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To: Cllr Clive Carver (Chairman)

Councillors: Marion Bateman, Paul Cunningham, Peter Curtis, Andy Dunbobbin, Robin Guest, Ron Hampson, Ray Hughes, Richard Jones, Brian Lloyd, Vicky Perfect, Paul Shotton, Ian Smith, Nigel Steele-Mortimer and Arnold Woolley

8 July 2016

Dear Councillor

You are invited to attend a meeting of the Corporate Resources Overview & Scrutiny Committee which will be held at 10.00 am on Thursday, 14th July, 2016 in the Delyn Committee Room, County Hall, Mold CH7 6NA to consider the following items

A G E N D A

1 APOLOGIES

Purpose: To receive any apologies.

2 DECLARATIONS OF INTEREST (INCLUDING WHIPPING DECLARATIONS)

Purpose: To receive any Declarations and advise Members accordingly.

3 MINUTES (Pages 5 - 12)

Purpose: To confirm as a correct record the minutes of the meeting held on 16 June 2016.

4 PERFORMANCE REPORT 2015/16 (Pages 13 - 48)

Report of Member Engagement Manager enclosed. Portfolio of the Cabinet Member for Corporate Management.

Purpose: To provide analysis of the Council's progress towards national indicators set by the Welsh Government.

5 **IMPROVEMENT PLAN 2015/16 YEAR-END PROGRESS** (Pages 49 - 196)

Report of Member Engagement Manager enclosed. Portfolio of the Cabinet Member for Corporate Management.

Purpose: To enable Members to fulfil their scrutiny role in relation to performance monitoring.

6 **REVENUE BUDGET MONITORING (OUTTURN) AND CAPITAL PROGRAMME MONITORING (OUTTURN)** (Pages 197 - 254)

Report of Corporate Finance Manager enclosed. Portfolio of the Leader of the Council and Cabinet Member for Finance.

Purpose: To provide Members with the latest revenue budget monitoring information for the Council Fund and Housing Revenue Account based on actual income and expenditure (subject to Audit).

7 **REVENUE BUDGET MONITORING 2016/17 (MONTH 2)** (Pages 255 - 264)

Report of Corporate Finance Manager enclosed. Portfolio of the Leader of the Council and Cabinet Member for Finance.

Purpose: This regular monthly report provides the latest revenue budget monitoring position for 2016/17 for the Council Fund and Housing Revenue Account. The position is based on actual income and expenditure as at Month 2, and projects forward to Year-End.

8 **PERFORMANCE APPRAISAL REPORT & PROGRESS UPDATE** (Pages 265 - 268)

Report of Chief Executive and Senior Manager, Human Resources & Organisational Development enclosed. Portfolio of the Cabinet Member for Corporate Management.

Purpose: To provide an update on the current levels of appraisal completion by portfolio.

9 **FORWARD WORK PROGRAMME** (Pages 269 - 276)

Report of Member Engagement Manager enclosed.

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

**LOCAL GOVERNMENT (ACCESS TO INFORMATION) ACT 1985 - TO
CONSIDER THE EXCLUSION OF THE PRESS AND PUBLIC**

The following item is considered to be exempt by virtue of Paragraph(s) 14 of Part 4 of Schedule 12A of the Local Government Act 1972 (as amended).

The information relates to the financial or business affairs of named people, and the public interest in maintaining their privacy outweighs the interest in revealing the information.

10 **USE OF CONSULTANTS** (Pages 277 - 284)

Report of Chief Executive enclosed. Portfolio of the Leader of the Council and Cabinet Member for Finance.

Purpose: To provide an update to the Committee on the use of Consultants.

Yours faithfully

A handwritten signature in black ink, appearing to read 'Peter Evans', with a long horizontal stroke extending to the right.

