slee - Team Manager Performance <b>Progress Comment:</b> The National standard for the provision of equipment requests within 7 days is 80%.  Last Updated: 10-Oct-2019								



KPI Title	Pre. Year Period Actual	Period Actual	Period Target	Perf. RAG	Perf. Indicator Trend	YTD Actual	YTD Target	Outcome RAG
CP1.1.3M06 (SS017) Percentage of equipment that is re-used	No Data	91	70	 GREEN	New Measure	91	70	 GREEN
<b>Lead Officer:</b> Susie Lunt - Senior Manager, Integrated Services and Lead Adults <b>Reporting Officer:</b> Jacque Slee - Team Manager Performance <b>Progress Comment:</b> The national standard for the reuse of equipment is 70%.  Last Updated: 10-Oct-2019								



KPI Title	Pre. Year Period Actual	Period Actual	Period Target	Perf. RAG	Perf. Indicator Trend	YTD Actual	YTD Target	Outcome RAG
CP1.1.4M01 (PM18) [SEP] The percentage of adult protection enquiries completed within 7 days	97.26	97.59	78	 GREEN	↑	96.66	78	 GREEN
<b>Lead Officer:</b> Jane M Davies - Senior Manager, Safeguarding & Commissioning <b>Reporting Officer:</b> Jacque Slee - Team Manager Performance <b>Progress Comment:</b> The Safeguarding Unit continue to prioritise and act on adult safeguarding reports in a timely manner.  Last Updated: 16-Oct-2019								



KPI Title	Pre. Year Period Actual	Period Actual	Period Target	Perf. RAG	Perf. Indicator Trend	YTD Actual	YTD Target	Outcome RAG
CP1.1.4M02 The percentage of adult safeguarding reports which proceeded to an enquiry	No Data	93.79	89	 GREEN	New Measure	93.79	89	 GREEN
<b>Lead Officer:</b> Jane M Davies - Senior Manager, Safeguarding & Commissioning <b>Reporting Officer:</b> Jacque Slee - Team Manager Performance <b>Progress Comment:</b> The Safeguarding Unit continue to work with partner agencies to improve the quality of adult safeguarding reports.  Last Updated: 16-Oct-2019								



KPI Title	Pre. Year Period Actual	Period Actual	Period Target	Perf. RAG	Perf. Indicator Trend	YTD Actual	YTD Target	Outcome RAG
CP1.2.2M01 (SS001) The percentage pre-birth assessments completed within timescales.	No Data	100	New Measure	 GREEN	↑	100	New Measure	 GREEN

**Lead Officer:** Craig Macleod - Senior Manager, Children's Services & Workforce  
**Reporting Officer:** Jacque Slee - Team Manager Performance  
**Progress Comment:** All pre-birth assessments were completed within timescales.



Last Updated: 09-Oct-2019



KPI Title	Pre. Year Period Actual	Period Actual	Period Target	Perf. RAG	Perf. Indicator Trend	YTD Actual	YTD Target	Outcome RAG
CP1.2.2M02 (SS002) The percentage of children who were reported as having run away or gone missing from home who had a return interview	No Data	77.78	New Measure	 GREEN	↑	77.78	New Measure	 GREEN

**Lead Officer:** Craig Macleod - Senior Manager, Children's Services & Workforce  
**Reporting Officer:** Jacque Slee - Team Manager Performance  
**Progress Comment:** 47 out of the 55 children who were reported missing had a return interview completed and shared with North Wales Police. The remaining eight young people were offered an interview but declined.



Last Updated: 09-Oct-2019



KPI Title	Pre. Year Period Actual	Period Actual	Period Target	Perf. RAG	Perf. Indicator Trend	YTD Actual	YTD Target	Outcome RAG
CP1.2.2M03 (SCC/034) The percentage of reviews of children on the Child Protection Register due in the year that were carried out within the statutory timescales	100	100	98		↔	100	98	
<b>Lead Officer:</b> Craig Macleod - Senior Manager, Children's Services & Workforce <b>Reporting Officer:</b> Jacque Slee - Team Manager Performance <b>Progress Comment:</b> Two siblings from one family had their review delayed in Quarter one, to await results of a medical in preparation for deregistration.  Last Updated: 09-Oct-2019								

KPI Title	Pre. Year Period Actual	Period Actual	Period Target	Perf. RAG	Perf. Indicator Trend	YTD Actual	YTD Target	Outcome RAG
CP1.2.2M04 (SCC/014) The percentage of initial child protection conferences that were due in the year and were held within 15 working days of the strategy discussion	82.5	100	95		↑	100	95	
<b>Lead Officer:</b> Craig Macleod - Senior Manager, Children's Services & Workforce <b>Reporting Officer:</b> Jacque Slee - Team Manager Performance <b>Progress Comment:</b> In Quarter One, conferences for four families were delayed due to diary capacity through the Easter period. All conferences were completed in timescales in Quarter Two.  Last Updated: 09-Oct-2019								





KPI Title	Pre. Year Period Actual	Period Actual	Period Target	Perf. RAG	Perf. Indicator Trend	YTD Actual	YTD Target	Outcome RAG
CP1.2.3M01 (SS003) Number of new foster carer approvals in the year	No Data	9	5	 GREEN	New Measure	9	5	 GREEN

**Lead Officer:** Craig Macleod - Senior Manager, Children's Services & Workforce

**Reporting Officer:** Jacque Slee - Team Manager Performance

**Progress Comment:** Nine new foster carer approvals were completed in the half year period; five connected persons, three general fostering / respite, and one specialist.

Last Updated: 09-Oct-2019

KPI Title	Pre. Year Period Actual	Period Actual	Period Target	Perf. RAG	Perf. Indicator Trend	YTD Actual	YTD Target	Outcome RAG
CP1.2.4M01 (SS004) Number of referrals to the Family Group Meeting Service	No Data	90	70	 GREEN	New Measure	182	140	 GREEN



**Lead Officer:** Craig Macleod - Senior Manager, Children's Services & Workforce

**Reporting Officer:** Jacque Slee - Team Manager Performance

**Progress Comment:** 182 referrals were made to the Family Group Conference Service in the first half of this year. A further 66 families were identified as likely to benefit from the service, but declined.

Last Updated: 09-Oct-2019





KPI Title	Pre. Year Period Actual	Period Actual	Period Target	Perf. RAG	Perf. Indicator Trend	YTD Actual	YTD Target	Outcome RAG
CP1.2.4M02 (SS005) Number of Special Guardianship Orders made	No Data	1	1	 GREEN	New Measure	3	2	 GREEN

**Lead Officer:** Susie Lunt - Senior Manager, Integrated Services and Lead Adults

**Reporting Officer:** Jacque Slee - Team Manager Performance

**Progress Comment:** Special Guardianship orders are awarded as an alternative to being a looked after child, for those children who cannot live with their birth parents and who would benefit from a legally secure placement.

Last Updated: 16-Oct-2019

KPI Title	Pre. Year Period Actual	Period Actual	Period Target	Perf. RAG	Perf. Indicator Trend	YTD Actual	YTD Target	Outcome RAG
CP1.3.1M01 / CP2.1.6M02 (SS013) People with a learning disability accessing Project Search to improve their employability skills	No Data	9	New Measure	 GREEN	New Measure	9	New Measure	 GREEN

**Lead Officer:** Susie Lunt - Senior Manager, Integrated Services and Lead Adults



**Reporting Officer:** Jacque Slee - Team Manager Performance

**Progress Comment:** Nine young people enrolled in Project Search in the September intake. No target has been set as we are establishing a baseline for the year.

Last Updated: 24-Oct-2019







KPI Title	Pre. Year Period Actual	Period Actual	Period Target	Perf. RAG	Perf. Indicator Trend	YTD Actual	YTD Target	Outcome RAG
CP1.3.1M02 (SS014) Number of people transitioning into Hwb Cyfle	No Data	54	50	 GREEN	New Measure	54	50	 GREEN

**Lead Officer:** Susie Lunt - Senior Manager, Integrated Services and Lead Adults

**Reporting Officer:** Jacque Slee - Team Manager Performance

**Progress Comment:** This figure represents the average number of individuals attending the day service at Hwb Cyfle in the first half of this year. A further 215 people with a learning disability attended other day services in the County.

Last Updated: 22-Oct-2019

KPI Title	Pre. Year Period Actual	Period Actual	Period Target	Perf. RAG	Perf. Indicator Trend	YTD Actual	YTD Target	Outcome RAG
CP1.4.1M01 Number of Private Rented Sector (PRS) properties available via HAWS Lettings contract for Housing Solutions	No Data	3	New Measure	 GREEN	New Measure	3	New Measure	 GREEN

**Lead Officer:** Jenni Griffiths - Homeless and Advice Manager



**Reporting Officer:** Denise Naylor - Housing Programmes Support Manager

**Progress Comment:** HAWS Lettings have secured three properties in the Private Rented Sector where the tenancy has been issued to a homeless household.



This is a new service and is ongoing in terms of promoting HAWS Lettings as managing agent in Flintshire to build up their portfolio. Currently working towards a Landlord Forum/drop in session to aid promotion of services and better understanding of the challenges in the local Private Rented Sector market.

Last Updated: 31-Oct-2019



KPI Title	Pre. Year Period Actual	Period Actual	Period Target	Perf. RAG	Perf. Indicator Trend	YTD Actual	YTD Target	Outcome RAG
CP1.4.1M02 Number of additional Private Rented Sector (PRS) properties available via HAWS lettings contract	No Data	1	New Measure		New Measure	1	New Measure	
<p><b>Lead Officer:</b> Jenni Griffiths - Homeless and Advice Manager</p> <p><b>Reporting Officer:</b> Denise Naylor - Housing Programmes Support Manager</p> <p><b>Aspirational Target:</b></p> <p><b>Progress Comment:</b> New Indicator - Baseline year. HAWS have secured one property in the Private Rented Sector where viewings are currently underway but tenancy has not yet been agreed.</p> <p>Currently working towards a Landlord Forum/drop in session to aid promotion of services and better understanding of the challenges in the local Private Rented Sector market.</p> <p>Last Updated: 12-Nov-2019</p>								





KPI Title	Pre. Year Period Actual	Period Actual	Period Target	Perf. RAG	Perf. Indicator Trend	YTD Actual	YTD Target	Outcome RAG
CP1.4.1M03 (PAM/012) Percentage of households successfully prevented from becoming homeless	80.6	81.82	85	 AMBER	↑	81.82	85	 AMBER

**Lead Officer:** Neal Cockerton - Chief Officer - Housing and Assets

**Reporting Officer:** Jenni Griffiths - Homeless and Advice Manager

**Progress Comment:** The percentage of households in the quarter where homelessness was prevented.

Last Updated: 15-Oct-2019

KPI Title	Pre. Year Period Actual	Period Actual	Period Target	Perf. RAG	Perf. Indicator Trend	YTD Actual	YTD Target	Outcome RAG
CP1.4.2M01 The percentage of council houses that meet the Welsh Housing Quality standards within our annual programme	No Data	103.35	100	 GREEN	New Measure	105.63	100	 GREEN



**Lead Officer:** Denise Naylor - Housing Programmes Support Manager

**Reporting Officer:** Sean O'Donnell - Contract Surveyor

**Progress Comment:** We are currently ahead of programme on a number of workstreams due to good weather and early engagement with tenants. The mid-year target was to complete 895 properties. We have completed 925 properties, 30 properties ahead of our target.

Last Updated: 14-Oct-2019





KPI Title	Pre. Year Period Actual	Period Actual	Period Target	Perf. RAG	Perf. Indicator Trend	YTD Actual	YTD Target	Outcome RAG
CP1.4.2M02 Tenant satisfaction level	New Measure	92.81	95	 AMBER	New Measure	92.81	95	 AMBER

**Lead Officer:** Denise Naylor - Housing Programmes Support Manager

**Reporting Officer:** Sean O'Donnell - Contract Surveyor

**Progress Comment:** We are currently experiencing some delays on one workstream and this is impacting on the overall satisfaction levels being scored by the tenants on this workstream. We have engaged with the Contractor and have addressed some of the communication issues they have been experiencing onsite with our in-house Flintshire County Council Tenant Liaison Officers. Early indications are proving positive.

Last Updated: 14-Oct-2019

KPI Title	Pre. Year Period Actual	Period Actual	Period Target	Perf. RAG	Perf. Indicator Trend	YTD Actual	YTD Target	Outcome RAG
CP1.4.4M01 The number of Council homes completed or under construction through the Strategic Housing and Regeneration Programme (SHARP)	No Data	54	45.5	 GREEN	New Measure	54	45.5	 GREEN



**Lead Officer:** Melville Evans - Senior Manager - Housing Programmes

**Reporting Officer:** Denise Naylor - Housing Programmes Support Manager

**Progress Comment:** 54 council homes have been completed or are currently under construction in Llys Dewi, Penyffordd (Holywell), Dobshell, Mold and Garden City. There has been a delay at the scheme in Nant y Gro, Gronant which once approved will see the construction of a further 37 council homes.

Last Updated: 15-Oct-2019



KPI Title	Pre. Year Period Actual	Period Actual	Period Target	Perf. RAG	Perf. Indicator Trend	YTD Actual	YTD Target	Outcome RAG
CP1.4.5M01 (PAM/015) Average number of calendar days taken to deliver a DFG	257.89	202.64	247	 GREEN	↑	202.64	247	 GREEN



**Lead Officer:** Jen Griffiths - Benefits Manager

**Reporting Officer:** Joseph Muxlow - Regeneration Programme Lead

**Progress Comment:** Disabled Facilities Grant (DFG) is a mandatory grant to help individuals living with a disability with the cost of adapting their homes to enable them to continue living at their residence with the maximum amount of independence.

The service has been working to implement improvements to processes and controls and to the wider adaptations system in the Council.

Last Updated: 15-Oct-2019

KPI Title	Pre. Year Period Actual	Period Actual	Period Target	Perf. RAG	Perf. Indicator Trend	YTD Actual	YTD Target	Outcome RAG
CP1.5.2M01 Delivery of energy efficiency measures to domestic properties in Flintshire	No Data	538	250	 GREEN	New Measure	857	500	 GREEN



**Lead Officer:** Leanna Jones - Energy Projects Coordinator



**Reporting Officer:** Niall Waller - Service Manager - Enterprise and Regeneration

**Progress Comment:** This figure is made up of a mix of measures including mains gas installs, air source heat pumps, meters, and insulation on all tenure properties.



Last Updated: 14-Oct-2019



KPI Title	Pre. Year Period Actual	Period Actual	Period Target	Perf. RAG	Perf. Indicator Trend	YTD Actual	YTD Target	Outcome RAG
CP1.5.2M02 Number of vulnerable households supported through the Healthy Homes Healthy People programme	No Data	647	250	 GREEN	New Measure	1127	500	 GREEN
<b>Lead Officer:</b> Leanna Jones - Energy Projects Coordinator <b>Reporting Officer:</b> Niall Waller - Service Manager - Enterprise and Regeneration <b>Progress Comment:</b> At the end of Quarter Two, 167 households were supported. For the six month period, a total of 647 households were supported. Based on reports provided by the Warm Homes Fund Healthy Homes Healthy People project (category 3 of the funding) which assists people with advice and support in their homes.  Last Updated: 31-Oct-2019								

KPI Title	Pre. Year Period Actual	Period Actual	Period Target	Perf. RAG	Perf. Indicator Trend	YTD Actual	YTD Target	Outcome RAG
CP1.5.3M01 Number of children who accessed the Childcare offer	No Data	1298	625	 GREEN	New Measure	1298	1250	 GREEN
<b>Lead Officer:</b> Gail Bennett - Early Intervention Services Manager <b>Reporting Officer:</b> Jacque Slee - Team Manager Performance <b>Progress Comment:</b> Data provided indicates the number of children who accessed the Childcare Offer between 1 April and 31 August 2019.  Last Updated: 09-Oct-2019								





KPI Title	Pre. Year Period Actual	Period Actual	Period Target	Perf. RAG	Perf. Indicator Trend	YTD Actual	YTD Target	Outcome RAG
CP1.5.3M02 Number of childcare providers	No Data	189	New Measure	 GREEN	New Measure	189	New Measure	 GREEN

**Lead Officer:** Gail Bennett - Early Intervention Services Manager

**Reporting Officer:** Jacque Slee - Team Manager Performance

**Progress Comment:** The data represents the number of providers taking part in the Childcare Offer between 1 April and 31st August 2019.

Last Updated: 09-Oct-2019

KPI Title	Pre. Year Period Actual	Period Actual	Period Target	Perf. RAG	Perf. Indicator Trend	YTD Actual	YTD Target	Outcome RAG
CP1.5.4M01 Access to sanitary products in schools (percentage)	No Data	14	50	 RED	New Measure	14	50	 GREEN



**Lead Officer:** Claire Sinnott - Learning Advisor, Health, Wellbeing and Safeguarding



**Reporting Officer:** Kim Brookes - Senior Manager - Business Change and Support

**Progress Comment:** Contract in place to deliver products with PHS. Deliveries made to all secondary schools on an ongoing basis. A total of 11 secondary schools have had deliveries with Primary School deliveries to begin in the coming months. We expect to be on target at the end of the year. Primary school deliveries and reusable products are yet to be dispatched (Autumn term onwards)

Last Updated: 01-Nov-2019





KPI Title	Pre. Year Period Actual	Period Actual	Period Target	Perf. RAG	Perf. Indicator Trend	YTD Actual	YTD Target	Outcome RAG
CP1.5.4M02 Access to sanitary products in youth clubs (percentage)	No Data	100	100	 GREEN	New Measure	100	100	 GREEN
<b>Lead Officer:</b> Claire Sinnott - Learning Advisor, Health, Wellbeing and Safeguarding <b>Reporting Officer:</b> Kim Brookes - Senior Manager - Business Change and Support <b>Progress Comment:</b> Contract in place to deliver products with PHS. Deliveries made to central location and then dispatched to all youth clubs on an ongoing basis.  Last Updated: 18-Oct-2019								

KPI Title	Pre. Year Period Actual	Period Actual	Period Target	Perf. RAG	Perf. Indicator Trend	YTD Actual	YTD Target	Outcome RAG
CP1.5.4M03 Access to sanitary products in Foodbanks	No Data	100	100	 GREEN	New Measure	100	100	 GREEN
<b>Lead Officer:</b> Claire Sinnott - Learning Advisor, Health, Wellbeing and Safeguarding <b>Reporting Officer:</b> Kim Brookes - Senior Manager - Business Change and Support <b>Progress Comment:</b> Contract in place to deliver products with PHS. Deliveries made to central location and then dispatched to all the food banks on n ongoing basis.  Last Updated: 18-Oct-2019								







KPI Title	Pre. Year Period Actual	Period Actual	Period Target	Perf. RAG	Perf. Indicator Trend	YTD Actual	YTD Target	Outcome RAG
CP1.5.5M01 Average number of days to process new claims for housing benefit and council tax reduction	20.79	16.76	20	 GREEN	↑	17.99	20	 GREEN

**Lead Officer:** Jen Griffiths - Benefits Manager

**Reporting Officer:** Suzanne Jones - Team Manager - Benefits and Council Tax Reduction Assessment

**Progress Comment:** The service has completed recruitment and training and now has a full complement of staff. Some key processes have been reviewed and changes implemented. This has enabled the target of 20 days to process new claims to be achieved.

Last Updated: 31-Oct-2019

KPI Title	Pre. Year Period Actual	Period Actual	Period Target	Perf. RAG	Perf. Indicator Trend	YTD Actual	YTD Target	Outcome RAG
CP1.5.5M02 Average number of days to process change in circumstances for housing benefit and council tax reduction	10.7	3.83	8	 GREEN	↑	3.83	8	 GREEN



**Lead Officer:** Jen Griffiths - Benefits Manager

**Reporting Officer:** Suzanne Jones - Team Manager - Benefits and Council Tax Reduction Assessment

**Progress Comment:** The service has completed recruitment and training and now has a full complement of staff. Some key processes have been reviewed and changes implemented. This has enabled the target of eight days to process change in circumstances to be achieved.


Last Updated: 31-Oct-2019



KPI Title	Pre. Year Period Actual	Period Actual	Period Target	Perf. RAG	Perf. Indicator Trend	YTD Actual	YTD Target	Outcome RAG
CP1.5.7M01 Number of individuals supported through the mentoring service that enter employment, learning or volunteering	No Data	41	65	 RED	New Measure	41	130	 GREEN
<p><b>Lead Officer:</b> Sharon Jones - Communities For work</p> <p><b>Reporting Officer:</b> Lynne Fensome - Management and Support Manager</p> <p><b>Progress Comment:</b> Although currently below target for the six month period we are confident that the full year target is achievable. Both the Communities For Work and Communities For Work + teams are now fully staffed and engagement activity and events are due to increase in Quarter three and Quarter four. Successful Employability Roadshows were held at Broughton Park and Mold in June and further roadshows are planned in Quarter three. Roadshows bring together local employers with those seeking opportunities and have proved a highly successful route into work or further education for our mentorees. The teams have helped support our mentoring scheme participants with 17 entering employment and 21 accessing further training and three into work placements. Employment outcomes include Administration, Customer Services, Security and Retail.</p> <p>Last Updated: 15-Oct-2019</p>								

## RISKS

### Strategic Risk

Risk Ref.	Risk Title	Risk Type	Lead Officer	Supporting Officers	Initial Risk Rating	Current Risk Rating	Risk Trend	Risk Status
ST151	Homelessness will remain a growing area of demand due to the current economic climate	Strategic Risk	Jenni Griffiths - Homeless and Advice Manager	Lesley Bassett - Housing Strategy Manager	Amber	Amber		Open

#### Potential Effects:

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

#### Management Controls:




The Council has been awarded in year funding to assist with additional measures to develop Landlord incentives within the private rented sector and a strategic partnership with HAWs will commence in May 2019. The emergency beds provision is in place and is proving to be in demand. In addition there is an Outreach Worker in post, employed through Clwyd Alyn, who follows up on street homeless and individuals who attend the emergency bed provision.

#### Lead Supporting Officer Comments:

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 decreased slightly this quarter and requires close monitoring. The Council has been awarded in year funding to assist with additional measures to develop Landlord incentives within the private rented sector and a strategic partnership with HAWs Lettings Agency commenced in May 2019. The emergency beds provision pilot established a demand but unfortunately this pilot has ended and there is currently no emergency bed provision in place. This is a service priority for quarter three. There is an Outreach Worker in post, employed through Clwyd Alyn, who follows up on street homeless and offers support and assistance to access services.

Last Updated: 15-Oct-2019



Risk Ref.	Risk Title	Risk Type	Lead Officer	Supporting Officers	Initial Risk Rating	Current Risk Rating	Risk Trend	Risk Status
ST152	The supply of affordable housing will continue to be insufficient to meet community needs	Strategic Risk	Melville Evans - Senior Manager - Housing Programmes	Denise Naylor - Housing Programmes Support Manager				Open

**Potential Effects:**

- 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.

**Lead Supporting Officer Comments:**

This is an ongoing risk as the shortfall of affordable housing to meet local housing need as identified in the Local Housing Market Assessment is 238 per annum, which is rarely met year on year, therefore is a cumulative shortfall of affordable housing each year. Therefore, whilst the Council, our Housing Association partners and developers are committed to delivering significant number of affordable housing there will continue to be a shortfall for the foreseeable future.

To this effect, the Council's SHARP has delivered a total of 172 new social (110) and affordable rent (62) homes to date, whilst a further 102 units are under construction or scheduled to start. There have been issues at the scheme at Nant y Gro, Gronant which once resolved and approved will deliver a further 41 council and affordable homes. Three further schemes which will deliver a further 111 units are being worked up.

The Housing Associations are committed to delivering 229 affordable housing by 2021 through the Social Housing Grant programme. In addition, NEW homes has a Council approved Development Strategy which is looking to deliver a further 200 units over the next two years.

In light of the findings of the Welsh Government's Affordable Housing Review, the Council is now working with other local authorities and North Wales Housing Associations to develop a North Wales Procurement Framework with North Wales based contractors which could enable it to deliver new housing schemes under new arrangements post the SHARP contract. This could enable the Council to engage with local developers and partner housing associations to deliver sites locally. It is proposed that the new Framework will be operational by April 2020.

Last Updated: 15-Oct-2019



Risk Ref.	Risk Title	Risk Type	Lead Officer	Supporting Officers	Initial Risk Rating	Current Risk Rating	Risk Trend	Risk Status
ST153	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	Strategic Risk	Cheryl Marland - Housing Access and Sarth Team Leader	Denise Naylor - Housing Programmes Support Manager, Lesley Bassett - Housing Strategy Manager				Open

**Potential Effects:**

Welfare reforms may potentially impact the Council's ability to offer affordable housing to those affected. Examples of the types of reforms that will have may impact include: LHA Cap - Residents affected by the LHA cap who are already excluded from the private rented sector due to affordability may not be able to afford social rents Bedroom Tax - This has been in place for some time for those residents that are under occupying properties and in receipt of housing benefit and will continue under Universal Credit role out.

**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.

**Lead Supporting Officer Comments:**

This risk will be reviewed to consider whether the Welfare Reform Programme directly impacts the increasing demand for social and affordable housing.

Last Updated: 24-Oct-2019



Risk Ref.	Risk Title	Risk Type	Lead Officer	Supporting Officers	Initial Risk Rating	Current Risk Rating	Risk Trend	Risk Status
ST154	Diminishing land supply for council housing construction	Strategic Risk	Melville Evans - Senior Manager - Housing Programmes	Denise Naylor - Housing Programmes Support Manager	Amber	Green		Closed
<p><b>Potential Effects:</b> Reduction in number of housing units delivered</p> <p><b>Management Controls:</b> 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.</p> <p><b>Lead Supporting Officer Comments:</b> To date the number of new Council and affordable homes completed, being built or scheduled to be built has reached 305. The target of 500 by 2021 is within reach with work underway to identify land suitable for the construction of the remaining 195 new affordable and council homes. This could include development on sites which are not council owned in partnership with local developers and housing associations through the North Wales Development Framework.</p> <p>Last Updated: 21-Oct-2019</p>								



Risk Ref.	Risk Title	Risk Type	Lead Officer	Supporting Officers	Initial Risk Rating	Current Risk Rating	Risk Trend	Risk Status
ST155	Capital borrowing limits for Council housing	Strategic Risk	Melville Evans - Senior Manager - Housing Programmes	Denise Naylor - Housing Programmes Support Manager	Amber	Green	↓	Closed

**Potential Effects:**

Reduction in 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 Welsh Government to remove borrowing limits following removal in England.
- iii) Seek increase in borrowing cap with the UK Government through the Growth Deal.

**Lead Supporting Officer Comments:**

The cap on borrowing within the housing revenue account ended May 2019. The ending of the cap means that Flintshire will continue to invest in building council homes.

Last Updated: 10-Oct-2019



Risk Ref.	Risk Title	Risk Type	Lead Officer	Supporting Officers	Initial Risk Rating	Current Risk Rating	Risk Trend	Risk Status
ST156	Customer expectations for the timeliness of adaptations undertaken through Disabled Facilities Grants (DFGs) may not be met due to competing demands on resources	Strategic Risk	Neal Cockerton - Chief Officer - Housing and Assets	Jen Griffiths - Benefits Manager	Amber	Amber	↓	Open

**Potential Effects:**

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

**Management Controls:**

- i) Monitoring and management of adaptation cases.
- ii) Ongoing process review.
- iii) Continually seek ways to further increase cost-efficiency.
- iv) Increase in budget allocation to meet demand.

**Lead Supporting Officer Comments:**

The performance on DFG timescales has been an area of challenge over time and a management board was established to improve and monitor progress. The budget for the programme is currently on track. There has been improved performance in relation to timescales for completing adaptations, which also improves the outcomes for our customers

Last Updated: 31-Oct-2019





Risk Ref.	Risk Title	Risk Type	Lead Officer	Supporting Officers	Initial Risk Rating	Current Risk Rating	Risk Trend	Risk Status
ST158	Universal Credit Full Service roll out: by working in partnership with the Department of Working Pensions (DWP) and other stakeholders to manage any negative impact from falling upon both residents and Council services.	Strategic Risk	Jen Griffiths - Benefits Manager	Dawn Barnes - Welfare Reform Manager	Red	Amber	↓	Open

**Potential Effects:**

The impact of Welfare Reform on Flintshire households increasing the demand for advice and support to unprecedented levels. Potential increases 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. Work is taking place to identify why rent arrears have increased. Collaborative working is taking place to improve communication across the teams. This will help to identify opportunities for early intervention. Council Tax Collection continues to be under pressure and currently reviewing the claims process for Council Tax Reduction to make it easier and quicker. Although there is no evidence of links to increased presentations for homelessness, this remains a risk and will continue to monitor the rate of homelessness. From 1st April 2019 the Council will not be funded by the Department for Works & Pensions for providing Personal Budgeting and Assisted Digital Support which will be a risk for 2019-20. From April 2019, the Welfare Reform Response Team will continue to provide assistance and support to residents who are impacted by Welfare Reform.

**Lead Supporting Officer Comments:**

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

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




In April 2019 funding by the Department for Works & Pensions for providing Personal Budgeting Support and Assisted Digital Support ended. During 2019/20 the Welfare Reform Team continue to provide assistance and support to residents who are impacted by Welfare Reforms with a focus on early identification and intervention to prevent the problem from escalating.

Commencement in July 2019 of a Department for Works & Pensions Pilot of moving those in receipt of existing benefits or tax credits onto Universal Credit known as managed migration will be a risk of an increase in demand in services for 2019/20.

We are currently improving communications across teams to help identify customers who will require further support and guidance. Council Tax Collection remains under pressure.



Last Updated: 29-Oct-2019

Risk Ref.	Risk Title	Risk Type	Lead Officer	Supporting Officers	Initial Risk Rating	Current Risk Rating	Risk Trend	Risk Status
ST159	Demand for advice and support services will not be met	Strategic Risk	Jen Griffiths - Benefits Manager	Sian Humphreys - Welfare Reform Manager				Open

**Potential Effects:**

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.

**Lead Supporting Officer Comments:**

The Council's Welfare Reform Response Team provides assistance and support with the implementation of Universal Credit. Referrals to wider support services remain high with a significant number of residents presenting with underlying debt issues. Managers across Customer Services, Neighbourhood Housing and Revenues and Benefits continue to work together to develop early intervention strategies.

Last Updated: 18-Oct-2019



Risk Ref.	Risk Title	Risk Type	Lead Officer	Supporting Officers	Initial Risk Rating	Current Risk Rating	Risk Trend	Risk Status
ST160	Debt levels will rise if tenants are unable to afford to pay their rent or council tax	Strategic Risk	David Barnes - Manager - Revenues	Sheila Martin - Income Team Leader	Amber	Amber	↓	Open

**Potential Effects:**

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 debt owed to the Council for Rent and Council Tax.

**Management Controls:**

The deployment of Mobysort is also helping to change working practices and target resources through a combination of early interventions to assist tenants in need of help and taking recovery action against tenants who fail to engage or pay. The formation of an early intervention team and the ongoing joint working between Housing teams in Rent Income and Supporting People is helping to ensure tenancies are sustained by preventing arrears building up and ensure tenants with complex needs or those in financial difficulty receive 'fast-tracked' support they need to address their rent payments.

**Lead Supporting Officer Comments:**

Rent arrears are starting to stabilise and being brought under control, as a result of the measures introduced to tackle rent arrears through early intervention with tenants, but where necessary, also escalating cases to court quickly for those tenants who fail to engage or pay.

To ensure the rent recovery process is more efficient to meet the challenges of the future, the investment and 'go-live' deployment of the Mobysort Rent Sense solution in June 2019 now allows the Rent Income service to track and monitor rent arrears much more quickly through systems that will offer predictive analytics, trend-analysis and risk profiling, meaning that officer time will not be wasted on cases that do not require contact.

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

Council Tax collection rates have not been majorly impacted by the introduction of Universal Credit. In 2018/19, the Council collected 'in-year' 98.2% of council tax which resulted in Flintshire achieving the highest collection level of any Welsh local authority.

Last Updated: 22-Oct-2019



Risk Ref.	Risk Title	Risk Type	Lead Officer	Supporting Officers	Initial Risk Rating	Current Risk Rating	Risk Trend	Risk Status
ST161	The local economy will suffer if residents have less income to spend	Strategic Risk	Jen Griffiths - Benefits Manager	Sian Humphreys - Welfare Reform Manager	Amber	Amber	↔	Open

**Potential Effects:**

The local economy will see a decline if residents are not able to spend at current levels.

**Management Controls:**

The council is continuing to support residents to access advice and support to enable them to better manage their financial situation.

**Lead Supporting Officer Comments:**

Welfare Rights and Supporting People teams continue to work with residents during the year to explore areas of income maximisation for residents of the County. This work is critical to ensure residents receive the correct levels of Social Security Benefits. Therefore allowing residents to be in a position to contribute more widely to the local economy.

Last Updated: 09-Oct-2019



Risk Ref.	Risk Title	Risk Type	Lead Officer	Supporting Officers	Initial Risk Rating	Current Risk Rating	Risk Trend	Risk Status
ST163	Demand outstrips supply for residential and nursing home care bed availability	Strategic Risk	Jane M Davies - Senior Manager, Safeguarding & Commissioning	Jacque Slee - Team Manager Performance	Red	Red	↔	Open

**Potential Effects:**

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

**Management Controls:**




Working with Corporate colleagues to use capital investment to support the development of our in-house provision. Increase bed and extra care capacity for dementia/ learning disabilities. Joint marketing and recruitment campaign, including portals, sharing of candidates, shared approach. Rolling out the value-based recruitment programme to make advertising for care staff more appealing to a wider audience.

**Lead Supporting Officer Comments:**

- The expansion of Marleyfield House to support the medium term development of the nursing sector remains on track, with a target date of 2021.
- We were actively involved in Care Week in September, with promotion sessions undertaken across the county, resulting in a significant number of expressions of interest from prospective care staff from non-traditional profiles.
- One care home is currently in escalating concerns.

Last Updated: 09-Oct-2019



Risk Ref.	Risk Title	Risk Type	Lead Officer	Supporting Officers	Initial Risk Rating	Current Risk Rating	Risk Trend	Risk Status
ST169	Failure to implement safeguarding training may impact on cases not being recognised at an early stage.	Strategic Risk	Fiona Mocko - Strategic Policies Advisor					Open

**Potential Effects:**

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. Adults and children will not be safeguarded.

**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.

**Lead Supporting Officer Comments:**

Safeguarding is included in the corporate induction ensuring all new employees have a basic understanding of safeguarding. Safeguarding e-learning modules have been launched and are available for employees to complete. All Portfolios contribute to the corporate safeguarding training budget which will fund a drama style workshop being developed by AFTA Thought. North Wales Police has provided County Lines and Modern Slavery training to ensure employees recognise the signs and know how to make a report.

Last Updated: 08-Oct-2019



Risk Ref.	Risk Title	Risk Type	Lead Officer	Supporting Officers	Initial Risk Rating	Current Risk Rating	Risk Trend	Risk Status
ST210	Insufficient supply and escalating cost of placements for children with complex needs	Strategic Risk	Craig Macleod - Senior Manager, Children's Services & Workforce	Jacque Slee - Team Manager Performance				Open

**Potential Effects:**

Increasingly difficult to secure appropriate placements for children with complex needs within budget constraints.

**Management Controls:**

Supporting resilient families through the Early Help Hub Targeted support to families on the edge of care Combat exploitation through the Strategic and Operational MET (Missing, Exploitation, Trafficking) group Policies and models to attract new foster carers and expand the type of placements offered Working with local providers to reshape the residential market Maximising local housing options.

**Lead Supporting Officer Comments:**

We have recently developed a Support and Placement Strategy 2019 – 2022 which was endorsed by a joint Social Services Education and Scrutiny on 25 July 2019. The Strategy centres on three core work streams:




- To safely reduce the number of children who need to be looked after.
- To support looked after children in local high quality placements.
- To improve outcomes for looked after children.

This Strategy will support the reduced reliance on future residential placement needs and therefore be key to securing cost avoidance.

The continued costs associated with the current cohort of children and young people living in expensive residential placements is a significant financial challenge. Any move from a placement will need to be carefully managed, be focussed on the child/young person and secure better medium/long term outcomes for them. There is scope to step some children to alternative arrangements but this is limited leaving continued financial pressures.

Last Updated: 29-Oct-2019



Risk Ref.	Risk Title	Risk Type	Lead Officer	Supporting Officers	Initial Risk Rating	Current Risk Rating	Risk Trend	Risk Status
ST211	Demand outstrips supply for domiciliary care	Strategic Risk	Jane M Davies - Senior Manager, Safeguarding & Commissioning	Jacque Slee - Team Manager Performance				Open

**Potential Effects:**

Delayed discharge from hospital; unable to fulfil need for care packages at home.

**Management Controls:**

Utilising the Care@Flintshire portal to promote vacancies. Working with providers to establish appropriate fee rates. Regional Domiciliary Care Agreement in place. Value Based recruitment Investment in the Microcare model.

**Lead Supporting Officer Comments:**

We are rolling out training on value based recruitment both in house and in the independent sector, and a task group is looking at recruitment and retention with Communities for Work.

Fee rates are being developed for 2019/20, with providers being consulted in December.

Recent work has focused on using our in house domiciliary and reablement resources flexibly to meet the demands of the market. This has enabled us to reduce the waiting list for domiciliary care. This has allowed us to review the current level of the risk to AMBER. However, pressures remain and with winter approaching, demand on services will inevitably increase.

Last Updated: 09-Oct-2019





Risk Ref.	Risk Title	Risk Type	Lead Officer	Supporting Officers	Initial Risk Rating	Current Risk Rating	Risk Trend	Risk Status
ST217	Relationship issues of families under stress and the impacts on relationship quality could increase due to additional financial pressures	Strategic Risk	Gail Bennett - Early Intervention Services Manager	Jacque Slee - Team Manager Performance	Amber	Amber	↔	Open

**Potential Effects:**

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

**Management Controls:**

In-year mapping and assessment of child poverty to inform future programme and strategy development ensuring maximizing income and reducing family outgoings. Outline our commitments working with partner agencies to target interventions to reduce levels of child and family poverty. Effective planning, performance and implementation as the 'Delivery Authority' for the Childcare Offer for Flintshire, Wrexham and Denbighshire and of its supporting capital programme.

**Lead Supporting Officer Comments:**




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

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

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

Last Updated: 15-Oct-2019



Risk Ref.	Risk Title	Risk Type	Lead Officer	Supporting Officers	Initial Risk Rating	Current Risk Rating	Risk Trend	Risk Status
ST224	Failure to secure sufficient funding to meet the needs of vulnerable families	Strategic Risk	Gail Bennett - Early Intervention Services Manager	Jacque Slee - Team Manager Performance				Open

**Potential Effects:**

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

**Management Controls:**

In-year mapping and assessment of pathways to ensure that the needs of families are met. Outline our commitments working with partner agencies to target interventions to reduce levels need. Effective planning of services at various tiers of need.

**Lead Supporting Officer Comments:**



Welsh Government (WG) continue to progress the Funding Flexibilities Agenda, with two new Grants with 10 programmes of activity – Housing Support (3) and Children and Communities (7). This new approach is changing our way of thinking in terms of delivery and how grants operate and are managed. It is recognised by WG that this is not an easy task. An outcomes framework is being developed nationally with the aim to support strategic, cross-organisational alignment and ways of working across programmes to enhance the delivery of early intervention, prevention and support services whilst still meeting the terms of the Grant. Flintshire has been successful this year, through Early Years of becoming an Early Years Pathfinder and securing additional funding of £550k, as well as £16k for relationship support. We continue to use these Grants and additional Grants and funding, such as the Transformation Fund to build upon core services and keep in the fore our commitment to integrated services that support the needs of the vulnerable children and adults in our communities through a range of early intervention, prevention and support mechanisms. Despite funding reductions we aim to mitigate or remove disadvantages to vulnerable people to enable them to have the same life chances as others, contributing to a more equal Flintshire and Wales. We continually keep our eye on population needs and opportunities for funding.