Peter Evans
Democracy & Governance Manager

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CORPORATE RESOURCES OVERVIEW & SCRUTINY COMMITTEE **16 JUNE 2016**

Minutes of the meeting of the Corporate Resources Overview & Scrutiny Committee of Flintshire County Council held in the Clwyd Committee Room, County Hall, Mold on Thursday, 16 June 2016

PRESENT: Councillor Clive Carver (Chairman)

Councillors: Marion Bateman, Paul Cunningham, Robin Guest, Ron Hampson, Richard Jones, Brian Lloyd, Vicky Perfect, Paul Shotton, Nigel Steele-Mortimer and Arnold Woolley

SUBSTITUTES: Councillors: David Cox (for Ian Smith), Joe Johnson (for Andy Dunbobbin) and Mike Lowe (for Peter Curtis)

APOLOGY: Chief Executive

ALSO PRESENT: Councillor Haydn Bateman

CONTRIBUTORS: Councillor Aaron Shotton, Leader and Cabinet Member for Finance; Chief Officer (Governance); Corporate Finance Manager; and Interim Human Resources & Organisational Development (HR & OD) Manager

IN ATTENDANCE: Member Engagement Manager and Committee Officer

12. DECLARATIONS OF INTEREST (INCLUDING WHIPPING DECLARATIONS)

No declarations of interest were made.

13. MINUTES

The minutes of the meeting of the Committee held on 12 May 2016 had been circulated with the agenda.

Councillor Arnold Woolley requested that officers pay more attention to the use of grammar and avoid long sentences in minutes. This was duly noted.

RESOLVED:

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

14. COUNCIL FUND REVENUE BUDGET 2017/18

The Chief Officer (Governance) introduced the update report on the financial forecast for the 2017/18 financial year, including the budget pressures and main areas of income and expenditure under review for corporate financial stewardship. The report also set out the budget pressures and proposed efficiencies for corporate services in 2017/18 as the third and final year of the current portfolio business planning cycle. The budget process was being started earlier in the year to enable all Overview & Scrutiny committees to consider

proposals within their respective areas, prior to public consultation later in the year.

The officers delivered a presentation on proposals for the Corporate Services portfolios for 2017/18 together with the ongoing work on corporate financial planning and stewardship. The presentation covered:

- Local context
- Summary of independent review of corporate services
- Corporate Services comparative analysis
- Corporate Services - efficiencies and pressures
- Efficiency targets 2017/18
- Efficiency statements
- Resilience statements
- Summary of corporate cost pressures

Councillor Richard Jones spoke about differences in operating shared services in larger private sector companies and added that the independent review on corporate services could have been undertaken by Welsh Government (WG) for a more balanced view. He suggested that areas such as Health & Safety, Performance and Quality could be created as shared services with other Authorities in Wales where the same measures applied. On the comparative analysis, Councillor Jones stressed the importance of focussing on Legal and Finance where value for money, efficiency and resilience were rated as Amber.

The Chief Officer spoke about the expectation for increasing the pace on collaborative working and for the Council to seek out as many opportunities for efficiencies in the meantime. The purpose of the independent review was to ensure that efficiency opportunities had been maximised whilst recognising that further work could be done. For example, in ICT, the business model was seen as good practice and significant savings had already been achieved prior to the business planning stage. There was potential for more income generation, however further cuts would be challenging at this time due to high demand on the service. To address this, temporary investment had been earmarked to improve working practices and help deliver the necessary efficiencies.

Councillor Marion Bateman asked about the prospect of increased collaborative working if local government reorganisation did not proceed. The Chief Officer stated that this was the expectation, adding that officers were exploring a range of shared services with other councils including those across the border with England.

Councillor Aaron Shotton reported that there had been an indication from WG that local government reorganisation on a boundary basis would not go ahead. He suggested that there could be more regional working with perhaps a greater focus on economic activity.

Human Resources & Organisational Design

Whilst Councillor Paul Shotton commended the efficiencies made to date, he raised concerns about the potential impact of further savings. The Interim HR & OD Manager pointed out that the current model represented leading industry

practice and stated her confidence in achieving the proposed savings, however any further cuts were likely to affect service delivery.

Following a query from the Chairman, the Interim Manager provided explanation on the efficiencies and improvements gained from a move to the DBS (disclosure and barring) update service. On the Council's lower than average ratio of employees to HR practitioners, it was explained that this data had been compared with that of neighbouring Authorities of a similar size.

Governance - Legal & Democratic Services and ICT

Councillor Jones raised an issue on pest control and called for better co-ordination between the Legal section and other departments. He pointed out that the use of different IT software could restrict collaborative working. Councillor Arnold Woolley added that investment was needed to overcome such issues. He also felt that further cuts beyond those already achieved could compromise skills and services, and that the effects of the pressures were becoming evident.