Last Updated: 21-Oct-2019



## Ambitious Council



### Actions

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

#### ACTION PROGRESS COMMENTS:

Outline Heads of Terms have been signed with UK Government (UKG) and Welsh Government (WG) enabling Growth Deal projects to enter the next stage of development; the preparation of detailed business cases for investment.

Last Updated: 24-Oct-2019



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



#### ACTION PROGRESS COMMENTS:

A digital action plan for Flintshire has been produced and its priorities are included within the overarching regional digital connectivity strategy.



Last Updated: 09-Oct-2019



ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
2.1.1.3 (CP) Agreement and the first stage of implementation of a digital strategy for the region which improves connectivity (access and processing capacity / speed) for businesses, public sector partners and communities in Flintshire)	Niall Waller - Service Manager - Enterprise and Regeneration	In Progress	01-Apr-2019	31-Dec-2019	50.00%	 GREEN	 GREEN
<b>ACTION PROGRESS COMMENTS:</b> The digital strategy for North Wales is now in place. There are four main work streams underway: 1) Connection of all public buildings across North Wales to the fibre network to future-proof connectivity - currently being delivered following a successful bid to the UK Government (UKG) Local Full Fibre Network programme. 2) Support for rural communities to connect to faster broadband - currently recruiting a shared officer with Wrexham County Borough Council (WCBC) following successful bid to Rural Development Plan programme. 3) Developing projects to provide leading-edge connectivity infrastructure into strategic employment sites and along strategic transport routes - Growth Deal project under development. 4) Seeking further Welsh Government (WG) support to improve connectivity infrastructure for rural communities.  Last Updated: 24-Oct-2019							

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
2.1.2.1 (CP) The introduction of a regional hub by Welsh Government (WG) and North Wales Economic Ambition Board (NWEAB) to co-ordinate inward investment and respond to the demands of businesses	Niall Waller - Service Manager - Enterprise and Regeneration	In Progress	01-Apr-2019	31-Mar-2020	50.00%	 GREEN	 GREEN
<b>ACTION PROGRESS COMMENTS:</b> The regional business hub is still at an early stage of development by Welsh Government and the North Wales Economic Ambition Board. The Council has contributed to the development process and remains committed to strengthening business support and inward investment through increased regional working.  Last Updated: 21-Oct-2019							





ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
2.1.2.2 (CP) Planning of new infrastructure schemes to provide business growth in Flintshire (Deeside Enterprise Zone (DEZ) etc.) for the medium-term	Ian Bushell - Technical and Performance Manager	In Progress	01-Apr-2019	31-Mar-2020	20.00%		

**ACTION PROGRESS COMMENTS:**

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

Last Updated: 10-Oct-2019



ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
2.1.2.3 (CP) Maximise opportunities to achieve available funding for scheme improvements whilst also achieving timely grant submissions	Anthony Stanford - Highways Strategy Manager	In Progress	01-Apr-2019	31-Mar-2020	50.00%		



**ACTION PROGRESS COMMENTS:**

We are currently in the process of identifying schemes for submission to Welsh Government via a number of grant funding streams, pending the submission of applications for the forthcoming financial year (2020/21).



Last Updated: 10-Oct-2019





ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
2.1.2.4 (CP) Provision of a new Park and ride facility within Deeside Industrial Park	Ian Bushell - Technical and Performance Manager	In Progress	01-Apr-2019	31-Mar-2020	5.00%	 GREEN	 GREEN
<b>ACTION PROGRESS COMMENTS:</b> Currently the project is in detail design stage with an appointed contractor as part of a design and build contract. Vegetation clearance has started to allow access for detailed survey and drainage investigation. Expected start date of full construction is February 2020  Last Updated: 24-Oct-2019							



ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
2.1.2.5 (CP) Preparation of a support plan for businesses to manage the eventuality of a transition out from the European Union (Brexit)	Niall Waller - Service Manager - Enterprise and Regeneration	In Progress	01-Apr-2019	31-Mar-2020	50.00%	 GREEN	 AMBER
<b>ACTION PROGRESS COMMENTS:</b> The Council has developed a transitional plan which will take effect once the outcome of the Brexit process is known. This includes: 1) Monitoring vulnerable business sectors to identify potential impacts and work with WG and North Wales Economic Ambition Board to develop bespoke support. 2) Accelerating support for the development of local supply chains. 3) Increasing support for local businesses to build resilience. In the meantime, the Council is sharing all Brexit information with businesses to ensure that they can base their preparations on the latest information.  Last Updated: 09-Oct-2019							



ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
2.1.3.1 (CP) Placing the LDP on deposit on time in quarter two for consultation with stakeholders and the public as the next step towards adoption of the Plan	Adrian Walters - Team Leader	Completed	01-Apr-2019	30-Sep-2019	100.00%	 GREEN	 GREEN
<b>ACTION PROGRESS COMMENTS:</b> The Deposit LDP was approved by Council on 23/07/19 and 11/09/19 and the Plan was made available for public consultation for a 6 week period commencing 30/09/19 and ending 11/11/19.  Last Updated: 22-Oct-2019							

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
2.1.3.2 (CP) Final preparation of the Plan for submission to Welsh Government by June 2020	Adrian Walters - Team Leader	In Progress	01-Apr-2019	30-Jun-2019	10.00%	 GREEN	 GREEN
<b>ACTION PROGRESS COMMENTS:</b> The Deposit Local Development Plan (LDP) opened for public consultation on the 30th September 2019. The next stage will be consideration of the outcome of the public consultation. The volume and nature of representations will influence the time-scale for the submitting the Plan to Welsh Government for examination.  Last Updated: 31-Oct-2019							





ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
2.1.4.1 (CP) Adoption of a strategy by quarter one to ensure long term sustainability of town centres leading to updated bespoke local town plans	Niall Waller - Service Manager - Enterprise and Regeneration	In Progress	01-Apr-2019	31-Mar-2020	50.00%	 GREEN	 GREEN

**ACTION PROGRESS COMMENTS:**

The Strategy was adopted in May 2019 by Cabinet. Discussions are underway in a number of towns to review the current approach to supporting them. In addition, the Council has worked with the Town Council and business community in Holywell to secure WG resources to re-open the High Street to vehicles to encourage more customers into the town. The Council is also supporting Mold businesses in developing a Business Improvement District for the town centre.

Last Updated: 09-Oct-2019

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
2.1.4.2 (CP) Testing of the model of a Business Improvement District for Mold (through a local ballot of rate paying businesses) as a pilot exercise	Niall Waller - Service Manager - Enterprise and Regeneration	In Progress	01-Apr-2019	31-Mar-2020	25.00%	 GREEN	 AMBER



**ACTION PROGRESS COMMENTS:**

The Council has engaged Mosaic Partnership (with experience of developing over 100 successful BIDs) to support the businesses in Mold to develop their BID. The businesses will be developing their business plan for the BID during October and November 2019 with the draft being ready at the end of November. It is anticipated that the ballot of businesses that will determine whether the BID is approved will take place in March 2020.

Last Updated: 09-Oct-2019







ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
2.1.5.1 (CP) Key interventions for cycleways, active travel, highway improvements, bus network and rail improvements	Anthony Stanford - Highways Strategy Manager	In Progress	01-Apr-2019	31-Mar-2020	50.00%	 GREEN	 GREEN

**ACTION PROGRESS COMMENTS:**

A number of key integrated transport interventions are currently being developed for inclusion within pending applications to Welsh Government for the forthcoming financial year (2020/21). Long term aspirations will see the methodology utilised in Deeside being replicated across the County as a whole in order to develop a fully integrated transport solution.



Last Updated: 10-Oct-2019

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
2.1.5.2 (CP) Key interventions for accessing employment, health, leisure and education facilities by accessing national funds with winning business cases	Anthony Stanford - Highways Strategy Manager	In Progress	01-Apr-2019	31-Mar-2020	50.00%	 GREEN	 GREEN

**ACTION PROGRESS COMMENTS:**

The core aim of the Authorities Integrated Transport Strategy is to facilitate access to sites of employment, health, leisure & education. The Council seeks to replicate the methodology utilised in Deeside across all strategic locations of the County thus achieving a fully integrated transport solution for the County as a whole and cross border. Streetscene's forward work programme ensures that applications for numerous funding streams are prepared in advance thus ensuring highest chance of bid success.

Last Updated: 10-Oct-2019



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



**ACTION PROGRESS COMMENTS:**



The Deposit LDP is accompanied by an Infrastructure Plan which identifies the approach the preparation of the Plan has taken in terms of engaging with infrastructure providers and ensuring appropriate infrastructure either exists or can be provided. The Infrastructure Plan will be reviewed and updated as the Plan progresses.

Last Updated: 18-Oct-2019







ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
2.1.6.1 (CP) Sustainability of the social enterprises supported/created by the Council	Niall Waller - Service Manager - Enterprise and Regeneration	In Progress	01-Apr-2019	31-Mar-2020	50.00%	 GREEN	 GREEN
<b>ACTION PROGRESS COMMENTS:</b> The Council continues to provide a dedicated resource to support the social enterprise sector. This includes intensive one to one support for new social enterprises to help them to establish themselves as well as ongoing support.  Last Updated: 09-Oct-2019							

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
2.1.6.2 (CP) Implement Project Search with Hft to achieve real jobs for people with a learning disability	Niall Waller - Service Manager - Enterprise and Regeneration	Completed	01-Apr-2019	31-Mar-2020	100.00%	 GREEN	 GREEN
<b>ACTION PROGRESS COMMENTS:</b> Project Search is an internship for young people up to the age of 25 who have a learning disability, with the aim of providing a range of skills for individuals to apply in the workplace. It is hoped that the end of the internship, full paid employment will be achieved. The first intake was in September of this year, with nine young people involved.  Last Updated: 29-Oct-2019							



ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
2.2.1.1 (CP) National financial support secured (from Welsh Government and Arts Council for Wales) for major capital investment for refurbishment of Theatr Clwyd	Colin Everett - Chief Executive	In Progress	01-Apr-2019	31-Mar-2020	25.00%	 AMBER	 AMBER
<b>ACTION PROGRESS COMMENTS:</b> Formal application made to Welsh Government for strategic funding in Quarter Two. Arts Council of Wales funding (£6m estimate) already secured.  Last Updated: 29-Oct-2019							





ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
2.2.1.2 (CP) Reaching an agreement between the Board of Theatr Clwyd, the Council and the Arts Council of Wales on the most sustainable, legal, governance and financial / commercial model for the Theatr for the future from 2021/22	Colin Everett - Chief Executive	In Progress	17-Sep-2019	31-Dec-2019	25.00%	 AMBER	 GREEN
<b>ACTION PROGRESS COMMENTS:</b> Cabinet, on the recommendation of the Theatre Board, has agreed in principle to transition to an independent trust model in April 2021. A full project plan in place is in place with the support of a dedicated project manager. A further report is due to Cabinet in December 2019.  Last Updated: 29-Oct-2019							



ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
2.2.1.3 (CP) Performance of the theatre against its adopted business plan targets (reported quarterly to the Board of Theatr Clwyd)	Colin Everett - Chief Executive	In Progress	01-Apr-2019	31-Mar-2020	50.00%	 GREEN	 GREEN
<b>ACTION PROGRESS COMMENTS:</b> The Theatre is performing well against its annual and medium-term business plan aims, objectives and targets. Quarterly reports are made to the Theatre Board.  Last Updated: 29-Oct-2019							





ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
2.2.2.1 (CP) Agreement of a Masterplan for the County Hall campus, recognising the needs of existing and future occupiers, with agreed aims and objectives, timelines, financing and a preferred solution for a future civic hub.	Lisa McLellan - Asset Manager	In Progress	01-Apr-2019	31-Mar-2020	10.00%	 GREEN	 GREEN
<b>ACTION PROGRESS COMMENTS:</b> The Masterplan has yet to be developed in any detail, however, we have undertaken an initial officer workshop to seek initial views and potential options. The civic hub will fall out of this study and we are exploring with other public sector bodies, their appetite to be part of a wider building strategy which will include location. This project has a long lead in time, is complex and will require extensive discussions and consultation with a wide number of stakeholders.  Last Updated: 29-Oct-2019							



ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
2.2.3.1 (CP) Complete construction projects at Connah's Quay High School (Phase 2) and Ysgol Penyffordd on time, to budget and to standard	Damian Hughes - Senior Manager, School Planning & Provision	In Progress	01-Apr-2019	31-Dec-2019	95.00%	 GREEN	 GREEN
<b>ACTION PROGRESS COMMENTS:</b> The new school in Penyffordd opened to pupils and staff in September 2019 (Phase1), demolition of former school, external works and car parking provision (phase 2) will be complete by November 2019. Connah's Quay high school (phase 2) will be complete by November 2019. Both projects will be completed on time and within budget.  Last Updated: 29-Oct-2019							





ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
2.2.3.2 (CP) Commencement of investment projects at Ysgol Glan Aber, Ysgol Castell Alun	Damian Hughes - Senior Manager, School Planning & Provision	In Progress	01-Apr-2019	30-Sep-2019	40.00%	 GREEN	 GREEN
<b>ACTION PROGRESS COMMENTS:</b> The construction project at Ysgol Glan Aber has commenced with the anticipated project completion during March 2020. The proposed construction project at Ysgol Castell Alun is in detailed design stage, the anticipated completion date for construction is August 2021.  Last Updated: 24-Oct-2019							



ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
2.2.3.3 (CP) Commencement of investment projects at Queensferry CP (linked to the Plas Derwen project) and Ysgol Glanrafon, Mold (Welsh Government Welsh Medium Grant)	Damian Hughes - Senior Manager, School Planning & Provision	In Progress	01-Apr-2019	31-Mar-2020	10.00%	 GREEN	 GREEN
<b>ACTION PROGRESS COMMENTS:</b> A detailed feasibility study of the proposed project at Ysgol Glanrafon, Mold has concluded that additional funding will be required. A request for this additional funding has been submitted to Welsh Government. Queensferry Campus project - A contractor has been engaged to take the project through detailed design stage and to cost certainty.  Last Updated: 24-Oct-2019							







ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
2.2.3.4 (CP) Successful navigation of the proposed remaining Band B through both Council democratic process and Welsh Government Business case process	Damian Hughes - Senior Manager, School Planning & Provision	In Progress	01-Apr-2019	31-Mar-2020	15.00%	 GREEN	 GREEN
<b>ACTION PROGRESS COMMENTS:</b> Cabinet have previously approved the Council's Strategic Outline Plan which was submitted (and approved in principle) by WG for the 21st Century schools investment programme (Band B 2019-2025) The Council's band B programme has already started with approved projects at Connah's Quay high school nearing completion and the proposed Queensferry Campus project at design development stage. Cabinet will require further papers to approve area reviews and or projects identified within this programme.  Last Updated: 24-Oct-2019							

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
2.2.4.1 (CP) Creation of a single joint Archives service between Flintshire and Denbighshire County Councils	Claire Harrington - Principal Archivist	In Progress	01-Apr-2019	31-Mar-2020	70.00%	 GREEN	 GREEN
<b>ACTION PROGRESS COMMENTS:</b> Memorandum of Understanding to create joint service formally signed by both Local Authorities. Recruitment process underway to create temporary Joint Service Manager post. Expected completion by December 2019.  Last Updated: 29-Oct-2019							





ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
2.2.4.2 (CP) Securing national support from the Heritage Lottery Fund for capital funding for a new regional Archives facility	Claire Harrington - Principal Archivist	In Progress	01-Apr-2019	31-Mar-2020	25.00%	 GREEN	 GREEN
<b>ACTION PROGRESS COMMENTS:</b> Expression of Interest to National Heritage Lottery Fund submitted by deadline. Awaiting decision by 14.11.19.  Last Updated: 29-Oct-2019							



ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
2.2.5.1 (CP) Entering a framework agreement and beginning the design and development phase of a new combined educational facility at Shotton	Damian Hughes - Senior Manager, School Planning & Provision	In Progress	01-Apr-2019	31-Mar-2020	10.00%	 GREEN	 GREEN
<b>ACTION PROGRESS COMMENTS:</b> The proposed project is at detailed feasibility stage. Construction (in full or part) will need to take place in 2020/21 to meet the terms of Welsh Government childcare grant which is part-funding this project.  Last Updated: 24-Oct-2019							

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
2.2.5.2 (CP) Obtain cost certainty and submit a Full Business Case to Welsh Government to release capital funding	Damian Hughes - Senior Manager, School Planning & Provision	In Progress	01-Apr-2019	31-Mar-2020	50.00%	 GREEN	 GREEN
<b>ACTION PROGRESS COMMENTS:</b> Project currently at detailed design stage, post design freeze, cost certainty is established. Thereafter, a Full Business Case can be submitted to Welsh Government (WG) to release capital.  Last Updated: 24-Oct-2019							





## Performance Indicators

KPI Title	Pre. Year Period Actual	Period Actual	Period Target	Perf. RAG	Perf. Indicator Trend	YTD Actual	YTD Target	Outcome RAG
CP1.3.1M01 / CP2.1.6M02 (SS013) People with a learning disability accessing Project Search to improve their employability skills	No Data	9	New Measure	 GREEN	New Measure	9	New Measure	 GREEN
<b>Lead Officer:</b> Susie Lunt - Senior Manager, Integrated Services and Lead Adults <b>Reporting Officer:</b> Jacque Slee - Team Manager Performance <b>Progress Comment:</b> Nine young people enrolled in Project Search in the September intake. No target has been set as we are establishing a baseline for the year.  Last Updated: 24-Oct-2019								

KPI Title	Pre. Year Period Actual	Period Actual	Period Target	Perf. RAG	Perf. Indicator Trend	YTD Actual	YTD Target	Outcome RAG
CP2.1.2M01 Number of businesses supported through the regional hub	No Data	394	10	 GREEN	New Measure	394	60	 GREEN
<b>Lead Officer:</b> Niall Waller - Service Manager - Enterprise and Regeneration <b>Reporting Officer:</b> Lynne Fensome - Management and Support Manager <b>Progress Comment:</b> The regional hub is not in place although development work is well underway. The year to date figure provided is the local figure for businesses supported.  Last Updated: 23-Oct-2019								





KPI Title	Pre. Year Period Actual	Period Actual	Period Target	Perf. RAG	Perf. Indicator Trend	YTD Actual	YTD Target	Outcome RAG
CP2.1.6M01 Number of Social Enterprises supported	13	21	15	 GREEN	↑	35	28	 GREEN



**Lead Officer:** Niall Waller - Service Manager - Enterprise and Regeneration

**Reporting Officer:** Mike Dodd - Social Enterprise Development Lead Officer

**Progress Comment:** This involves 179 business support sessions including: Business development, Social Enterprise Network Events, Supporting social enterprises with external business awards; Morgan Foundation (RainbowBiz winners) Wales Coop (Aura Leisure Winners) Business breakfast with national contractors where four Flintshire Based Social Enterprises secured contracts as part of supply chain. Supporting Social Enterprises with successful funding applications (£47,000 secured)

Conversion of a private enterprise into a social enterprise, scoping work with residents exploring social enterprise development and developing the Flintshire application for Social Enterprise Places accreditation

Last Updated: 24-Oct-2019

KPI Title	Pre. Year Period Actual	Period Actual	Period Target	Perf. RAG	Perf. Indicator Trend	YTD Actual	YTD Target	Outcome RAG
CP2.1.6M02 Number of employees supported through Project Search	No Data	9	12.5	 RED	New Measure	9	25	 AMBER

**Lead Officer:** Jacque Slee - Team Manager Performance

**Reporting Officer:** Michael Jones - Planning and Development Officer




**Progress Comment:** Nine young people enrolled in Project Search in the September intake.

Last Updated: 09-Oct-2019






## RISKS

### Strategic Risk

Risk Ref.	Risk Title	Risk Type	Lead Officer	Supporting Officers	Initial Risk Rating	Current Risk Rating	Risk Trend	Risk Status
ST179	Number of school places not matching the changing demographics	Strategic Risk	Damian Hughes - Senior Manager, School Planning & Provision					Open
<p><b>Potential Effects:</b> Higher teacher ratios, unfilled places, backlog maintenance pressures, inefficient estate.</p> <p><b>Management Controls:</b> Continuation of school modernisation programme, will reduce unfilled places, reduce backlog maintenance, remove unwanted fixed costs and infrastructure.</p> <p><b>Lead Supporting Officer Comments:</b> 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.</p> <p>Last Updated: 18-Oct-2019</p>								



Risk Ref.	Risk Title	Risk Type	Lead Officer	Supporting Officers	Initial Risk Rating	Current Risk Rating	Risk Trend	Risk Status
ST214	Failure to obtain grant funding.	Strategic Risk	Kim Brookes - Senior Manager - Business Change and Support					Open

**Potential Effects:**

Larger class sizes in all phases and potential breach of infant class size regulations Challenge in meeting WG recommendations on staffing levels to deliver Foundation Phase curriculum Reduction in standards achieved by pupils – risk to Council reputation and risk of Estyn follow up for Education Services Reduction in quality of education delivered by schools resulting in more schools in Estyn categories Reduction in support for vulnerable pupils e.g. FSM, LAC, ALN Higher deficit budgets in schools – corporate finance risk Unsustainable schools in some communities Increasing redundancy costs for Council as schools cut staff Increasing challenge in recruiting senior leaders in schools Increasing sickness absence in the school workforce.

**Management Controls:**

Regular finance monitoring through various channels e.g. Cabinet; Chief Officer Team; Overview & Scrutiny; School Budget Forum; Portfolio Finance Team Regular interface with Headteachers & Chairs of Governors to maintain open communication to support strategic planning by school leaders Regular interface with Welsh Government and Welsh Local Government Association to maintain high profile on education spending Management of school estate through School Organisational Change Strategy Timely referrals to Occupational Health & Care First.

**Lead Supporting Officer Comments:**



The risk remains the same overall in that if we do not receive grant funding then core service delivery and impact on learners remains the same. However, at this time, there is no specific example of where we have not received a grant as expected.

Last Updated: 22-Oct-2019







## Learning Council

### Actions



ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
3.1.1.1 (CP) Pupil performance in 2019 assessment/examination outcomes at ages 7, 11, 14, 16 and 18 years exceeding the Wales national average	Vicky Barlow - Senior Manager - School Improvement Systems	In Progress	01-Apr-2019	31-Mar-2020	75.00%	 GREEN	 GREEN
<p><b>ACTION PROGRESS COMMENTS:</b></p> <p>National changes in the reporting of teacher assessments have been introduced over the past two years. This supports the key objectives of the Welsh Government in delivering robust assessment, evaluation and accountability arrangements to support a self-improving system. As part of this, data that has traditionally been aggregated upwards for comparison at Foundation Phase (FP), Key Stage 2 and Key Stage 3 has been removed. New interim Key Stage 4 measures have been introduced for 2019 as part of the significant education reform programme in Wales. The data provided for individual schools, once verified in December 2019, will be based on first entry results and so, across several indicators, it will not be possible to compare 2019 figures with previous performance. An interim annual report on outcomes for 2019 will be presented at the November meeting of the Education and Youth Overview Scrutiny Committee.</p> <p>Last Updated: 24-Oct-2019</p>							





ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
3.1.1.2 (CP) Following the Estyn inspection of the Local Authority in June, completion of the post inspection action plan and commence implementation	Vicky Barlow - Senior Manager - School Improvement Systems	In Progress	01-Apr-2019	31-Dec-2019	80.00%	 GREEN	 GREEN
<b>ACTION PROGRESS COMMENTS:</b> The local authority was inspected by Estyn in June 2019 and the report was published on 9th August 2019. The Council is required to update its plans within three months of the publication of the report to address the four recommendations made. Development of the Post Inspection Action Plan (PIAP) has included consultation with key stakeholders including teams within the Education Portfolio and Head teacher Federations. The Estyn report and recommendations made were presented to the October 2019 meeting of the Education and Youth Overview Scrutiny meeting. The PIAP is currently in draft format and will be presented at the November meeting of the Education and Youth Overview Scrutiny Committee.							
Last Updated: 24-Oct-2019							



ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
3.1.2.1 (CP) Schools making suitable preparations for the transition to the new curriculum	Vicky Barlow - Senior Manager - School Improvement Systems	In Progress	01-Apr-2019	31-Mar-2020	50.00%	 GREEN	 GREEN
<b>ACTION PROGRESS COMMENTS:</b> All schools are engaging positively with the changes currently underway in education, particularly with the new curriculum. They have responded very positively to working within the "clusters of schools" model adopted regionally to implement the new curriculum. They have good representation at national and local leadership development programmes. GwE and the six regional local authorities have consulted with head teacher representatives and are working with schools to establish a regional peer engagement model.							
Last Updated: 24-Oct-2019							



ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
3.1.2.2 (CP) Teaching staff receiving quality professional development through the self-evaluation system	Vicky Barlow - Senior Manager - School Improvement Systems	In Progress	01-Apr-2019	31-Mar-2020	33.00%	 GREEN	 GREEN
<b>ACTION PROGRESS COMMENTS:</b> The regional professional development offer available to schools is targeted to ensure that all schools deliver a transformational and engaging curriculum. Local workshops were delivered during the summer term for head teachers and teachers to begin to explore the new Areas of Learning Experience (AoLEs) in more detail as part of the national consultation on the draft curriculum. Flintshire schools are positively engaged in the regional action research project and also with the peer engagement work being developed across schools.  Last Updated: 24-Oct-2019							

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
3.1.3.1 (CP) Effective implementation of the new corporate and schools system to support pupils with Additional Learning Needs	Jeanette Rock - Senior Manager - Inclusion and Progression	In Progress	01-Apr-2019	31-Mar-2020	25.00%	 GREEN	 GREEN
<b>ACTION PROGRESS COMMENTS:</b> Welsh Government have revised the timetable for their implementation plan. The new statutory roles created by the ALN Act are to commence in January 2021 and the new ALN system will commence, on a phased basis, from September 2021. Flintshire's ALN transformation Plan is currently being revised to take account of the revised timetable. Officers are continue to engage in collaborative work across the region, working on a number of work streams related to the ALN Act. There are ongoing discussions regarding potential procurement of a new IT system for the Local Authority and schools to implement the requirements of the Act.  Last Updated: 24-Oct-2019							





ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
3.1.3.2 (CP) Training completed for all key employees as part of the implementation	Jeanette Rock - Senior Manager - Inclusion and Progression	In Progress	01-Apr-2019	31-Mar-2020	25.00%	 GREEN	 GREEN

**ACTION PROGRESS COMMENTS:**

Welsh Government have revised the timetable for their implementation plan. The new statutory roles created by the ALN Act are to commence in January 2021. The Additional Learning Needs Code and Regulations will go to the National Assembly for approval in 2020. Officers are continue to engage in collaborative work across the region, working on a number of work streams related to the ALN Act. A steering group and early years steering group have been established. These are multi-agency, including health and social care representatives. Flintshire are using Welsh Government Implementation Grant money to train eight people to become Person Centred Practice trainers. This will enable the Local Authority to have sufficient trainers to deliver a comprehensive training programme to schools. The North Wales region has successfully negotiated additional funding to pilot the middle leadership element of ALNCO training on behalf of the Welsh Government.

Last Updated: 24-Oct-2019



ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
3.1.3.3 (CP) Effective implementation of the Communications Strategy as part of the implementation	Jeanette Rock - Senior Manager - Inclusion and Progression	In Progress	01-Apr-2019	31-Mar-2020	25.00%	 GREEN	 GREEN

**ACTION PROGRESS COMMENTS:**

Additional Learning Needs (ALN) transformation updates are regularly raised and discussed at various events, including head teacher federation meeting, head teacher conference, Flintshire School Governors Association, ALN forums and school cluster lead meetings.

Last Updated: 24-Oct-2019





ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
3.1.4.1 (CP) Policy change agreed by quarter one and implementation of a revised and sustainable policy	Damian Hughes - Senior Manager, School Planning & Provision	Completed	01-Apr-2019	30-Sep-2019	100.00%	 GREEN	 GREEN
<b>ACTION PROGRESS COMMENTS:</b> Cabinet agreed that that the Home to school transport policy be amended. Policy has been amended and published. Measures will come into effect for pupils/students from September 2020.  Last Updated: 24-Oct-2019							





## Performance Indicators

KPI Title	Pre. Year Period Actual	Period Actual	Period Target	Perf. RAG	Perf. Indicator Trend	YTD Actual	YTD Target	Outcome RAG
CP3.1.1M09 The percentage of young people aged 16 – 18 in the youth justice system offered education, training or employment	55	54	55	 AMBER	↓	54	55	 GREEN

**Lead Officer:** James Warr - Operations Manager

**Reporting Officer:** Louisa Greenly - Performance Management & Information Officer

**Aspirational Target:** 80.00

**Progress Comment:** This measure looks at those young people undertaking 16 hours or more of education, training and/or employment. The Youth Justice Service assesses young people who commence a prevention or statutory intervention with the Youth Justice Service in the period. There were 26 young people above Statutory School Age who had a Youth Justice intervention end in the period. Of these 14 were offered at least 16 hours of education, training or employment. The YJS recognises the emerging trends within schools and colleges regarding pupils bringing substances (alcohol and drugs) or weapons onto educational premises. The YJS and partners recognise that county lines and child criminal exploitation may also impact on these issues. The YJS is working with a number of projects for young people offering alternative educational provision in order increase their employability and provide constructive diversion from offending behaviour. For example, the Youth Justice Service has been offered an Apprenticeship opportunity for one of its post-16 young people with a local stonemasonry contractors. The company is keen to give a young person the opportunity to work for them as an apprentice Stonemason with a view to sending them to Stonemasonry college in York. A young person was supported by the YJS and is now undertaking this apprenticeship.

Last Updated: 29-Oct-2019



## RISKS

### Strategic Risk

Risk Ref.	Risk Title	Risk Type	Lead Officer	Supporting Officers	Initial Risk Rating	Current Risk Rating	Risk Trend	Risk Status
ST180	Limited funding to address the backlog of known repair and maintenance works in Education & Youth assets	Strategic Risk	Damian Hughes - Senior Manager, School Planning & Provision		Red	Red	↔	Open

#### Potential Effects:

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.


#### Lead Supporting Officer Comments:

Continuation of the School Modernisation programme is one of the strategic options available to address the repair and maintenance backlog. The programme continuation will also

- i) Support a reduction of unfilled places
- ii) Provide a more efficient school estate and concentrate resources on teaching by removal of unwanted fixed costs in infrastructure and leadership
- iii) Ensure that the condition and suitability of the school estate is improved. Additionally, in future years capital business cases will be submitted through the Council process to supplement the 21st Century Schools investment programme.

Last Updated: 18-Oct-2019



Risk Ref.	Risk Title	Risk Type	Lead Officer	Supporting Officers	Initial Risk Rating	Current Risk Rating	Risk Trend	Risk Status
ST215	A failure to meet the duties on schools and the Council by the Additional Learning Needs and Education Tribunal (Wales) Act 2018	Strategic Risk	Jeanette Rock - Senior Manager - Inclusion and Progression		Amber	Amber		Open

**Potential Effects:**

The Council does not have sufficient staff to discharge its duties in line with the published timelines and is challenged through the Education Tribunal system. The duties are extended to cover a wider age range, from 0-25 (previously 3-19) and to also now include young people who engage with further education. The Council currently has no funding allocated to cover the additional learning provision that may be required by the individuals covered by the extended age range. Failure to provide is challengeable through the tribunal system. This is likely to create a corporate financial risk. There are officer capacity issues associated with the transfer of responsibility for commissioning Post 16 specialist provision. Whilst a methodology for funding transfer is being developed, any provision costs which exceed the allocation will need to be funded through the Council's own budget creating a volatile financial risk similar to the current 'Out of County' expenditure. Schools do not have sufficient capacity to meet their duties towards pupils with ALN resulting in additional workload for Council officers and potential redress through tribunal. Increasing sickness absence in the workforce due to increase workload demands.

**Management Controls:**

Development of Transformation Plan outlining actions against key WG/Council milestones, particularly in relation to finance. Monitoring of Plan activity on a monthly basis through DMT and Portfolio Finance meetings. Development of a communication strategy to ensure all key stakeholders are informed in a timely manner Escalation when factors become known to forums such as Programme Board and Overview & Scrutiny Committees. Monitoring through cross Portfolio Meetings/events to ensure wider corporate awareness and understanding of the potential implications.

**Lead Supporting Officer Comments:**

Implementation of the Bill has been delayed by a year which will reduce the risks associated with implementation.

Last Updated: 23-Oct-2019



Risk Ref.	Risk Title	Risk Type	Lead Officer	Supporting Officers	Initial Risk Rating	Current Risk Rating	Risk Trend	Risk Status
ST216	Schools not have planned effectively for the introduction of the new curriculum and assessment model	Strategic Risk	Vicky Barlow - Senior Manager - School Improvement Systems		Yellow	Yellow	↔	Open

**Potential Effects:**

Schools unprepared for significant changes to the curriculum and assessment models Lack of clarity for schools and individual teachers around areas of learning and experience Increasing challenge in recruiting and retaining senior leaders and teachers in schools Reducing standards in quality of education and learner outcomes Poor Estyn outcomes for LA and for schools Reputational damage to Council.

**Management Controls:**

Regular interface with the Regional School Improvement Service (GwE) and Welsh Government to maintain overview of progression of new curriculum introduction Identification of future school leaders & engagement in Regional School Improvement Service (GwE) professional offer for school leadership Regular monitoring of progress of individual schools in mapping and evaluation progress in line with national timelines through G6. Regular interface with Headteachers & Chairs of Governors to maintain open communication to support strategic planning by school leaders to meet the requirements of the new curriculum Regular Quality and Standards meetings with GwE Core Leads Regular monitoring of vacancies – schools.

**Lead Supporting Officer Comments:**



All schools are engaging positively with the changes currently underway in education, particularly with the new curriculum. They have responded very positively to working within the "clusters of schools" model adopted regionally to implement the new curriculum. They have good representation at national and local leadership development programmes. GwE and the six regional local authorities have consulted with headteacher representatives and are working with schools to establish a regional peer engagement model.



Last Updated: 22-Oct-2019





## Green Council



### Actions

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
4.1.1.1 (CP) Establishment of an officer group by quarter three to lead on the Council's commitment to be carbon neutral by 2030	Sadie Waterhouse - Energy Conservation Engineer	In Progress	01-Apr-2019	31-Mar-2020	25.00%	 AMBER	 GREEN
<b>ACTION PROGRESS COMMENTS:</b> Chief Officer for Planning Environment and Economy has responsibility for the Climate Change Theme and following discussion at Public Services Board the Council is to take forward this action starting with a themed discussion at the Senior Leader Academi on 6th November where representatives for the officer group will be sought. Following this the first meeting of the officer group will be convened.  Last Updated: 29-Oct-2019							



ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
4.1.1.2 (CP) Completion of a 'state of play analysis' of current Council activities on carbon reduction underpinned by the mapping of existing activity data	Sadie Waterhouse - Energy Conservation Engineer	Not Started	01-Apr-2019	31-Mar-2020	0.00%		
<b>ACTION PROGRESS COMMENTS:</b> Once the officer group for carbon reduction has been established following the meeting of the Senior Academi on 6th November. Terms of reference for the group will be agreed which will include responsibility to report back on current carbon reduction activities within their service areas.  Last Updated: 24-Oct-2019							







ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
4.1.1.3 (CP) Completion of a greenhouse gas inventory covering scope 1, 2 and 3 emissions and greenhouse gas sequestration across the Council's land assets	Sadie Waterhouse - Energy Conservation Engineer	In Progress	01-Apr-2019	31-Mar-2020	10.00%	 AMBER	 AMBER
<b>ACTION PROGRESS COMMENTS:</b> Research on calculating Council's carbon footprint ongoing; awaiting guidance from Welsh Government who are developing a public sector baselining tool for all public sector organisations in Wales to follow and complete. Organisational and operational boundary determined as per the guidance set out in the Greenhouse Gas Protocol.  Last Updated: 18-Oct-2019							

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
4.1.1.4 (CP) An agreed plan to design and resource further energy efficiency and sustainable energy schemes such as the ground mounted solar PV schemes in Flint and Connah's Quay	Sadie Waterhouse - Energy Conservation Engineer	In Progress	01-Apr-2019	31-Mar-2020	25.00%	 AMBER	 AMBER
<b>ACTION PROGRESS COMMENTS:</b> Five sites identified for future ground mounted solar photovoltaic (PV) schemes. Budget estimate quotations requested from Scottish Power (SP) Energy Networks for grid connection costs. These have been returned and are uneconomical. Further assessment of Council owned land next to owned/public/private sector assets is to be completed as this would enable opportunities to provide electricity to these buildings to be explored which improves the economic and financial returns as it can reduce energy spend or generate income. Energy efficiency projects are ongoing; lighting upgrades in two schools and valve jacket insulation in eight sites has been completed.  Last Updated: 31-Oct-2019							







ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
4.1.1.5 (CP) Completing the renewable energy assessment through the Local Delivery Plan process in support of the future strategy	Sadie Waterhouse - Energy Conservation Engineer	Completed	01-Apr-2019	31-Mar-2020	100.00%	 GREEN	 GREEN
<b>ACTION PROGRESS COMMENTS:</b> Completed by Aecom and planning policy officers for the Local Development Plan. The Assessment highlighted potential locations for solar PV in the south of the County. Also indicated that there were no opportunities for wind at 120 metre turbine height scale.  Last Updated: 22-Oct-2019							

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
4.1.1.6 (CP) Agreement of a strategy for fleet conversion, away from diesel and petrol vehicles, for the medium and longer-term	Anthony Stanford - Highways Strategy Manager	In Progress	01-Apr-2019	31-Mar-2020	10.00%	 GREEN	 GREEN
<b>ACTION PROGRESS COMMENTS:</b> We are currently in the process of analysing data collected in order to identify our own Fleet that can utilise an alternative fuel source.  Last Updated: 10-Oct-2019							

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
4.1.1.7 (CP) Developing a local plan to meet the need access to E- charging points across the county network	Anthony Stanford - Highways Strategy Manager	In Progress	01-Apr-2019	31-Mar-2020	35.00%	 GREEN	 GREEN
<b>ACTION PROGRESS COMMENTS:</b> We are working closely with Welsh Government, specialist consultants and SP Energy Networks in identifying strategic locations across the County where a business case exists for the implementation of electric vehicle charging infrastructure.  Last Updated: 10-Oct-2019							







ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
4.1.1.8 (CP) Completion of the Council's Leader Project to identify commercially viable sites enabling private sector uptake	Anthony Stanford - Highways Strategy Manager	In Progress	01-Apr-2019	31-Mar-2020	65.00%	 GREEN	 GREEN
<b>ACTION PROGRESS COMMENTS:</b> Draft report now complete which has identified strategic locations across the County where the implementation of electric vehicle charging points is deemed viable. The report recommends type of charging units, associated operational models and also costs associated with the required upgrade of existing infrastructure which will assist with future grant applications. Although the aims of the Leader project are predominantly focused to rural areas, the study does cover the entire County.  Last Updated: 10-Oct-2019							

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
4.1.1.9 (CP) Approval of the Council's Strategy to act as an enabler rather than a direct provider for electric charging infrastructure	Anthony Stanford - Highways Strategy Manager	In Progress	01-Apr-2019	30-Sep-2019	71.00%	 GREEN	 GREEN
<b>ACTION PROGRESS COMMENTS:</b> Following the identification of commercially viable sites, we will bid to Welsh Government to upgrade the existing electricity network for which can then be offered to the Private sector for uptake. This approach will protect the Authority against the risk of outdated infrastructure within a rapidly advancing market and will ensure the costs of on-going maintenance are not carried by the Council.  Last Updated: 10-Oct-2019							









ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
4.1.1.10 (CP) Identification of commercially viable sites for the introduction of appropriate charging infrastructure	Anthony Stanford - Highways Strategy Manager	In Progress	01-Apr-2019	31-Dec-2019	50.00%	 GREEN	 GREEN
<b>ACTION PROGRESS COMMENTS:</b> We are working closely with Welsh Government, specialist consultants and SP Energy Networks in identifying strategic locations across the County where a business case exists for the implementation of electric vehicle charging infrastructure. This will then allow the Authority to bid for funding to upgrade the existing electricity supply to allow private sector uptake in line with the Councils strategy to act as an enabler.  Last Updated: 10-Oct-2019							



ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
4.1.1.11 (CP) The adoption of a strategy to reduce the Council's reliance on single use plastics	Andrew Farrow - Chief Officer - Planning, Environment and Economy	Not Started	01-Apr-2019	31-Mar-2020	0.00%		
<b>ACTION PROGRESS COMMENTS:</b> The strategy to reduce the Council's use of single use plastic will form part of the wider theme of Climate Change being led by the Chief Officer Planning, Environment and Economy. The Climate Change theme will be discussed at the Senior Academi session on 6th November and following this an officer group will be established to represent all portfolios and terms of reference for the group will be established to include the development of the strategy  Last Updated: 24-Oct-2019							





ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
4.1.2.1 (CP) Revise the Waste Management Strategy for the medium-term with aims, objectives and targets	Ruth Cartwright - Regulatory Services Manager	In Progress	01-Apr-2019	31-Mar-2020	35.00%	 GREEN	 GREEN
<b>ACTION PROGRESS COMMENTS:</b> The Council are set recycling targets by Welsh Government. Operating to the current waste management strategy, Flintshire are achieving these targets in advance of statutory timescales. Welsh Government have suggested that targets will be increased in the future which would make achieving them difficult with the current services provided. Therefore, there is now a need to review the current waste management strategy. To assist with the review, the Council is currently out to public consultation seeking feedback from residents on current recycling behaviours and asking for consideration on alternative service delivery models. The feedback gained from this consultation will assist in directing the Authority as to a revised waste management strategy.  Last Updated: 10-Oct-2019							



ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
4.1.2.2 (CP) Parc Adfer opened on time and to operational requirements with the diversion of regional and local non-recyclable domestic waste to the new facility	Ruth Cartwright - Regulatory Services Manager	Completed	01-Apr-2019	31-Dec-2019	100.00%	 GREEN	 GREEN
<b>ACTION PROGRESS COMMENTS:</b> Parc Adfer began accepting regional and local non-recyclable waste from the 27th August 2019  Last Updated: 18-Oct-2019							





ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
4.1.2.3 (CP) The development and implementation of an education programme to promote behavioural change	Ruth Cartwright - Regulatory Services Manager	In Progress	01-Apr-2019	31-Mar-2020	50.00%	 GREEN	 GREEN
<b>ACTION PROGRESS COMMENTS:</b> The development of a multi-regional education suite is being undertaken at Parc Adfer to educate and inform schools and communities on recycling and waste processes with the aim to influence behavioural change.  Last Updated: 10-Oct-2019							



ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
4.1.2.4 (CP) Achievement of Parc Adfer Commissioning / Environmental permit award	Ruth Cartwright - Regulatory Services Manager	In Progress	01-Apr-2019	31-Mar-2020	90.00%	 GREEN	 GREEN
<b>ACTION PROGRESS COMMENTS:</b> Parc Adfer was awarded its environmental permit in October 2015, by Natural Resources Wales, with a permit variation approved in March 2018. The site began accepting non-recyclable waste on 27th August 2019 and is still within the commissioning phase. The commissioning phase is programmed to be complete by the end of November 2019  Last Updated: 10-Oct-2019							





ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
4.1.3.1 (CP) Effective management of our natural environment and accessible green space networks to deliver health, well-being and resilience goals	Tom Woodall - Access and Natural Environment Manager	In Progress	01-Apr-2019	31-Mar-2020	50.00%	 GREEN	 GREEN
<b>ACTION PROGRESS COMMENTS:</b> The Rights of Way team continue to manage 1200km of Rights of Way including the Wales Coast path and other national and promoted routes. Cabinet have approved the completed Rights of Way Improvement Plan. We have established a joint Flintshire and Wrexham Local Access Forum. Working with Public Health Wales to encourage the use of the outdoors for "Green Health" by facilitating lunch and community walks. Particularly popular is the education and events programme that provide a host of opportunities for our officers to promote activities and encourage greater use of our green spaces. We have established 20 partnerships with local groups and organisations to improve the environment with 38 volunteer days arranged with some 3000 volunteer hours banked to help manage countryside sites and develop skill sets. The Countryside Places team manage 40 green spaces for the benefit of the public and wildlife.  Last Updated: 21-Oct-2019							



ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
4.1.3.2 (CP) Protecting the resilience of our natural environment by increasing the biodiversity value of council owned or managed land	Tom Woodall - Access and Natural Environment Manager	In Progress	01-Apr-2019	31-Mar-2020	50.00%	 GREEN	 GREEN
<b>ACTION PROGRESS COMMENTS:</b> Section 6 of Biodiversity Duty Plan on track for completion and will be reported back to Welsh Government this winter. Delivered successful Heritage Lottery Fund grant programmes at Talacre and Bagillt and Rural Development Programmes at Halkyn concentrating on footpaths and rural skills. Management agreement signed with Greenfield Valley Trust. The Tree team has also produced an ash dieback plan to address the situation we could face in Flintshire. The winter tree planting programme is on track.  Last Updated: 21-Oct-2019							





ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
4.1.4.1 (CP) The success of measures to protect the built and environmental assets through the LDP process	Adrian Walters - Team Leader	In Progress	01-Apr-2019	31-Mar-2020	10.00%	 AMBER	 AMBER
<b>ACTION PROGRESS COMMENTS:</b> The policies in the Deposit Local Development Plan (LDP) cannot be afforded weight in the determination of planning applications until the Plan is adopted. Once adopted, this indicator and the policies will be monitored as to their effectiveness over the remaining Plan period i.e. up to 2030. However, the consultation representations on the relevant policies in the Deposit Plan will help inform the likely appropriateness and success of policies.  Last Updated: 21-Oct-2019							



ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
4.1.4.2 (CP) The publication of policies and proposals within the Deposit Plan to protect the built and natural environment	Adrian Walters - Team Leader	Completed	01-Apr-2019	31-Mar-2020	100.00%	 GREEN	 GREEN
<b>ACTION PROGRESS COMMENTS:</b> The LDP was placed on deposit for public consultation on 30/09/19 for a six week period, having been approved by the Council at its respective meetings on 23/07/19 and 11/09/19.  Last Updated: 22-Oct-2019							





ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
4.2.1.1 (CP) The effective introduction of an in-house minibus service as an innovative and sustainable based transport scheme to meet need and demand	Ruth Cartwright - Regulatory Services Manager	In Progress	01-Apr-2019	31-Mar-2020	20.00%	 AMBER	 AMBER
<b>ACTION PROGRESS COMMENTS:</b> The Council has obtained a Public Service Vehicle Operators licence and been successful in purchasing four, 16 seat wheelchair accessible, minibuses for the provision of an in-house transport service for providing small areas based Local Travel Arrangements.  Last Updated: 10-Oct-2019							



ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
4.2.1.2 (CP) Development of area based appropriate and sustainable Local Travel Arrangements	Ruth Cartwright - Regulatory Services Manager	In Progress	01-Apr-2019	31-Mar-2020	85.00%	 GREEN	 GREEN
<b>ACTION PROGRESS COMMENTS:</b> There are 10 Local Travel Arrangements in service which operate in one of four agreed geographical areas of the County. Following passenger monitoring it has been identified that areas with low passenger numbers may require an alternative transport service, such as demand responsive bus services, to operate sustainably. These options are being developed while the existing bus service still operate.  Last Updated: 10-Oct-2019							





ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
4.2.2.1 (CP) The range, quality, reliability and frequency of services on the core bus network either through commercially viable services, partnership arrangements or contracted services	Ruth Cartwright - Regulatory Services Manager	In Progress	01-Apr-2019	31-Mar-2020	50.00%	 GREEN	 GREEN
<b>ACTION PROGRESS COMMENTS:</b> The Council are working with Local bus operators to develop Quality Bus partnerships along the core bus network, from Rhyl to Chester, to ensure the quality of local bus services encourages increased passenger numbers. The Quality Partnership will deliver integrated ticketing, improved infrastructure (bus stops / highway network) and reliability of services. The current contracted and commercial bus service will be included in future Quality Partnership considerations.  Last Updated: 10-Oct-2019							

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
4.2.3.1 (CP) Maintaining the infrastructure on the highway network to ensure the resilience, efficiency and reliability of road transport	Sam Tulley - Road Space Manager	In Progress	01-Apr-2019	31-Mar-2020	50.00%	 GREEN	 GREEN
<b>ACTION PROGRESS COMMENTS:</b> Following the negative impact of the 2018/19 winter period, pothole repairs have been undertaken throughout the County to ensure that the Highway Network is in a safe condition for the travelling public. Additional resources were contracted during May and June to prioritise the roads in need of repair and improve the overall condition of the network.  Last Updated: 10-Oct-2019							





ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
4.2.3.2 (CP) Delivery of the annual Highways Asset Management Plan	Sam Tulley - Road Space Manager	In Progress	01-Apr-2019	31-Mar-2020	50.00%	 GREEN	 GREEN
<b>ACTION PROGRESS COMMENTS:</b> The capital 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 allocated appropriately, and ensure best value for the expenditure to maintain the highway network. Highways Asset Management Plan (HAMP) schemes are underway as follows: - Resurfacing - Programme of schemes progressing 15 sites completed with 14 sites outstanding - expected completion 31/03/2019 - Surface Dressing - Completed Patching - Completed - Undertake condition surveys to produce the annual resurfacing programme by March 2019 - On-going - Undertake post completion inspections of utility work by March 2019 - On-going Priority is given to the areas of the network that require the investment whilst considering the local infrastructure.  Last Updated: 29-Oct-2019							

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
4.2.4.1 (CP) Meeting the statutory requirements of the Active Travel Act measured by the spend on projects	Anthony Stanford - Highways Strategy Manager	In Progress	01-Apr-2019	31-Mar-2020	10.00%	 GREEN	 GREEN
<b>ACTION PROGRESS COMMENTS:</b> The introduction and development of Active Travel infrastructure is at the heart of all transport improvements for which our approved Integrated Network Map acts as a forward works programme.  Last Updated: 29-Oct-2019							









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





## Performance Indicators



KPI Title	Pre. Year Period Actual	Period Actual	Period Target	Perf. RAG	Perf. Indicator Trend	YTD Actual	YTD Target	Outcome RAG
CP4.1.2M01 (PAM/030) Percentage of waste reused, recycled or composted	70.98	68.86	70	 AMBER	↓	70.65	70	 GREEN
<b>Lead Officer:</b> Ruth Cartwright – Regulatory Services Manager <b>Reporting Officer:</b> Gabrielle Povey – Recycling and Compliance Officer <b>Progress Comment:</b> The recycling rate has achieved set target, with current performance exceeding statutory Welsh Government targets set for 2019/20 (64%).  Last Updated: 31-Oct-2019								

KPI Title	Pre. Year Period Actual	Period Actual	Period Target	Perf. RAG	Perf. Indicator Trend	YTD Actual	YTD Target	Outcome RAG
CP4.1.2M02 Average recycling rate across all Household Recycling Centres (HRC) sites	78.75	81.49	80	 GREEN	↑	82.71	80	 GREEN
<b>Lead Officer:</b> Ruth Cartwright – Regulatory Services Manager <b>Reporting Officer:</b> Gabrielle Povey – Recycling and Compliance Officer <b>Progress Comment:</b> We have seen an increase in our average recycling rates across all HRC sites due to increased meet and greet and improved training on the sites  Last Updated: 14-Oct-2019								



KPI Title	Pre. Year Period Actual	Period Actual	Period Target	Perf. RAG	Perf. Indicator Trend	YTD Actual	YTD Target	Outcome RAG
CP4.2.1M01 Provide Local Travel Arrangements in geographical areas of the County	No Data	10	4	 GREEN	New Measure	10	4	 GREEN
<p><b>Lead Officer:</b> Ceri Hansom - Integrated Transport Unit Manager  <b>Reporting Officer:</b> Anthony Stanford - Highways Strategy Manager  <b>Progress Comment:</b> There are 10 Local Travel Arrangements in place as follows:</p> <p>CT1 – Caergwrle - Hope - Higher Kinnerton - Broughton  CT3 – Northop Hall - Connah's Quay  CT6 – Cymau - Broughton  LT1 – Holywell – Lixwm – Rhes Y –Cae  LT2 – Holywell – Caerwys  LT3 – Holywell to Greenfield  LT4 – Buckley  LT5 – Penyfford to Buckley  LT6 - Penyfford to Broughton Retail Park  LT7 – Mold - Treuddyn - Caergwrle - Hope</p> <p>Work has now been carried out to review the local travel arrangements in place and where arrangements are not well utilised and patronage is significantly low, recommendations for alternative provision such as Demand Responsive Transport have been put forward.</p> <p>Last Updated: 29-Oct-2019</p>								



KPI Title	Pre. Year Period Actual	Period Actual	Period Target	Perf. RAG	Perf. Indicator Trend	YTD Actual	YTD Target	Outcome RAG
CP4.2.2M01 The number of Quality Bus Partnerships along Core Network	No Data	0	2	 RED	New Measure	0	2	 AMBER




**Lead Officer:** Ian Bushell - Technical and Performance Manager

**Reporting Officer:** Ceri Hansom - Integrated Transport Unit Manager

**Aspirational Target:**

**Progress Comment:** The ongoing development of the Quality Bus Partnership along the Deeside corridor is progressing with the expectation that associated parties will reach an agreement within the following quarter

Last Updated: 10-Oct-2019

KPI Title	Pre. Year Period Actual	Period Actual	Period Target	Perf. RAG	Perf. Indicator Trend	YTD Actual	YTD Target	Outcome RAG
CP4.2.3M04 Undertake post completion inspections of utility works	83.72	97.66	90	 GREEN		98.51	90	 GREEN

**Lead Officer:** Sam Tulley - Road Space Manager

**Reporting Officer:** Barry Wilkinson - Highways Network Manager

**Aspirational Target:**

**Progress Comment:** Utility companies (such as Welsh Water, BT or Scottish Power) carry out excavation works on the public highway, the repairs to the road are guaranteed by the Utility Company for a period of 2 years. Every Highway Authority is required to inspect 10% of all repairs before the end of this guarantee period, but FCC inspect more than required to promote best practice and avoid future costs. If any defects are identified during the inspection the Utility are required to carry out the required remedial works, preventing the Authority from being burdened with the future repair costs. Inspections are allocated on a weekly basis, and therefore in order to provide a meaningful and reflective report, the data provided for quarter 2 are inspections generated in quarter 1.

Last Updated: 22-Oct-2019



RISKS

Strategic Risk

RISK TITLE	LEAD OFFICER	SUPPORTING OFFICERS	INITIAL RISK RATING	CURRENT RISK RATING	TREND ARROW	RISK STATUS
Reduction of the Single Environment Grant	Tom Woodall - Access and Natural Environment Manager	Lynne Fensome - Management and Support Manager	Amber	Amber	↔	Open
<p><b>Potential Effect:</b> Income targets not met Potential reduction could impact staffing resource to maintain service delivery</p> <p><b>Management Controls:</b> Raised as a pressure for 2017/18.</p> <p><b>Progress Comment:</b> The grant ceased to exist in 18/19 and was replaced but the competitive Enabling Nature Grant. An application was made but was unsuccessful, therefor the shortfall in funding from the Single Environment Grant is having to be found from service budgets.</p> <p>Last Updated: 04-Nov-2019</p>						



Risk Ref.	Risk Title	Risk Type	Lead Officer	Supporting Officers	Initial Risk Rating	Current Risk Rating	Risk Trend	Risk Status
ST183	Funding will not be secured for priority flood alleviation schemes	Strategic Risk	Ruairi Barry - Senior Engineer	Lynne Fensome - Management and Support Manager	Red	Red	↔	Open

**Potential Effects:**

Flooding of homes and businesses across the county Potential homelessness.

**Management Controls:**

Review our approach to funding capital projects.




**Lead Supporting Officer Comments:**

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

The Service manager is currently reviewing resources in the team and is proposing recruitment to a currently vacant post to support the increased workload following the introduction of SAB.

Last Updated: 22-Oct-2019



Risk Ref.	Risk Title	Risk Type	Lead Officer	Supporting Officers	Initial Risk Rating	Current Risk Rating	Risk Trend	Risk Status
ST186	Insufficient funding to ensure our highways infrastructure remains safe and capable of supporting economic growth	Strategic Risk	Barry Wilkinson - Highways Network Manager	Lynne Fensome - Management and Support Manager				Open

**Potential Effects:**

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.

**Lead Supporting Officer Comments:**

The funding provided for the highway infrastructure maintenance programmes has been allocated and will be spent by the end of the financial year. This funding remains below the level of funding required to maintain a Steady State in the condition of the road network, which would need to be >£2.7m per annum.

Streetscene & Transportation agree strategies for investment in highway asset groups, and ensure improved highway asset management and best value for highways investment is achieved.

Condition surveys are undertaken and reviewed annually to produce the annual resurfacing programme for financial year. Priority is given to the areas of the network that require the investment whilst considering the local infrastructure.




Last Updated: 23-Oct-2019



Risk Ref.	Risk Title	Risk Type	Lead Officer	Supporting Officers	Initial Risk Rating	Current Risk Rating	Risk Trend	Risk Status
ST187	Sufficient funding will not be found to continue to provide subsidised bus services.	Strategic Risk	Ceri Hansom - Integrated Transport Unit Manager	Lynne Fensome - Management and Support Manager	Amber	Amber	↔	Open
<p><b>Potential Effects:</b> Decrease in bus services to residents, particularly in rural areas.</p> <p><b>Management Controls:</b> Develop services so that they become more commercially viable.</p> <p><b>Lead Supporting Officer Comments:</b> The bus subsidy is now complete with 10 Local Travel arrangements in place. A review of the local travel arrangements is now taking place and alternative solutions have been recommended where utilisation and patronage on arrangements is particularly low. This will allow the routes to be sustainable going forward.</p> <p>Last Updated: 30-Oct-2019</p>								





Risk Ref.	Risk Title	Risk Type	Lead Officer	Supporting Officers	Initial Risk Rating	Current Risk Rating	Risk Trend	Risk Status
ST188	Supply chain resilience of transport providers	Strategic Risk	Ceri Hansom - Integrated Transport Unit Manager					Open

**Potential Effects:**

Transport services cannot be provided.

**Management Controls:**

- i) Management of safety compliance checks.
- ii) Management of financially compliant contracts.

**Lead Supporting Officer Comments:**

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: 15-Oct-2019



Risk Ref.	Risk Title	Risk Type	Lead Officer	Supporting Officers	Initial Risk Rating	Current Risk Rating	Risk Trend	Risk Status
ST189	Adverse weather conditions on the highway network	Strategic Risk	Barry Wilkinson - Highways Network Manager	Lynne Fensome - Management and Support Manager	Amber	Amber	↔	Open

**Potential Effects:**

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.

**Lead Supporting Officer Comments:**

Pothole repairs were undertaken in a countywide programme of patching to ensure that the Highway Network is in a safe condition for the travelling public.

Repairing the Council's roads is a priority for the service and Area Coordinators continue to identify safety defects on the network, and prioritise the roads in need of repair.

Last Updated: 23-Oct-2019



Risk Ref.	Risk Title	Risk Type	Lead Officer	Supporting Officers	Initial Risk Rating	Current Risk Rating	Risk Trend	Risk Status
ST190	Lack of community support for transport options	Strategic Risk	Ceri Hansom - Integrated Transport Unit Manager	Lynne Fensome - Management and Support Manager	Yellow	Yellow	↔	Open

**Potential Effects:**

- i) Planned programme of community transport hubs not delivered.
- ii) Decreased passenger numbers on bus services.
- iii) Increase in individual car usage.