In response to a query, the Chief Officer explained his involvement in a benchmarking exercise with other councils to identify opportunities for income generation, such as consistency in legal fees paid by commercial companies on Section 106 developments.

An update on the County Hall campus was sought by Councillor Marion Bateman who referred to the potential for generating income from the vacant offices. Councillor Aaron Shotton explained that the issue was around upfront costs for an alternative setting. Work had commenced on relocating teams from Phases 3 and 4 of the building and an update would be sought from the Chief Officer (Organisational Change) on plans for those sections of the building.

Councillor Robin Guest commented on the need to manage car parking provision at County Hall following recent issues. In response to a query on the benchmarking statistics within the presentation, it was explained that the Chartered Institute of Public Finance and Accountancy (CIPFA) and KPMG data had been used for Legal, Finance and Human Resources with the latter also using the Xpert HR survey metrics which included private sector data.

Corporate Finance

When asked by Councillor Jones about the implementation of the new 'Collaborative Planning' software solution, the Corporate Finance Manager confirmed that this was used in some neighbouring authorities as was its core financial system, 'Masterpiece'. On benchmarking, Councillor Jones asked whether there were any risks arising from the level of qualified staff in Finance. The Corporate Finance Manager explained that this had been identified in the Finance Function Review and that staff were assimilated into roles at that time in line with a development plan and a phased training schedule. In response to a query from the Chairman, he gave explanation on the qualifications expected from the various professional levels in Finance.

Following concerns raised by Councillor Robin Guest on the balance between the percentage of qualified staff and cost per £1,000 GRE, the Corporate Finance Manager made reference to the development plan and the aim to increase the number of qualified staff in the section.

In response to a question from Councillor Arnold Woolley, the Corporate Finance Manager spoke about the various Professional Accounting qualifications available to Finance officers but advised that the recommended qualification for new employees was CIPFA which was specifically tailored for the public sector.

Councillor Aaron Shotton reminded Members that the three year strategy had already been shared. He referred to the revised financial forecast in section 1.03 of the report and explained that the £6.3m of service portfolio efficiency options in the third year of the strategy were not enough to balance the budget. Given the magnitude of savings needed, the budget process had started earlier to enable consideration by Overview & Scrutiny committees on respective business plans, prior to focussing on more challenging areas. This approach was needed to allow discussions with WG by the Autumn to demonstrate what could be achieved and to reinforce the case that any further cuts would compromise the resilience of services. The projected funding gap of £14.4m had been based on an assumption of 1.5% cut in the Revenue Support Grant, however early confirmation was required to influence debate.

Councillor Woolley spoke about the need for strong representations to WG and highlighted the risks to the GDP and services including the enterprise zone. Councillor Aaron Shotton gave assurance that the Council would continue its lobbying case to the respective Cabinet Minister.

Councillor Jones said that the Council could not solely rely on lobbying to WG due to the level of support already demonstrated to local government. Following a query on Table 2 of the report, the Corporate Finance Manager confirmed that the corporate cost pressures totalled £9.798m, including the pressure for the insurance fund, as shown in the presentation slides.

The Chief Officer said that the proposals being shared at this stage were not related to frontline services, however a range of more contentious options would require consideration and may be deemed 'unacceptable'. He went on to state the importance of Members clearly understanding the implications of further cuts to meet the funding gap, if no financial support was forthcoming from WG.

During discussion on Recommendations 1 and 2 of the report, the Committee agreed to Councillor Woolley's proposal that 'level of support for' be replaced by 'acceptance of' the proposals.

On Recommendation 3, the Committee debated amending the wording. The Chief Officer referred to his earlier comments on the need for 'pre-agreement' of the proposals prior to public consultation. Councillor Woolley felt that the present administration should be urged to seek a decision on financial support from WG as early and in as definitive form as can be found. Councillor Aaron Shotton commented on the budget consultation approach by other councils, adding that some of the additional proposals could be viewed as unacceptable in principle. He stated that discussions with WG had already

commenced on seeking an earlier indication of the Council's financial settlement along with a willingness to accept the lobbying case.