**Management Controls:**

Officer appointed to work full time on the Community Transport / Local Travel arrangement project. Review of schemes to be undertaken 2019/2020.




**Lead Supporting Officer Comments:**

Community based transport services can play an important part in an integrated passenger transport provision and transport network. Community Benefit clauses included in all new transport routes awarded (except local bus). This is a free service provided by the successful tenderer as a Community Benefit. A minimum of 1.5% of mileage per annum is required from each tenderer (capped at 150 miles per annum). Delivery is dependent on the ability and willingness of the local communities and transport operators to support and deliver sustainable transport arrangements.

Officer appointed October 2019 to review local travel arrangements implemented and develop work with demand responsive transport

Last Updated: 04-Nov-2019



Risk Ref.	Risk Title	Risk Type	Lead Officer	Supporting Officers	Initial Risk Rating	Current Risk Rating	Risk Trend	Risk Status
ST220	Public acceptance and support for recycling and re-use	Strategic Risk	Ruth Cartwright - Regulatory Services Manager		 Amber	 Amber		Open

**Potential Effects:**

Increased financial pressure to pay for disposal of residual waste Failure to meet Welsh Government statutory recycling/re-use/composting targets.

**Management Controls:**

Continued public engagement with Flintshire residents to educate on waste management issues. Monitoring of resident recycling participation rates. The use of enforcement to ensure compliance with recycling collection requirements.

**Lead Supporting Officer Comments:**



The Council has achieved the statutory recycling target for 2024-5 and is currently consulting residents on the future of the service. Given the level of responses to the consultation process it is clear that residents are engaged and value the current service. Should remain as Amber.



Last Updated: 29-Oct-2019





## Safe and Clean Council

### Actions

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
5.1.1.1 (CP) Achievement against the actions of the Regional Community Safety Plan and the Flintshire Well-Being Plan	Sian Jones - Public Protection Manager - Community and Business	In Progress	01-Apr-2019	31-Mar-2020	50.00%	 GREEN	 GREEN
<b>ACTION PROGRESS COMMENTS:</b> The People are Safe Board has undertaken a review of performance in Quarter One and Quarter Two and all actions are on track. Members of the Board attended CROSC in September 2019 to present the current work plan and reflect upon the work that had taken place over the last 12 months. The Plan was supported and endorsed by CROSC. The basis of the People are Safe Plan is derived from the North Wales Community Safety Plan and also through local intelligence and analysis. Achievements are also monitored through the Well-being Plan by the Public Services Board.  Last Updated: 30-Oct-2019							

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
5.1.1.2 (CP) The performance of North Wales Police in partnership with the Council as statutory Community Safety partners	Sian Jones - Public Protection Manager - Community and Business	In Progress	01-Apr-2019	31-Mar-2020	50.00%	 GREEN	 GREEN
<b>ACTION PROGRESS COMMENTS:</b> Flintshire County Council and North Wales Police continue to work effectively together both as individual partner agencies and members of the Community Safety Partnership (whose work is discharged through the People are Safe Board) and the Public Services Board. Both have assumed lead roles in local fora such as the Community Demand Reduction Partnership which considers crime and anti-social behaviour drivers every month, and also through their work in the Multi Agency Risk Assessment Conferences (MARAC) also held monthly. MARACs review the safety of those who are at highest risk of harm from domestic abuse in the County. North Wales Police are also responsive to specific requests for assistance or support when requested by FCC officers.  Last Updated: 30-Oct-2019							





ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
5.1.1.3 (CP) Meeting our responsibilities under the Violence Against Women, Domestic Abuse and Sexual Violence (VAWDASV) programme	Sharon Carney - Lead HR Business Partner	In Progress	01-Apr-2019	31-Mar-2020	44.00%	 AMBER	 AMBER

**ACTION PROGRESS COMMENTS:**

At the time of writing this update, 44% of employees have completed the first of the Violence Against Women and Domestic Abuse (VAWADA) Welsh Government e-learning modules. We will continue to encourage all employees to complete this module, recognising that some individuals may find the content challenging based on their personal experiences.



Last Updated: 29-Oct-2019

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
5.1.2.1 (CP) Achievement against the actions and targets of the Corporate Safeguarding Action Plan	Jane M Davies - Senior Manager, Safeguarding & Commissioning	In Progress	01-Apr-2019	31-Mar-2020	25.00%	 GREEN	 GREEN

**ACTION PROGRESS COMMENTS:**

The Safeguarding e-Learning module was launched in September. We are awaiting the final version of the action plan, this will be due for Spring 2020.

Last Updated: 31-Oct-2019



ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
5.1.2.2 (CP) Corporate Safeguarding Policy reviewed and updated	Jane M Davies - Senior Manager, Safeguarding & Commissioning	In Progress	01-Apr-2019	31-Mar-2020	50.00%	 GREEN	 GREEN



**ACTION PROGRESS COMMENTS:**



The Corporate Safeguarding Policy has been reviewed and updated, however, it has not yet been formally signed off.

Last Updated: 31-Oct-2019





ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
5.1.3.1 (CP) Maintaining the percentage of broadly compliant establishments within the County for public protection	Helen O'Loughlin - Team Leader - Food Safety & Food Standards	Ongoing	01-Apr-2019	31-Mar-2020	-	 GREEN	 GREEN
<b>ACTION PROGRESS COMMENTS:</b> National Indicator that is reported annually. The team carry out a planned programme of inspections throughout the year to ensure the percentage of compliant establishments remains at a consistently high percentage.  Last Updated: 31-Oct-2019							

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
5.1.4.1 (CP) Performance against current performance standards for front-line Streetscene and Transportation	Barry Wilkinson - Highways Network Manager	In Progress	01-Apr-2019	31-Mar-2020	85.00%	 GREEN	 GREEN
<b>ACTION PROGRESS COMMENTS:</b> The Streetscene Standards have been agreed through a working group of elected members at the implementation of the service. These standards have been set as a minimum standard of service delivery to the county. The operations within Streetscene & Transportation continue to deliver these standards to the highest degree possible whilst responding to the prevailing demands.  Last Updated: 23-Oct-2019							

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
5.1.4.2 (CP) Completion of a review and of performance standards for front-line Streetscene and Transportation Services	Katie Wilby - Transportation and Logistics Manager	Completed	01-Apr-2019	31-Mar-2020	100.00%	 GREEN	 GREEN
<b>ACTION PROGRESS COMMENTS:</b> In July 2019, the Council's Cabinet approved the adoption of revised Streetscene service standards detailed, which included the additional service standards as a result of the portfolio changes.  Last Updated: 18-Oct-2019							





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

**ACTION PROGRESS COMMENTS:**

Flintshire County Council currently undertake Civil Parking Enforcement and Environmental Enforcement. Civil Parking is the issuing of Penalty Charge Notices, off street and on street. And Environmental Enforcement covers, Fly Tipping, Littering, Side Waste, Public Space Protection Order (PSPO) Dogs Control Orders including dog fouling and abandoned vehicles. The standards for enforcement are set out in the environmental enforcement policy.



Last Updated: 04-Nov-2019

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
5.1.5.2 (CP) Develop and implement five education programmes for environmental awareness	Vicky Plant - Support Services Manager	In Progress	01-Apr-2019	31-Mar-2020	60.00%	 GREEN	 GREEN

**ACTION PROGRESS COMMENTS:**

To date 3 educational campaigns have taken place. Two campaigns relate to specific hot spot area of side waste and fly tipping, these areas are Shotton and Queensferry. Residents have been educated by leaflet drops and door knocking face to face talks with officers from the authority and also local members of the areas. The campaigns have included the installation of camera systems to record evidence and these have so far have proved to be a very successful deterrent and the areas are seeing an improvement in cleanliness. Another ongoing campaign is the education and engagement of residents regarding dog fouling and dog control at specific locations across Flintshire.

Last Updated: 11-Oct-2019

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



**ACTION PROGRESS COMMENTS:**



Weekly rota's are produced to ensure that all of the public car parks and on street traffic restrictions are monitored on a consistent and regular basis. On street logs are produced for each officer via their hand held terminals and these can be crossed checked with rota details for further accuracy.

Last Updated: 11-Oct-2019







ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
5.1.5.4 (CP) Ensure that all Pay and Display infrastructure is operational utilising back office technology and reporting	Vicky Plant - Support Services Manager	Ongoing	01-Apr-2019	31-Mar-2020	-	 GREEN	 GREEN
<b>ACTION PROGRESS COMMENTS:</b> Daily checks are made on back office systems to ensure that all car parking machine are up and running and reporting any faults. If a fault does occur and email is sent from the machine to all the enforcement officers to update them. An officer in the area will then attend the machine to troubleshoot the problem. Any issues that cannot be resolved are then escalated to supervisor/manager level to see if they can resolve the issue. The final step would be to call out the Supplier if any issues cannot be resolved.  Last Updated: 11-Oct-2019							



ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
5.1.5.5 (CP) Respond to, and monitor, environmental crime complaints (in line with Streetscene standards)	Vicky Plant - Support Services Manager	Ongoing	01-Apr-2019	31-Mar-2020	-	 GREEN	 GREEN
<b>ACTION PROGRESS COMMENTS:</b> Streetscene standards for fly tipping require a completion within 24 hours. All incidents are emailed through to the Enforcement Officers via the Customer Contact Centre CRM System. The officer will attend the fly tip and carry out an investigation. Following this the officer will send a return email to confirm that the item(s) are ready for collection.. The Customer Contact Centre will then email the relevant Area Supervisor to arrange collection. Abandoned vehicles will follow a similar process but there is no 24 hour collection standard. In this instance the monitoring will be at the Officer discretion based on the nature of the incident. Both Fly Tipping and Abandoned vehicles are recorded by the Enforcement Team in a spreadsheet to show dates reported and dates visited.  Last Updated: 24-Oct-2019							





ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
5.1.5.6 (CP) Ensure all Fixed Penalty Notices / Penalty Charge Notices are progressed to ensure ongoing compliance	Vicky Plant - Support Services Manager	Ongoing	01-Apr-2019	31-Mar-2020	-	 GREEN	 GREEN
<b>ACTION PROGRESS COMMENTS:</b> For Penalty Charge Notice's (PCN's) the progression includes administrative processes that are carried out via the Partnership company WPPP. To include taking payments, processing appeals, notice to owner, bailiff engagement and Traffic Penalty Tribunal. Fixed Penalty Notice's (FPN's) are logged internally by the Enforcement Team, non-payment within 14 days will instigate a reminder letter giving another 7 days to make payment. Failure to pay in this period will result in a 2nd reminder giving another 7 days to make payment. Failure to pay in this window will result in Single Justice Procedure paperwork being issued. Attendance at court if pursued. The internal spreadsheet gives an up to date record of payments made and current timescales.  Last Updated: 29-Oct-2019							





## Performance Indicators

KPI Title	Pre. Year Period Actual	Period Actual	Period Target	Perf. RAG	Perf. Indicator Trend	YTD Actual	YTD Target	Outcome RAG
CP7.1.2M02 [SEP] Number of employees who complete the Corporate safeguarding e-learning modules	No Data	69	50	 GREEN	New Measure	69	50	 GREEN
<b>Lead Officer:</b> Jane M Davies - Senior Manager, Safeguarding & Commissioning <b>Reporting Officer:</b> Jacque Slee - Team Manager Performance <b>Progress Comment:</b> The e-learning module was launched in September. 69 employees have completed it to date.  Last Updated: 11-Oct-2019								

KPI Title	Pre. Year Period Actual	Period Actual	Period Target	Perf. RAG	Perf. Indicator Trend	YTD Actual	YTD Target	Outcome RAG
CP7.1.4M01 Achieve minimum level of agreed standards	New Measure	85	New Measure	 GREEN	New Measure	85	New Measure	 GREEN
<b>Lead Officer:</b> Barry Wilkinson - Highways Network Manager <b>Reporting Officer:</b> Katie Wilby - Transportation and Logistics Manager <b>Progress Comment:</b> The portfolio continues to support the delivery the service at the standards agreed whilst responding the demands of the service. The service reacted to increasing service requests and pressures within the grass cutting service area through July and August in this period.  Last Updated: 24-Oct-2019								





KPI Title	Pre. Year Period Actual	Period Actual	Period Target	Perf. RAG	Perf. Indicator Trend	YTD Actual	YTD Target	Outcome RAG
CP7.1.5M01 Number of targeted environmental educational campaigns	No Data	1	1.25	 AMBER	New Measure	3	2.5	 GREEN

**Lead Officer:** Vicky Plant - Support Services Manager

**Reporting Officer:** Ruth Cartwright - Regulatory Services Manager

**Progress Comment:** Education and Information campaign for Queensferry for sidewise and fly tipping.

Last Updated: 11-Oct-2019

KPI Title	Pre. Year Period Actual	Period Actual	Period Target	Perf. RAG	Perf. Indicator Trend	YTD Actual	YTD Target	Outcome RAG
CP7.1.5M02 Progress non-payment of all Penalty Charge Notice (PCN) / Fixed Penalty Notice (FPN).	0	91.63	100	 AMBER	↑	91.63	100	 AMBER

**Lead Officer:** Vicky Plant - Support Services Manager

**Reporting Officer:** Ruth Cartwright - Regulatory Services Manager




**Progress Comment:** Ongoing process involving debt recovery and court actions.

Last Updated: 24-Oct-2019





## RISKS

### Strategic Risk

Risk Ref.	Risk Title	Risk Type	Lead Officer	Supporting Officers	Initial Risk Rating	Current Risk Rating	Risk Trend	Risk Status
ST218	Increased demand on enforcement services with introduction of new legislation	Strategic Risk	Ruth Cartwright - Regulatory Services Manager	Vicky Plant - Support Services Manager				Open
<p><b>Potential Effects:</b> Lack of resilience to respond to parking contraventions or environmental crimes Increased environmental crimes resulting in deterioration of natural environment Decreased highway safety.</p> <p><b>Management Controls:</b> Review upcoming legislative changes Improved time management of current enforcement team.</p> <p><b>Lead Supporting Officer Comments:</b> Management Control in terms of Improving the Time Management of the Officers. The rota was changed Spring 2018 to effectively change the conflict of crossover within the job roles and allow the continuity of patrol to be more time effective. The team numbers have also increased from four to eight, and flexible working hours have also been introduced.</p> <p>Last Updated: 30-Oct-2019</p>								



Risk Ref.	Risk Title	Risk Type	Lead Officer	Supporting Officers	Initial Risk Rating	Current Risk Rating	Risk Trend	Risk Status
ST219	Lack of public support for enforcement services	Strategic Risk	Ruth Cartwright - Regulatory Services Manager	Vicky Plant - Support Services Manager				Open

**Potential Effects:**

Risk Trigger: Negative public perception of the work undertaken by the enforcement team Potential Effects: Lack of support for the enforcement services Rescinding of enforcement action leading to lack of confidence in service Abuse and aggression towards the enforcement team Increased traffic contraventions and environmental crime occurrences.

**Management Controls:**

Improved engagement with public via education and engagement events Improved understanding of what a parking or environmental crime is.

**Lead Supporting Officer Comments:**



Ongoing Educational Campaigns have been progressed and the control measures put in place are currently in the process of being supported Corporately. However further work is still required.



Last Updated: 15-Oct-2019





## Connected Council



### Actions

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
6.1.1.1 (CP) Achievement of the aims, objectives and targets for: The Holway, Holywell – community-led regeneration	Cher Lewney - Digital Customer & Community Resilience Programme Manager	In Progress	01-Apr-2019	31-Mar-2020	50.00%	 GREEN	 GREEN
<b>ACTION PROGRESS COMMENTS:</b> All agencies have consistently met together to plan local activities, particularly play and fuel poverty initiatives to address community resilience. Some refurbishment of local garden and fencing areas has improved the physical infrastructure and plans are advanced for the opening of a Holway Hub, to provide a multiagency presence in the area.  Last Updated: 08-Oct-2019							

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
6.1.1.2 (CP) Achievement of the aims, objectives and targets for: Social Value – a social value framework to maximise local investment in communities	Niall Waller - Service Manager - Enterprise and Regeneration	In Progress	01-Apr-2019	31-Mar-2020	25.00%	 AMBER	 AMBER
<b>ACTION PROGRESS COMMENTS:</b> The Social Value Strategy was approved early in 2019 and sets out the ambitions for generating new social value from Council activities. A software system to record social value generated by suppliers and services is being procured. A development officer to support officers and suppliers is being recruited to start before December 2019.  Last Updated: 30-Oct-2019							







ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
6.1.1.3 (CP) Achievement of the aims, objectives and targets for: Social Prescribing – a model for participation by local people with improvements in personal well-being	Cher Lewney - Digital Customer & Community Resilience Programme Manager	In Progress	01-Apr-2019	31-Mar-2020	50.00%	 GREEN	 GREEN
<b>ACTION PROGRESS COMMENTS:</b> Between April – September 2019, the two Single Point Of Access (SPOA) based workers providing a Social Prescribing response responded to 202 referrals for support. The number of referrals from GPs is increasing due to the targeted activity that has been a feature of this reporting activity. The support offered is in response to a discussion about “what matters” to the individual meaning that the responses are person centred and bespoke to their individual needs.  Last Updated: 30-Oct-2019							

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
6.1.1.4 (CP) Achievement of the aims, objectives and targets for: Get Flintshire Moving – participation by local people with improvements in personal health	Cher Lewney - Digital Customer & Community Resilience Programme Manager	In Progress	01-Apr-2019	31-Mar-2020	50.00%	 GREEN	 GREEN
<b>ACTION PROGRESS COMMENTS:</b> Let's Get Moving aims to develop opportunities for residents to be more active in their communities to achieve improvements in health and well-being. Work has been undertaken to encourage council staff to be more active during the day through lunchtime walks, development and mapping of community walks, and working with Flintshire Public Services Board (PSB) organisations to support their workforce to move more and sit less.  Last Updated: 30-Oct-2019							









ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
6.1.2.2 (CP) Delivery of Aura Business Plan 2019/20	Colin Everett - Chief Executive	In Progress	01-Apr-2019	31-Mar-2020	50.00%	 GREEN	 GREEN
<b>ACTION PROGRESS COMMENTS:</b> Aura is performing well against its annual and medium-term business plan aims, objectives and targets. Regular reports are made to the Aura Board and to the Partnership Board with the Council. Periodic reports are made to Overview and Scrutiny.  Last Updated: 29-Oct-2019							



ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
6.1.3.1 (CP) Adopting a Social Value Framework with an action plan with aims, objectives and targets, to make progressive impact on the value of monetary and non-monetary investment by contractors and suppliers, the geographic spread of investment across communities, and the social policy priorities of the Council and its partners.	Niall Waller - Service Manager - Enterprise and Regeneration	In Progress	01-Apr-2019	31-Mar-2020	25.00%	 AMBER	 AMBER
<b>ACTION PROGRESS COMMENTS:</b> The Social Value Strategy was approved Spring 2019 and sets out the ambitions for generating new social value from Council activities. A software system to record social value generated by suppliers and services is being procured currently. A development officer to support officers and suppliers is being recruited to start before December 2019.  Last Updated: 30-Oct-2019							





ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
6.2.1.1 (CP) A seamless and successful transition to an Integrated Contact Centre	Rebecca Jones - Customer Services and Registration Manager	Completed	01-Apr-2019	31-Dec-2019	100.00%	 GREEN	 GREEN
<b>ACTION PROGRESS COMMENTS:</b> Housing and Streetscene Contact Centres amalgamated on 7 August, 2019. The single Contact Centre is now based at Ty Dewi Sant, Ewloe.  Last Updated: 18-Oct-2019							



ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
6.2.1.2 (CP) Improvements in customer service response and resolution times	Rebecca Jones - Customer Services and Registration Manager	Ongoing	01-Apr-2019	31-Mar-2020	-	 GREEN	 GREEN
<b>ACTION PROGRESS COMMENTS:</b> Complaints data presented for the first half of 2019/20 shows a positive improvement in performance which 78% of cases responded to within 10 working days. This represents a 17% increase in performance compared to the same time the previous year. Following a review of case handling across portfolios, improved guidance and awareness sessions, there has also been an improvement in handling other cases such as AM/MP enquiries and other service requests. Customer Contact continue to engage with portfolios to ensure timely responses are issued.  Last Updated: 18-Oct-2019							



ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
6.2.1.3 (CP) Extension of the range of digitised services in Social Services, Education and Revenues and Benefits	Rebecca Jones - Customer Services and Registration Manager	Ongoing	01-Apr-2019	31-Mar-2020	-	 GREEN	 GREEN
<b>ACTION PROGRESS COMMENTS:</b> Work to increase the range of digital services for residents and visitors continues to progress. The Council launched My Account in May and has received over 7,400 subscriptions since that time. Our digital newsletter "GovDelivery" is being used as a tool to promote online services such as My Account and provides the opportunity for people to subscribe and receive information on services of interest to them. Following the successful integration of tenancy accounts, the next phase of development for My Account is integrating benefit accounts thus providing one access point for customers to access a range of services. The School Admission process has been redesigned with input from an external agency and customers and is successfully launched in September for secondary schools.  Last Updated: 30-Oct-2019							



ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
6.2.2.1 (CP) Meeting the aims, objectives and targets of the adopted Strategy	Rebecca Jones - Customer Services and Registration Manager	Ongoing	01-Apr-2019	31-Mar-2020	-	 GREEN	 GREEN
<b>ACTION PROGRESS COMMENTS:</b> The Housing and Streetscene Contact Centres amalgamated on 7 August, 2019. The single team for telephone calls to Housing and Streetscene services are developing to enable officers to deal with a wide range of services. Flintshire Connects Centres continue to provide a face to face service for our most vulnerable customers and the team continue to offer digital assistance to people who need support to access services online. Digital services continue to develop; the launch of My Account enable to access a range of information at a time that is convenient to them.  Last Updated: 18-Oct-2019							



ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
6.2.2.2 (CP) Meeting the set customer standards	Rebecca Jones - Customer Services and Registration Manager	Ongoing	01-Apr-2019	31-Mar-2020	-	 GREEN	 GREEN
<b>ACTION PROGRESS COMMENTS:</b> Customer Contact continues to make good progress against the Customer Service Strategy. Flintshire Connects continue to support our most vulnerable customers to access services including digital assistance; our largest service areas for telephone contact have amalgamated to create a single Contact Centre for Housing and Streetscene services; more online services are available on the Council's website to enable people to access services at a time and location that is convenient to them.  Last Updated: 18-Oct-2019							



## Performance Indicators



KPI Title	Pre. Year Period Actual	Period Actual	Period Target	Perf. RAG	Perf. Indicator Trend	YTD Actual	YTD Target	Outcome RAG
CP1.1.3M01 / CP5.1.1M01 (SS010) The number of people who access the social prescribing / 3rd sector service through the Single Point of access.	164	202	0	 GREEN	↑	202	0	 GREEN

**Lead Officer:** Susie Lunt - Senior Manager, Integrated Services and Lead Adults

**Reporting Officer:** Jacque Slee - Team Manager Performance

**Progress Comment:** Two social prescribing officers worked with 202 individuals between April and September. There is no target for this indicator, it is used to monitor trend only as data is provided by Betsi Cadwaladr University Health Board.

Last Updated: 11-Oct-2019

KPI Title	Pre. Year Period Actual	Period Actual	Period Target	Perf. RAG	Perf. Indicator Trend	YTD Actual	YTD Target	Outcome RAG
CP5.2.1M01 Call abandonment rate for a combined Housing and Streetscene contact centre	New Measure	11.67	New Measure	 GREEN	New Measure	11.67	New Measure	 GREEN



**Lead Officer:** Rebecca Jones - Customer Services and Registration Manager



**Reporting Officer:** Rebecca Jones - Customer Services and Registration Manager

**Progress Comment:** Call abandonment rates for the Contact Centre are less than anticipated. The rate is expected to improve as new Contact Centre Officers are recruited and trained.

Last Updated: 04-Nov-2019






KPI Title	Pre. Year Period Actual	Period Actual	Period Target	Perf. RAG	Perf. Indicator Trend	YTD Actual	YTD Target	Outcome RAG
CP5.2.1M02 Call answering rate for a combined Housing and Streetscene contact centre	No Data	76.73	New Measure	 GREEN	New Measure	76.73	New Measure	 GREEN
<b>Lead Officer:</b> Rebecca Jones - Customer Services and Registration Manager <b>Reporting Officer:</b> Rebecca Jones - Customer Services and Registration Manager <b>Progress Comment:</b> Within 30 seconds. No target has been set as a baseline is being established.  Last Updated: 24-Oct-2019								

KPI Title	Pre. Year Period Actual	Period Actual	Period Target	Perf. RAG	Perf. Indicator Trend	YTD Actual	YTD Target	Outcome RAG
CP5.2.1M04 My Account sign up and usage rates	No Data	7453	1250	 GREEN	New Measure	7453	2500	 GREEN
<b>Lead Officer:</b> Rebecca Jones - Customer Services and Registration Manager <b>Reporting Officer:</b> Rebecca Jones - Customer Services and Registration Manager <b>Aspirational Target:</b> <b>Progress Comment:</b> The number of My Account subscriptions has significantly increased due to the launch of School Admissions and parents/carers requiring an account to track the progress of their application.  Last Updated: 14-Oct-2019								



## RISKS

### Strategic Risk

Risk Ref.	Risk Title	Risk Type	Lead Officer	Supporting Officers	Initial Risk Rating	Current Risk Rating	Risk Trend	Risk Status
ST191	The capacity and appetite of the community and social sectors	Strategic Risk	Neil Ayling - Chief Officer - Social Services	Cher Lewney - Digital Customer & Community Resilience Programme Manager				Open

**Potential Effects:**

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.




**Lead Supporting Officer Comments:**

We continue to make progress in growing the social sector through the development of Community Asset Transfers and Alternative Delivery Models. Regular review meetings and partnership board meetings are in place.

The strategic role and importance of ADMs is a priority in the Council Plan for 2019/20, with work underway to ensure that the delivery is effective and sustainable.

Last Updated: 15-Oct-2019



Risk Ref.	Risk Title	Risk Type	Lead Officer	Supporting Officers	Initial Risk Rating	Current Risk Rating	Risk Trend	Risk Status
ST193	Market conditions which the new alternative delivery models (ADM's)face	Strategic Risk	Neil Ayling - Chief Officer - Social Services	Cher Lewney - Digital Customer & Community Resilience Programme Manager				Open

**Potential Effects:**

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.

**Lead Supporting Officer Comments:** Aura, Newydd and Hft have now successfully taken forward their Business Plans. Regular reporting to the Council through the appropriate Scrutiny Committees continues to take place. The level of risk of unsustainability has reduced to yellow.

Last Updated: 30-Oct-2019





Risk Ref.	Risk Title	Risk Type	Lead Officer	Supporting Officers	Initial Risk Rating	Current Risk Rating	Risk Trend	Risk Status
ST194	Limitations on public funding to subsidise alternative models (ADM's)	Strategic Risk	Neil Ayling - Chief Officer - Social Services	Cher Lewney - Digital Customer & Community Resilience Programme Manager	Amber	Yellow	↓	Open

**Potential Effects:**

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.




**Lead Supporting Officer Comments:**

Review meetings are providing an update on the future financial context so organisations can plan for potential reductions when appropriate. Business Plans have been shared with the Council and show that funding levels for organisations moving forward into 2020/21 are sustainable.

The risk has been mitigated to Yellow.

Last Updated: 15-Oct-2019



Risk Ref.	Risk Title	Risk Type	Lead Officer	Supporting Officers	Initial Risk Rating	Current Risk Rating	Risk Trend	Risk Status
ST196	Newly established Social Enterprises and Community Asset Transfers failing in their early stages of development.	Strategic Risk	Neil Ayling - Chief Officer - Social Services	Cher Lewney - Digital Customer & Community Resilience Programme Manager				Open

**Potential Effects:**

Social enterprises cease trading and asset return to the Council.




**Management Controls:**

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

**Lead Supporting Officer Comments:** Review meetings of Community Asset Transfers (CATs) have been ongoing and through these it has been identified that the new organisations running CATs are sustainable and well regarded social businesses. The programme of CAT review and support is ongoing to ensure that these social businesses continue to offer well regarded services.

Last Updated: 15-Oct-2019



Risk Ref.	Risk Title	Risk Type	Lead Officer	Supporting Officers	Initial Risk Rating	Current Risk Rating	Risk Trend	Risk Status
ST225	Community Resilience	Strategic Risk	Neil Ayling - Chief Officer - Social Services	Cher Lewney - Digital Customer & Community Resilience Programme Manager				Open

**Potential Effects:**

Communities cannot capitalise on their resources and resort to support from statutory services.

**Management Controls:**

Work with communities to identify key challenges and barriers that they face as individuals and collectively; and use a framework of tools to help them to design a local response to address them. Help communities, and leaders from within communities, to develop the skills and confidence to support their community to respond to challenges and optimise opportunities to thrive. Be smarter about securing and linking potential social investment to locally identified priorities. Work proactively with our supply chain to maximise the impact that our investment and collaboration has for communities across Flintshire.

**Lead Supporting Officer Comments:**



The Council and other stakeholders have been proactive in maximizing the available funding to invest in communities. We are engaging and working with local alternative delivery models (ADM's) and other alternatives to improve community resilience. We are actively reviewing community asset transfer (CAT) projects to ensure that they are successful and pursue key priorities of the council.

Last Updated: 22-Oct-2019



## Serving Council



### Actions

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

#### ACTION PROGRESS COMMENTS:

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

Last Updated: 23-Oct-2019



ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
7.1.1.2 (CP) Retention rates of key personnel through offering competitive pay and reward	Sharon Carney - Lead HR Business Partner	In Progress	01-Apr-2019	31-Mar-2020	62.00%	 GREEN	 GREEN

#### ACTION PROGRESS COMMENTS:

The Council's new pay model provides for a competitive salary across the majority of its evaluated positions. The new pay model provides for a minimum hourly rate of £9.00 per hour which meets the Foundation Living Wage.

Last Updated: 22-Oct-2019





ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
7.1.2.1 (CP) Adoption of a Well Being Strategy for the overall well-being of the workforce with aims, objectives and targets	Sharon Carney - Lead HR Business Partner	In Progress	01-Apr-2019	31-Dec-2019	75.00%	 GREEN	 GREEN

**ACTION PROGRESS COMMENTS:**

The overarching aim of the strategy is to improve the health, safety and wellbeing of employees and to prevent work associated ill health, for the overall benefit of all. This encompasses the physical, mental and social health of employees and recognises that employees' values, personal development and work across the organisation contribute to their overall wellbeing at work. A draft strategy and action plan has been developed and shared with stakeholders. Feedback has been provided and collated, some of which will be incorporated in the final version.



Last Updated: 22-Oct-2019

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

**ACTION PROGRESS COMMENTS:**

Progress for the reduction in the number of referrals to Occupational Health on the grounds of mental health will be reported in March 2020.

Last Updated: 31-Oct-2019



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

**ACTION PROGRESS COMMENTS:**

The progress for succession planning will be reported in March 2020.

Last Updated: 24-Oct-2019





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

**ACTION PROGRESS COMMENTS:**

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



Last Updated: 31-Oct-2019

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
7.1.3.3 (CP) Reductions in the local gender pay gap	Sharon Carney - Lead HR Business Partner	Not Started	01-Apr-2019	31-Mar-2020	0.00%		

**ACTION PROGRESS COMMENTS:**

This progress update will be provided annually in quarter four.

Last Updated: 09-Oct-2019



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



**ACTION PROGRESS COMMENTS:**

The annual financial outturn is reported at the end of the financial year (31 March 2020) which is due to be reported in July 2020. A report on the financial performance indicators will be included alongside the outturn report. Selected performance indicators are included in the monthly revenue monitoring reports to Cabinet.



Last Updated: 24-Oct-2019





ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
7.2.1.2 (CP) Selected KPI's are reported monthly in the Monitoring Report	Sara Dulson - Corporate Accounting and Systems	In Progress	01-Apr-2019	31-Mar-2020	50.00%	 GREEN	 GREEN
<b>ACTION PROGRESS COMMENTS:</b> The monitoring of the revenue budget for Council fund and for the Housing Revenue Account (HRA) is reported to Cabinet on a monthly basis. The following KPI's are included specifically in that monthly report: 1) Achievement of efficiencies. 2) Housing Revenue Account closing balance against budget. An additional KPI on the variance between the outturn and the budget are reported as part of the Councils quarterly performance monitoring.  Last Updated: 28-Oct-2019							

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
7.2.1.3 (CP) Achievement of a balanced annual budget which support the policy aims of the Council by March 2020	Sara Dulson - Corporate Accounting and Systems	In Progress	01-Apr-2019	31-Mar-2020	12.00%	 AMBER	 GREEN
<b>ACTION PROGRESS COMMENTS:</b> We have set a cycle of reviewing our Medium Term Financial Strategy (MTFS) on an annual basis. The financial forecast for 2020/21 has been reported to Council in April and October 2019. The latest forecast for 2020/21 is that the Council has a budget gap of £16.2m. The solutions for 2020/21 are split into four quartiles; 1) Portfolio Business Plans and Corporate Finance. 2) The National position. 3) Local Taxation and income. 4) Organisational Change.  To date £1.784m has been identified from Portfolio Business Plans and Corporate Finance. The provisional settlement from Welsh Government (WG) is due at the end of November though the final settlement will not be received until 11 February 2020. The Council and the Welsh Local Government Association has called on WG to ensure adequate funding is passported to Councils from the additional funding announced in the UK spending review. Without this additional funding the risk of not being able to set a legal and balanced budget remains significant.  Last Updated: 01-Nov-2019							







ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
7.2.2.1 (CP) Management of a cost-effective Housing Revenue Account Business Plan for 2020/21	Rachael Corbelli - Finance Manager	In Progress	01-Apr-2019	31-Mar-2020	50.00%	 GREEN	 GREEN
<b>ACTION PROGRESS COMMENTS:</b> The 2019/20 HRA business plan is currently being delivered to plan with no issues being reported. There may be issues following from the Welsh Government work around rent setting, which is not an issue for the year 2020/21 business plan.  Last Updated: 29-Oct-2019							

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
7.2.2.2 (CP) Maintaining affordable service charges which achieve income targets	Dawn Kent - Senior Sheltered Housing Officer	In Progress	01-Apr-2019	31-Mar-2020	50.00%	 GREEN	 GREEN
<b>ACTION PROGRESS COMMENTS:</b> On-going monitoring of customer satisfaction. Consultations due to be undertaken in Oct/Nov 2019 to review current quality and standards for chargeable services. The impact of service charges will be less for households on a low income as most of the service charges are currently eligible to be paid by Housing Benefit/Universal Credit (UC). As part of this work, consideration will need to be given to work through options which consider the impact to any approach to full cost recovery for those not able to access benefits.  Last Updated: 29-Oct-2019							









ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
7.2.2.3 (CP) Effective management of rent arrears to maintain income targets	David Barnes - Manager - Revenues	In Progress	01-Apr-2019	31-Mar-2020	51.00%	 GREEN	 GREEN
<b>ACTION PROGRESS COMMENTS:</b> Sound progress is being made to improve rent collection and reduce rent arrears. The implementation of the Mobyssoft 'Rent Sense' module in July 2019 is helping the service to direct resource capacity to those tenants at risk of falling further into arrears and not paying rent on time. The deployment of Mobyssoft is also helping to change working practices and target resources through a combination of early interventions to assist tenants in need of help and taking recovery action against tenants who fail to engage or pay. The service has stabilised collections and prevent overall arrear levels from escalating further, despite the ongoing challenges with welfare reform and an increasing number of tenants claiming Universal Credit.  Last Updated: 30-Oct-2019							

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
7.2.3.1 (CP) Re-adoption of a fees and charges policy	Kelly Oldham Jones - Income Generation and Marketing Manager	Completed	01-Apr-2019	30-Sep-2019	100.00%	 GREEN	 GREEN
<b>ACTION PROGRESS COMMENTS:</b> The Council's Income Generation Policy, which was endorsed by Cabinet in 2017, sets the rationale for fees and charges. The objectives and principles of the Policy include: Maximisation of revenue generation with full cost recovery wherever possible; Comparability within the public sector and market; Annual increases in line with inflation; and Transparency in charging. The Income Generation Policy also calls for an annual review of fees and charges, with annual cycles of resetting fees and charges and appropriate delegations for enacting changes. The 2019 annual review of fees and charges was reported to Cabinet in July 2019, along with a number of recommendations to enhance the process and clarify and refine elements such as annual inflation indices. The recommendations made were endorsed, resulting in: Agreed annual inflation indices - CPIH (Consumer Price Index with Housing), market rate/local; Further work to verify whether fees and charges are achieving full cost recovery; A three year staged approach to achieving full cost recovery (or market rate comparison) for all services where it is permissible to do so; and A review of the Income Generation Policy to develop a policy framework for income generation which will include consistent charging and cost recovery structure. The endorsement by Cabinet in July 2019 signifies the re-adoption of the policy on fees and charges. NB: The review, and subsequent revised version, of the Income Generation Policy will document the Council's re-adopted policy for fees and charges.  Last Updated: 24-Oct-2019							



ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
7.2.3.2 (CP) Agreement of a set of new commercial models as part of the collaboration sub priority	Kelly Oldham Jones - Income Generation and Marketing Manager	In Progress	01-Apr-2019	31-Mar-2020	25.00%	 AMBER	 AMBER
<b>ACTION PROGRESS COMMENTS:</b> There are several commercial models under 7.3.1.6 (CP) above. Regional commercial models in digital, land and property, and green energy are also under development within the work on the Growth Deal.  Last Updated: 29-Oct-2019							

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
7.2.3.3 (CP) Achievement of corporate income target	Kelly Oldham Jones - Income Generation and Marketing Manager	Ongoing	01-Apr-2019	31-Mar-2020	-	 AMBER	 RED
<b>ACTION PROGRESS COMMENTS:</b> The £207,000 income target for 2018/19 was not achieved and with an additional £100,000 target for 2019/20 the 2019/20 income target totalled £307,000. Business planning efficiencies for 2019/20 totalled £143,000, requiring a further £164,000 to be found to achieve the 2019/20 income target. The annual review of fees and charges has identified additional income of £13,000 to date, leaving £151,000 to be found in year to achieve the 2019/20 income target.  Last Updated: 24-Oct-2019							



ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
7.2.3.4 (CP) Agreement of a model for cost recovery for application to service level agreements	Kelly Oldham Jones - Income Generation and Marketing Manager	In Progress	01-Apr-2019	31-Mar-2020	80.00%	GREEN	GREEN

**ACTION PROGRESS COMMENTS:**

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

Last Updated: 22-Oct-2019

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

**ACTION PROGRESS COMMENTS:**

All collaborations have been collated and are monitored on a six monthly basis by the Chief Officer Team and reported to Corporate Resource Overview and Scrutiny Committee annually.

Last Updated: 31-Oct-2019



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



**ACTION PROGRESS COMMENTS:**



The final annual report will be published at the end of Quarter Four 2019/20.