Councillor Jones proposed a variation to Recommendation 3: that the Committee accept the developing strategy for the 2017/18 budget, to give more flexibility to the administration and to seek further information if required. In seconding this amendment, Councillor Bateman asked that the wording 'in principle' be added. Councillor Guest proposed that the resolution be amended to reflect the suggestions put forward, and this was agreed by the Committee.

RESOLVED:

- (a) That the committee notes the corporate cost pressures and main areas of income and expenditure under review for 2017/18 and supports the proposals;
- (b) That the committee notes the Corporate Services Portfolio Business Plan cost pressures and proposed efficiencies and supports the proposals; and
- (c) That the committee accepts, in principle, the developing strategy for the 2017/18 budget, and the process and timelines for setting the annual budget, in its wider role of corporate financial governance.

15. REVENUE BUDGET MONITORING 2015/16 (MONTH 12)

The Corporate Finance Manager introduced a report on the revenue budget monitoring position for Month 12 of 2015/16 for the Council Fund and Housing Revenue Account (HRA) prior to its consideration at Cabinet on 21 June 2016. The projected position was that net spend would be £1.372m less than the budget which was a negative movement of approximately £0.200m. This was mainly due to an increase in projected out of county placement costs but had been offset by additional income on the Council Tax collection fund. Some additional requests had been made to carry forward funding, mainly comprising changes to previously agreed amounts and these were recommended for approval.

Councillor Marion Bateman referred to the increased overspend and high percentage of agency workers in Streetscene. Although more a question for the Environment Overview & Scrutiny Committee, it was reported that the number of agency workers in Streetscene was likely to reduce over the coming months as permanent posts were filled as part of the restructure.

Following a question from Councillor Paul Shotton, the Corporate Finance Manager confirmed that there had been a downward trend in recycling sale values which had been identified as a risk in the report. All pressures would continue to be monitored and projections amended for 2016/17 and 2017/18 and built into the Medium Term Financial Strategy. Councillor Richard Jones pointed out that projections for 2016/17 had already taken account of the pressure for recycling.

RESOLVED:

That the Committee accepts the Revenue Budget Monitoring Report 2015/16 (Month 12). Whilst the Committee confirmed that there was no specific issue which is to be formally raised at the Cabinet, it was agreed that the concerns at the continued level of agency staff use be reported.

16. PROJECT CLOSURE ON REVIEW OF CORPORATE ADMINISTRATION

The Chief Officer (Governance) introduced a report seeking comments to Cabinet on the savings and benefits delivered by the project and the proposed steps to close the project. He summarised the outcomes from the review which had so far generated savings of £1.133m. The streamlining of administrative posts had built greater resilience into the team, giving more flexibility to maximise resources. A separate report on the next phase of the process to bring together the remaining portfolio administrative teams into two services would be considered later on the agenda.

In responding to questions from the Chairman, the Chief Officer gave an explanation on the consistency achieved across generic duties and salaries of the administrative team, and felt that this process could not be applied to other role groups other than administration.

Following a request by Councillor Arnold Woolley, the Chief Officer explained that the report made clear that the number of administrative posts identified at the start of the review was an estimate that had not been validated. Posts had been taken out of the scope of the review for various reasons and other posts had been deleted with the savings accounted for elsewhere. He agreed to provide a breakdown of the full-time equivalent posts which had been deleted by the review, including details of full-time and part-time hours.

Members expressed their appreciation to the officer team for their work on the review and were informed of the excellent support which had been given by a number of officers across the Council. The Chief Officer agreed to pass on thanks to those involved.

RESOLVED:

That the Committee welcomes the savings and benefits delivered by the project, the proposed steps to close the project and thanks all staff involved for their contributions to it.

17. FORWARD WORK PROGRAMME

In presenting the Forward Work Programme for consideration, the Member Engagement Manager advised that the Police & Crime Commissioner had been invited to attend the Committee's meeting in November.

Following a suggestion by Councillor Richard Jones, it was agreed that comments from Overview & Scrutiny committees on specific proposals for the Council Fund Revenue Budget 2017/18 would be reported to the September meeting. To accommodate this extra item, it was agreed that the Community

Safety Partnership report may need to be deferred to a special meeting, if necessary, subject to consultation between the Chairman and officers.

RESOLVED:

- (a) That the Forward Work Programme, as submitted, be approved with amendments; and
- (b) That the Member Engagement Manager, in consultation with the Chair and Vice-Chair, be authorised to vary the Forward Work Programme between meetings, should this be necessary.

18. LOCAL GOVERNMENT (ACCESS TO INFORMATION) ACT 1985 - TO CONSIDER THE EXCLUSION OF THE PRESS AND PUBLIC

RESOLVED:

That the press and public be excluded from the meeting as the following items were considered to be exempt by virtue of paragraph 15 of Part 4 of Schedule 12A of the Local Government Act 1972 (as amended).

19. VARIATION IN ORDER OF BUSINESS

The Chairman indicated that there would be a slight change in the order of business to consider Agenda Item 9 before Item 8.

20. REVIEW OF CORPORATE ADMINISTRATIVE FUNCTIONS

The Chief Officer (Governance) presented a report seeking comments to Cabinet on the proposed functions and structure for the combined administrative service.

The Committee supported Councillor Woolley's proposal that the recommendations be accepted and approved without comment.

RESOLVED:

That the Committee accepts and approves the proposed functions for the Combined Administrative service to the Cabinet at its meeting on 21 June 2016.

21. ESTABLISHMENT STRUCTURE IN GOVERNANCE

The Chief Officer (Governance) presented a report seeking comments to Cabinet on the proposed structure for Legal Services. A number of factors had informed the proposals, including the recommendations of the recent Corporate Services review, the views of service users and team members and efficiency targets.

In responding to questions, the Chief Officer said that the proposed structure would generate a greater degree of flexibility and help to improve the responsiveness of the service. He alluded to the key support that the section gave across the Council which required the necessary level of resources.

Members were also reminded that the proposals for Democratic Services would need to be reported to Cabinet followed by Democratic Services Committee and endorsement at full Council.

RESOLVED:

That the Committee supports and commends the proposed structure for the Governance portfolio to the Cabinet.

22. MEMBERS OF THE PRESS AND PUBLIC IN ATTENDANCE

There were no members of the press or public in attendance.

(The meeting started at 10.00 am and ended at 12.55 pm)

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Chairman



CORPORATE RESOURCES OVERVIEW & SCRUTINY COMMITTEE

Date of Meeting	Thursday 14 th July, 2016
Report Subject	Performance Report 2015/16
Cabinet Member	Cabinet Member for Corporate Management
Report Author	Member Engagement Manager
Type of Report	Strategic

EXECUTIVE SUMMARY

This is the first of two reports relating to the Council's performance during 2015/16. This first report provides an analysis of the Council's progress towards the national indicators that are set by Welsh Government.




Improvements against last year's trends and achievement of targets is visible for most service areas represented by national data sets. Data has yet to be externally validated; however, initial indications are positive.

The Annual Performance Report will be produced in September for Cabinet and County Council approval. All national data will have been validated by this time and the Council's comparative performance position in Wales will be known.

RECOMMENDATIONS

1	That the Committee consider the Performance Report 2015/16 to be i) assured of progress and performance and ii) challenge any areas of under-performance as appropriate.
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REPORT DETAILS

1.00	ANALYSIS OF NATIONAL INDICATOR TRENDS AND ACHIEVEMENTS OF TARGETS.
1.01	The two groups of national performance indicators set nationally are collected and reported upon by each local authority; these include the National Strategic Indicators (set by Welsh Ministers) and the Public Accountability Measures. Data against these is submitted in May to the Local Government Data Unit for validation and a final set is published in September alongside comparative positions of other councils.
1.02	<p>The attached Appendix 1 provides trend analysis from last year and progress against target for the indicators relevant to the Corporate Resources Overview & Scrutiny Committee. Where a trend analysis is not shown indicates that the indicator may have changed over time and is not comparable. Similarly, where a target RAG status is not shown it is because it is not appropriate to set a target, but trends are monitored instead.</p> <p>Analysis of trend performance (2015/16 against previous years) is shown with an arrow:</p> <p style="text-align: center;">  : to indicate upward trend  : to indicate downward trend  : to indicate stability / no change </p> <p>Analysis of progress of performance against target is shown using the RAG (Red, Amber Green) status. This is defined as follows: -</p> <ul style="list-style-type: none"> • RED equates to a position of under-performance against target. • AMBER equates to a mid-position where targets have been missed by a set variable amount. • GREEN equates to a position of positive performance against target.
1.03	As the Corporate Resources Overview & Scrutiny Committee has responsibility for the overview and monitoring of performance, for information, attached at Appendix 2 is a copy of the Performance Report 2015/16 which was presented to Cabinet on 21 st June, 2016.
1.04	<p>Consistently good performance has been recognised in the draft Annual Improvement Report for 2014/15 produced by the Auditor General for Wales. The current draft refers to:</p> <p><i>“The Council’s performance relative to other councils in Wales improved significantly. The proportion of indicators where performance was better than the national average improved from 51 per cent in 2013-14 to 62 per cent in 2014-15 and a higher proportion of national indicators were in the top half – 60 per cent in 2014-15 compared to 54 per cent in 2013-14. Data from the National Survey for Wales reinforces this view of relative performance. The Council was one of only three councils in Wales where public perceptions about the quality of services did not deteriorate between</i></p>