Last Updated: 31-Oct-2019







ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
7.3.1.3 (CP) Successful transition to a combined CCTV monitoring service hosted by Wrexham County Borough Council	Neal Cockerton - Chief Officer - Housing and Assets	In Progress	01-Apr-2019	31-Mar-2020	25.00%	 GREEN	 GREEN
<b>ACTION PROGRESS COMMENTS:</b> Work has commenced to relocate the Control room whilst the fibre cable route to Wrexham is laid. This work is minimal and temporary in nature and designed to mitigate any delay and disruption to the demolition contract relating to phases three and four.  Last Updated: 23-Oct-2019							

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
7.3.1.4 (CP) Agreement to implement a sub-regional sustainable urban drainage system approval body as a new statutory service	Andrew Farrow - Chief Officer - Planning, Environment and Economy	In Progress	01-Apr-2019	31-Mar-2020	50.00%	 AMBER	 GREEN
<b>ACTION PROGRESS COMMENTS:</b> Cabinet approved establishment of a new Sustainable Urban Drainage System approval body as a new statutory service with a commitment to funding of a new post and redesign of an existing post to support the SAB and the current work of the Flood Risk and Coastal Management team. Recruitment has also started to fill a vacant post following retirement of the previous postholder.  Last Updated: 24-Oct-2019							

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
7.3.1.5 (CP) Successful transition to a new service model for enforcement services	Stephen Jones - Chief Officer - Streetscene and Transportation	Completed	01-Apr-2019	31-Mar-2020	100.00%	 GREEN	 GREEN
<b>ACTION PROGRESS COMMENTS:</b> The new in-house service has taken on the role of enforcement against littering and dog fouling from the previous contractual arrangement. The new arrangement is bedded in and the target for Fixed Penalty Notice (FPN) income are being achieved.  Last Updated: 22-Oct-2019							



ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
7.3.1.6 (CP) Agreement of the scope and objectives of the next phase of Alternative Delivery Models for Council managed services	Colin Everett - Chief Executive	Completed	01-Apr-2019	30-Sep-2019	100.00%	 GREEN	 AMBER
<b>ACTION PROGRESS COMMENTS:</b> The second phase of the Alternative Delivery Models for medium-term implementation has been agreed by Cabinet. The various transformation projects are at different stages of maturity according to their respective project plans and time lines.  Last Updated: 29-Oct-2019							

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
7.4.1.1 (CP) Successful implementation of priority projects within the digital programme plan	Cher Lewney - Digital Customer & Community Resilience Programme Manager	Ongoing	01-Apr-2019	31-Mar-2020	-	 GREEN	 GREEN
<b>ACTION PROGRESS COMMENTS:</b> The Council has a rolling list of priority projects within the scope of the Digital Strategy. The Council has completed the projects that it intended to complete in Quarters One and Two. The projects delivered the range of services intended by the deadline set for each project.  Last Updated: 28-Oct-2019							



ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
7.4.1.2 (CP) Procurement and design of replacement Planning & Environment system	Cher Lewney - Digital Customer & Community Resilience Programme Manager	Ongoing	01-Apr-2019	31-Mar-2020	-	GREEN	GREEN

**ACTION PROGRESS COMMENTS:**

This project is scheduled to be concluded by 2021. The Council has specified the system requirements and has advertised the contract to software providers. These actions have been completed by the agreed deadline. The Project Team is now considering the outcome of the procurement exercise.

Last Updated: 28-Oct-2019

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
7.4.1.3 (CP) New online Education Admissions process launched and evaluated	Cher Lewney - Digital Customer & Community Resilience Programme Manager	Ongoing	01-Apr-2019	31-Mar-2020	-	GREEN	GREEN

**ACTION PROGRESS COMMENTS:**

The new Education Admissions process was successfully launched on time.

Last Updated: 28-Oct-2019



ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
7.4.1.4 (CP) Additional services added to combined contact centre: Education, Social Work, Revenues and Benefits	Cher Lewney - Digital Customer & Community Resilience Programme Manager	Not Started	01-Apr-2019	31-Mar-2020	0.00%		



**ACTION PROGRESS COMMENTS:**

This work has not yet started.

Last Updated: 28-Oct-2019





ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
7.4.1.5 (CP) Additional services added to My Account: Education, Revs & Bens, Housing Phase 2	Cher Lewney - Digital Customer & Community Resilience Programme Manager	Ongoing	01-Apr-2019	31-Mar-2020	-	 GREEN	 GREEN
<b>ACTION PROGRESS COMMENTS:</b> The Council has a programme for phased introduction of additional services. The first planned additional service was Education and this was achieved on time. The next phases are not yet due.  Last Updated: 28-Oct-2019							

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
7.4.1.7 (CP) Digital training delivered and available in communities	Cher Lewney - Digital Customer & Community Resilience Programme Manager	Ongoing	01-Apr-2019	31-Mar-2020	-	 AMBER	 GREEN
<b>ACTION PROGRESS COMMENTS:</b> The Council is mapping what training already exists and is considering a programme for Council employees to help share digital skills.  Last Updated: 28-Oct-2019							



## Performance Indicators



KPI Title	Pre. Year Period Actual	Period Actual	Period Target	Perf. RAG	Perf. Indicator Trend	YTD Actual	YTD Target	Outcome RAG
CP6.1.1M01 Percentage of permanent employees who have left within first year of employment	No Data	3.78	New Measure	 AMBER	New Measure	3.78	New Measure	 GREEN

**Lead Officer:** Andrew Adams - Business Information and Compliance Adviser

**Reporting Officer:** Sharon Carney - Lead HR Business Partner

**Progress Comment:** HR actively encourage the use of exit interviews so we can continue to monitor and understand individual's reasons for leaving.

Last Updated: 31-Oct-2019

KPI Title	Pre. Year Period Actual	Period Actual	Period Target	Perf. RAG	Perf. Indicator Trend	YTD Actual	YTD Target	Outcome RAG
CP6.1.1M02 Percentage of employee turnover (excluding early retirement and voluntary redundancy)	No Data	3.53	4	 GREEN	New Measure	3.53	4	 GREEN

**Lead Officer:** Andrew Adams - Business Information and Compliance Adviser



**Reporting Officer:** Sharon Carney - Lead HR Business Partner



**Progress Comment:** The turnover percentage excluding early retirement and voluntary redundancy for quarter two is 3.53%. HR actively encourage the use of exit interviews so we can continue to monitor and understand individual's reasons for leaving.

Last Updated: 23-Oct-2019





KPI Title	Pre. Year Period Actual	Period Actual	Period Target	Perf. RAG	Perf. Indicator Trend	YTD Actual	YTD Target	Outcome RAG
CP6.1.2M01 (PAM/001) The number of working days per full time equivalent (FTE) local authority employees lost due to sickness absence	2.15	2.22	8	 GREEN	↓	2.22	8	 AMBER
<b>Lead Officer:</b> Sharon Carney - Lead HR Business Partner <b>Reporting Officer:</b> Andrew Adams - Business Information and Compliance Adviser <b>Progress Comment:</b> The full time equivalent (FTE) days lost for the Council during quarter two is 2.22. The HR Business Partner team continue to work closely with Portfolios and Schools to ensure attendance is managed consistently and appropriate support and interventions are made available.  Last Updated: 23-Oct-2019								



KPI Title	Pre. Year Period Actual	Period Actual	Period Target	Perf. RAG	Perf. Indicator Trend	YTD Actual	YTD Target	Outcome RAG
CP6.1.2M02 Increase in attendance of managers and employee Stress Management training	No Data	85	50	 GREEN	New Measure	85	100	 GREEN
<b>Lead Officer:</b> Andrew Adams - Business Information and Compliance Adviser <b>Reporting Officer:</b> Sharon Carney - Lead HR Business Partner <b>Progress Comment:</b> The programme is designed to help employees identify signs of stress in themselves and their colleagues so that it can be dealt with it at the earliest opportunity with support from Human Resources and Occupational Health. We will continue to target specific Portfolios and Services Areas who are likely to benefit most.  Last Updated: 23-Oct-2019								






KPI Title	Pre. Year Period Actual	Period Actual	Period Target	Perf. RAG	Perf. Indicator Trend	YTD Actual	YTD Target	Outcome RAG
CP6.1.2M03 Number of accredited Mental Health First Aiders across the organisation	No Data	No Data	10		New Measure	No Data	10	
<b>Lead Officer:</b> Andrew Adams - Business Information and Compliance Adviser <b>Reporting Officer:</b> Sharon Carney - Lead HR Business Partner <b>Progress Comment:</b> The draft Health and Wellbeing Strategy will be reviewed by Chief Officer Team and Academi in quarter three. The Council are working towards agreeing a pledge with 'Time to Change'. This will enable training of mental health champions and recruitment of Mental Health First Aiders across the Council.  Last Updated: 22-Oct-2019								



KPI Title	Pre. Year Period Actual	Period Actual	Period Target	Perf. RAG	Perf. Indicator Trend	YTD Actual	YTD Target	Outcome RAG
CP6.1.3M01 (PAM/044) The number of apprentices (excluding teachers) on formal recognised apprenticeship schemes within the authority during the year per 1,000 employees	No Data	17.63	New Measure	 GREEN	New Measure	17.63	New Measure	 GREEN
<b>Lead Officer:</b> Annette Bailey - Learning and Development Officer <b>Reporting Officer:</b> Sharon Carney - Lead HR Business Partner <b>Progress Comment:</b> This figure represents those employed by the Council for the purpose of completing an apprenticeship. However, there will be other permanent employees undertaking apprenticeship frameworks. No target has been set as this is a new indicator and the baseline is being established.  Last Updated: 24-Oct-2019								





KPI Title	Pre. Year Period Actual	Period Actual	Period Target	Perf. RAG	Perf. Indicator Trend	YTD Actual	YTD Target	Outcome RAG
CP6.1.3M03 Percentage of all direct employees achieving Foundation Living Wage	No Data	100	100	 GREEN	New Measure	100	100	 GREEN
<p><b>Lead Officer:</b> Andrew Adams - Business Information and Compliance Adviser  <b>Reporting Officer:</b> Sharon Carney - Lead HR Business Partner  <b>Progress Comment:</b> The Council's new pay model provides for a competitive salary across the majority of its evaluated positions. The new pay model provides for a minimum hourly rate of £9.00 per hour which meets the Foundation Living Wage.</p> <p>Last Updated: 22-Oct-2019</p>								




KPI Title	Pre. Year Period Actual	Period Actual	Period Target	Perf. RAG	Perf. Indicator Trend	YTD Actual	YTD Target	Outcome RAG
CP6.1.3M04 Percentage of eligible employees receiving an annual appraisal	85.4	82.91	100	 AMBER		82.91	100	 AMBER
<p><b>Lead Officer:</b> Sharon Carney - Lead HR Business Partner  <b>Reporting Officer:</b> Andrew Adams - Business Information and Compliance Adviser  <b>Progress Comment:</b> As at 30 September 2019, based on the information recorded in iTrent, the percentage of our eligible workforce who had received an appraisal was 83%.</p> <p>The current appraisal policy, forms and tools in support of performance management are being reviewed with a view to adopting a new, simplified process which is flexible enough to accommodate the diverse range of services, positions occupied across the Council.</p> <p>Last Updated: 22-Oct-2019</p>								



KPI Title	Pre. Year Period Actual	Period Actual	Period Target	Perf. RAG	Perf. Indicator Trend	YTD Actual	YTD Target	Outcome RAG
CP6.2.1M01 The percentage of planned efficiencies achieved	97	91	95	 AMBER	↓	91	95	 AMBER
<b>Lead Officer:</b> Gary Ferguson - Corporate Finance Manager <b>Reporting Officer:</b> Sara Dulson - Corporate Accounting and Systems <b>Progress Comment:</b> The 91% is reported within the Month 5 Revenue monitoring report to Cabinet.  Last Updated: 28-Oct-2019								

KPI Title	Pre. Year Period Actual	Period Actual	Period Target	Perf. RAG	Perf. Indicator Trend	YTD Actual	YTD Target	Outcome RAG
CP6.2.1M03 Maximise the collection of Council Tax	57.6	57.8	57.6	 GREEN	↑	57.8	57.6	 GREEN
<b>Lead Officer:</b> Gareth Owens - Chief Officer - Governance <b>Reporting Officer:</b> David Barnes - Manager - Revenues <b>Progress Comment:</b> Collection rates are being maintained broadly in line with collections in previous years. The collection rates of 57.8% also compare well to the Quarter One and Two position across the region, which are generally showing collections falling by 0.2%.  Last Updated: 23-Oct-2019								



KPI Title	Pre. Year Period Actual	Period Actual	Period Target	Perf. RAG	Perf. Indicator Trend	YTD Actual	YTD Target	Outcome RAG
CP6.2.1M04 The percentage variance between the revenue budget out-turn and the budget set	0.01	1.12	0.5	 RED		1.12	0.5	 AMBER
<p><b>Lead Officer:</b> Gary Ferguson - Corporate Finance Manager <b>Reporting Officer:</b> Sara Dulson - Corporate Accounting and Systems <b>Progress Comment:</b> The M5 Revenue monitoring report is reporting a projected overspend of £3m against budget.</p> <p>Last Updated: 23-Oct-2019</p>								



## RISKS

### Strategic Risk

Risk Ref.	Risk Title	Risk Type	Lead Officer	Supporting Officers	Initial Risk Rating	Current Risk Rating	Risk Trend	Risk Status
ST197	The scale of the financial challenge	Strategic Risk	Gary Ferguson - Corporate Finance Manager	Sara Dulson - Corporate Accounting and Systems	Red	Red		Open

**Potential Effects:**

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.

**Lead Supporting Officer Comments:**

Council considered the final stage three of the budget in February and approved the setting of a balanced budget by utilising additional reserves of £0.321m (to bring the total amount funded from reserves to £2.221m) and an increase in Council Tax of 8.75%. The financial challenge will continue into 2020/21 and beyond with the Cabinet considering the financial forecast for 2020/21 to 2021/22 which is projecting an initial gap of £13.3m for 2020/21.

An update to the financial forecast for 2020/21 reported to Cabinet in October 19 shows that following an increase in pressures the gap has increased to £16.2m. Strategic solutions to meet the gap include Portfolio Business and Corporate Finance efficiencies, currently anticipated to be £1.784m, Local Taxation and Income, Organisational change and National funding from Welsh Government.

The Council is anticipating receipt of the Provisional Settlement from Welsh Government at the end of November which will give an initial indication of the level of funding the Council will receive from Welsh Government in 2020/21.

Last Updated: 23-Oct-2019



RISK TITLE	LEAD OFFICER	SUPPORTING OFFICERS	INITIAL RISK RATING	CURRENT RISK RATING	TREND ARROW	RISK STATUS
The capacity and capability of the organisation to implement necessary changes.	Gareth Owens - Chief Officer - Governance	Cher Lewney - Digital Customer & Community Resilience Programme Manager	Amber	Amber	↔	Open
<p><b>Potential Effect:</b> 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.</p> <p><b>Management Controls:</b> 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.</p> <p><b>Progress Comment:</b> A detailed programme of works has been developed including all the council's aspirations. This has served to further highlight the very limited levels of resource available to achieve the aims within the current proposed timetable. Many of the projects are needed to support current service delivery and further work is being undertaken on how to find resource to support more transformational projects.</p> <p>Last Updated: 28-Oct-2019</p>						



Risk Ref.	Risk Title	Risk Type	Lead Officer	Supporting Officers	Initial Risk Rating	Current Risk Rating	Risk Trend	Risk Status
ST213	Fully funding demand led services and inflationary pressures	Strategic Risk	Sara Dulson - Corporate Accounting and Systems	Gary Ferguson - Corporate Finance Manager	Red	Red	↔	Open

**Potential Effects:**

Reductions or cessation of services and high increases in Council Tax levels.

**Management Controls:**

National lobbying for improved funding for local government in Wales to include indexation of nationally agreed pay award, increases in demand and Nationally agreed legislative changes. Maximisation of business planning efficiencies from Portfolios and increases to fees and charges.

**Lead Supporting Officer Comments:**




The Council has developed its case through a Cross Party Working Group of Members and supporting officers to align with the work the Welsh Local Government Association (WLGA) the priorities for improved funding for local government in Wales to include indexation of nationally agreed pay award, increases in demand and Nationally agreed legislative changes.

The provisional financial settlement for 2020/21 is due to be received from Welsh Government at the end of November and this will determine whether these priorities have been funded whether in part or in full.

Last Updated: 18-Oct-2019





Risk Ref.	Risk Title	Risk Type	Lead Officer	Supporting Officers	Initial Risk Rating	Current Risk Rating	Risk Trend	Risk Status
ST198	The capacity and capability of the organisation to implement necessary changes.	Strategic Risk	Gareth Owens - Chief Officer - Governance	Cher Lewney - Digital Customer & Community Resilience Programme Manager				Open

**Potential Effects:**

That projects agreed as part of the DS 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.

**Lead Supporting Officer Comments:**

A detailed programme of works has been developed including all the council's aspirations. This has served to further highlight the very limited levels of resource available to achieve the aims within the current proposed timetable. Many of the projects are needed to support current service delivery and further work is being undertaken on how to find resource to support more transformational projects.

Last Updated: 28-Oct-2019



Risk Ref.	Risk Title	Risk Type	Lead Officer	Supporting Officers	Initial Risk Rating	Current Risk Rating	Risk Trend	Risk Status
ST213	Fully funding demand led services and inflationary pressures	Strategic Risk	Sara Dulson - Corporate Accounting and Systems	Gary Ferguson - Corporate Finance Manager	Red	Red	↔	Open

**Potential Effects:**

Reductions or cessation of services and high increases in Council Tax levels.

**Management Controls:**

National lobbying for improved funding for local government in Wales to include indexation of nationally agreed pay award, increases in demand and Nationally agreed legislative changes. Maximisation of business planning efficiencies from Portfolios and increases to fees and charges.

**Lead Supporting Officer Comments:**

The Council has developed its case through a Cross Party Working Group of Members and supporting officers to align with the work the Welsh Local Government Association (WLGA) the priorities for improved funding for local government in Wales to include indexation of nationally agreed pay award, increases in demand and Nationally agreed legislative changes.

The provisional financial settlement for 2020/21 is due to be received from Welsh Government at the end of November and this will determine whether these priorities have been funded whether in part or in full.

Last Updated: 18-Oct-2019



Risk Ref.	Risk Title	Risk Type	Lead Officer	Supporting Officers	Initial Risk Rating	Current Risk Rating	Risk Trend	Risk Status
ST221	Competing priorities and limited organisational capacity slow the pace of change	Strategic Risk	Cher Lewney - Digital Customer & Community Resilience Programme Manager	Aled Griffith - IT Infrastructure Manager	Amber	Amber	↔	Open

**Potential Effects:**

It will delay implementation of projects and the improvements to service or income they might generate.

**Management Controls:**

The Digital Strategy Board has ranked all the current projects based on organisational significance and is preparing work plan based on the available capacity.

**Lead Supporting Officer Comments:**

COT is due to consider the planned work programme based on the prioritisation exercise in November.

Last Updated: 28-Oct-2019



Risk Ref.	Risk Title	Risk Type	Lead Officer	Supporting Officers	Initial Risk Rating	Current Risk Rating	Risk Trend	Risk Status
ST222	Encouraging our customers to access services digitally results in some people finding it more difficult to get the support or service they need	Strategic Risk	Cher Lewney - Digital Customer & Community Resilience Programme Manager	Aled Griffith - IT Infrastructure Manager	Amber	Green	↓	Open

**Potential Effects:**

Sectors of our population could find it more difficult or be unable to access the services they need.

**Management Controls:**




The Council will continue to provide services via its telephone contact centre and Connects offices.

**Lead Supporting Officer Comments:**

Numbers of people accessing digital support from Connects centres continue to rise showing that people are seeking the help they require.

Last Updated: 28-Oct-2019



Risk Ref.	Risk Title	Risk Type	Lead Officer	Supporting Officers	Initial Risk Rating	Current Risk Rating	Risk Trend	Risk Status
ST223	A shift in technical and digital skill-sets is required to ensure we can support new digital ways of working.	Strategic Risk	Cher Lewney - Digital Customer & Community Resilience Programme Manager	Aled Griffith - IT Infrastructure Manager				Open

**Potential Effects:**

It will sub-optimize the benefits or savings that might be achieved from digital services and will slow the pace of take up of digital services.

**Management Controls:**

Each project will include its own staff development plan to ensure that skills exist to utilize new digital technology as it is installed. Digital skills will be included as essential criteria when recruiting. The Council will need to consider building a team to support the website.

**Lead Supporting Officer Comments:**

Each new project has embedded the skills to use the technology. The review of corporate website report has commenced.

Last Updated: 28-Oct-2019