	<p><i>2013-14 and 2014-15. This moved the Council up from seventh out of 22 to second in 2014-15, for that specific aspect of the survey.”</i></p> <p>The final Annual Improvement Report will be reported to Cabinet and other relevant Committees in July.</p>
1.05	<p>A review of the set of National Strategic Indicators (NSIs) and Public Accountability Measures (PAMs) during 2016/17 is being co-ordinated by the Welsh Local Government Association (WLGA). This is to explore options for a new performance framework for the new municipal term set within the context of the new National Wellbeing indicators.</p>

2.00	RESOURCE IMPLICATIONS
2.01	<p>Resources to produce the progress and trend analysis reports has reduced significantly through the use of the CAMMS system.</p>

3.00	CONSULTATIONS REQUIRED / CARRIED OUT
3.01	<p>Overview and Scrutiny Committees have been involved in quarterly performance progress reports.</p> <p>The Audit Committee receives twice yearly Improvement Plan risk reports.</p>

4.00	RISK MANAGEMENT
4.01	<p>Risks are one of the key elements in the Improvement plan and are reported upon quarterly.</p> <p>Other performance or project risks aligned to service and business plan priorities are also captured.</p>
4.02	<p>Consistency of approach for data validation continues to be a risk when comparing across other authorities. Our trend performance however can be strongly relied on showing year on year progress using our consistent approaches for data collection and validation.</p>

5.00	APPENDICES
5.01	<p>Appendix 1: Performance Progress Report 2015/16 Part 1: National Strategic Indicators and Public Accountability Measures – relevant to the Corporate Resources Overview & Scrutiny Committee.</p>
5.02	<p>Appendix 2 – Performance Report 2015/16 – Cabinet report from 21st June, 2016.</p>

6.00	LIST OF ACCESSIBLE BACKGROUND DOCUMENTS
6.01	<p>None.</p> <p>Contact Officer:- Robert Robins Member Engagement Manager</p> <p>Telephone:- 01352 702320</p> <p>E-mail:- Robert.robins@flintshire.gov.uk</p>

7.00	GLOSSARY OF TERMS
7.01	<u>National Strategic Indicators (NSIs)</u> : statutory indicators set by Welsh Ministers
7.02	<u>Public Accountability Measures</u> : local authority owned measures designed to contribute to public accountability
7.03	<p><u>Welsh Local Government Association (WLGA)</u>: represents the interests of local government and promotes local democracy in Wales. It represents the 22 local authorities in Wales and the 3 fire and rescue authorities; 3 national park authorities are associate members.</p> <p>The WLGA's primary purposes are to promote better local government and its reputation and to support authorities in the development of policies and priorities which will improve public services and democracy.</p>



Performance Progress Report 2015/16

Part 1: National Strategic Indicators (NSI) and Public Accountability Measures (PAM) – Appendix 1


Flintshire County Council

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Print Date: 15-Jun-2016

Sickness Absence

KPI Title	Previous Year Actual	Actual	Performance Indicator Trend	Target	Performance RAG
IP8.2.1M13 CHR/002 The number of working days/shifts per full-time equivalent (FTE) local authority employee lost due to sickness absence	10.6	10.4	↑	9.6	 AMBER

Lead Officer: Andrew Adams - Business Information and Compliance Adviser

Reporting Officer: -

Aspirational Target: 8.30

Progress Comment: There has been a reduction in sickness absence during 2015/16. The Council's adherence to procedures and support to return to work have assisted this improvement.



CABINET

Date of Meeting	Tuesday 21 st June, 2016
Report Subject	Performance Report 2015/16
Cabinet Member	Cabinet Member for Corporate Management
Report Author	Chief Executive
Type of Report	Strategic

EXECUTIVE SUMMARY

This is the first of two reports relating to the Council's performance during 2015/16. This first report provides an analysis of our progress towards the national indicators that are set for us by Welsh Government. The second report to follow in July will provide a detailed analysis of our performance, risks and actions against the priority commitments in last year's Improvement Plan 2015/16.

Improvements against last year's trends and achievement of targets is visible for most service areas represented by national data sets. Data has yet to be externally validated; however, initial indications are positive.

The Annual Performance Report will be produced in September for Cabinet and County Council approval. All national data will have been validated by this time and the Council's comparative performance position in Wales will be known.

RECOMMENDATIONS

1	To note the interim progress and achievements against the national performance indicators.
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REPORT DETAILS

1.00	Analysis of National Indicator trends and achievement of targets.
1.01	The two groups of national performance indicators set nationally are collected and reported upon by each local authority; these include the National Strategic Indicators (set by Welsh Ministers) and the Public Accountability Measures. Data against these is submitted in May to the Local Government Data Unit for validation and a final set is published in September alongside comparative positions of other councils.
1.02	<p>The appendix attached provides trend analysis from last year and progress against target for the majority of the indicators. Where a trend analysis is not shown indicates that the indicator may have changed over time and is not comparable. Similarly, where a target RAG status is not shown it is because it is not appropriate to set a target, but trends are monitored instead.</p> <p>Analysis of trend performance (2015/16 against previous years) is shown with an arrow:</p> <ul style="list-style-type: none"> ▲ : to indicate upward trend ▼ : to indicate downward trend ↔ : to indicate stability / no change <p>Analysis of progress of performance against target is shown using the RAG (Red, Amber Green) status. This is defined as follows: -</p> <ul style="list-style-type: none"> • RED equates to a position of under-performance against target. • AMBER equates to a mid-position where targets have been missed by a set variable amount. • GREEN equates to a position of positive performance against target.
1.03	<p>Our own internal analysis of these two sets of data show that:</p> <ul style="list-style-type: none"> • 57.2% (24) of indicators show improved performance • 7.1% (3) of indicators have stayed the same – already at 100% • 35.7% (15) of indicators have worsened performance – most by only a small margin. • 53.8% (22) of indicators met or exceeded target (Green) • 41.4% (17) of indicators missed target by a marginable amount (Amber) • 4.8% (2) of indicators under-performed against target
1.04	<p>Good performance has been noted in the following areas where both trend has improved and target met or exceeded:</p> <ul style="list-style-type: none"> • Display Energy Certificates within local authority buildings

- Empty private sector dwellings returned to occupation
- Food establishments compliant with food hygiene standards
- Pupils leaving education, training or work based learning with an approved qualification
- Pupils receiving a Teacher Assessment in Welsh
- Learners achieving Core Subject Indicator at Levels 2 and 3
- Roads in overall good condition
- Fly tipping incidents cleared within 5 days
- Municipal waste sent to landfill
- Physical activity participants in local authority sport and leisure centres
- Older people helped to live at home
- Adult referrals where risk was managed (100%)
- People aged 65+ supported in care homes
- Initial assessments by qualified social workers
- Young carer assessments (100%)
- Young people formerly looked after (i) in contact with the authority (100%) (ii) in suitable accommodation
- Children with pathway plans in place (100%)
- Children's timeliness of reviews

Indicators where trend has not shown an improvement and/or targets have been missed significantly (i.e. RED) include the following.

- Average point score for pupils aged 15 (trend)
- GCSE grade A* - C in English or Welsh first language and mathematics (trend and target)
- Special Educational Needs final statements issued (trend)
- Primary school attendance (trend)
- Adults with care plan reviews (trend)
- Rate of delayed transfers of care (trend)
- Carers offered assessments (trend)
- Stability in school of children looked after (trend)
- Looked after children, external qualifications point score (trend and target)
- Affordable housing units provided as % of all housing units provided (trend)
- Days to deliver Disabled Facilities Grants (target)
- Library visits (trend)
- Highway cleanliness (trend)
- Adults over 60 holding concessionary bus pass (trend)

As can be seen, the majority of the above indicators are showing a reduction in trend performance (most marginal), whereas only a few (3) have

	<p>significantly missed their targets.</p> <p>Narrative is provided in the appendix against each indicator to explain the performance over the year.</p>
1.05	<p>Consistently good performance has been recognised in the draft Annual Improvement Report for 2014/15 produced by the Auditor General for Wales. The current draft refers to:</p> <p><i>“The Council’s performance relative to other councils in Wales improved significantly. The proportion of indicators where performance was better than the national average improved from 51 per cent in 2013-14 to 62 per cent in 2014-15 and a higher proportion of national indicators were in the top half – 60 per cent in 2014-15 compared to 54 per cent in 2013-14. Data from the National Survey for Wales reinforces this view of relative performance. The Council was one of only three councils in Wales where public perceptions about the quality of services did not deteriorate between 2013-14 and 2014-15. This moved the Council up from seventh out of 22 to second in 2014-15, for that specific aspect of the survey.”</i></p> <p>The final Annual Improvement Report will be reported to Cabinet and other relevant Committees in July.</p>
1.06	<p>A review of the set of National Strategic Indicators (NSIs) and Public Accountability Measures (PAMs) during 2016/17 is being co-ordinated by the Welsh Local Government Association (WLGA). This is to explore options for a new performance framework for the new municipal term set within the context of the new National Wellbeing indicators.</p>

2.00	RESOURCE IMPLICATIONS
2.01	Resources to produce the progress and trend analysis reports has reduced significantly through the use of the CAMMS system.

3.00	CONSULTATIONS REQUIRED / CARRIED OUT
3.01	Overview and Scrutiny Committees have been involved in quarterly performance progress reports. The Audit Committee receives twice yearly Improvement Plan risk reports.

4.00	RISK MANAGEMENT
4.01	Risks are one of the key elements in the Improvement plan and are reported upon quarterly.
4.02	Other performance or project risks aligned to service and business plan priorities are also captured.

	Consistency of approach for data validation continues to be a risk when comparing across other authorities. Our trend performance however can be strongly relied on showing year on year progress using our consistent approaches for data collection and validation.
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5.00	APPENDICES
5.01	Appendix 1: Performance Progress Report 2015/16 Part 1: National Strategic Indicators and Public Accountability Measures

6.00	LIST OF ACCESSIBLE BACKGROUND DOCUMENTS
6.01	Contact Officer: Karen Armstrong, Corporate Business and Communications Executive Officer Telephone: 01352 702740 E-mail: Karen.armstrong@flintshire.gov.uk

7.00	GLOSSARY OF TERMS
7.01	<u>National Strategic Indicators (NSIs):</u> statutory indicators set by Welsh Ministers
7.02	<u>Public Accountability Measures:</u> local authority owned measures designed to contribute to public accountability
7.03	<u>Welsh Local Government Association (WLGA):</u> represents the interests of local government and promotes local democracy in Wales. It represents the 22 local authorities in Wales and the 3 fire and rescue authorities; 3 national park authorities are associate members. The WLGA's primary purposes are to promote better local government and its reputation and to support authorities in the development of policies and priorities which will improve public services and democracy.

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Performance Progress Report 2015/16

Part 1: National Strategic Indicators (NSI) and Public Accountability Measures (PAM)


Flintshire County Council

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Print Date: 15-Jun-2016

Education

KPI Title	Previous Year Actual	Actual	Performance Indicator Trend	Target	Performance RAG
IP4.1.2M23 (EDU/003) The percentage of learners achieving the Core Subject Indicator at Key Stage 2.	86.12	87.91	↑	87	 GREEN
<p>Lead Officer: Claire Homard - Principal Education Officer Primary Reporting Officer: Liz Barron - Business Planning & Project Co-ordinator Aspirational Target: 89.10 Progress Comment: GwE has introduced a different target setting methodology with a focus on targets being 'more realistic'. Improvements on previous year can be seen.</p> <p>Last Updated: 14-Jun-2016</p>					

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KPI Title	Previous Year Actual	Actual	Performance Indicator Trend	Target	Performance RAG
IP4.1.2M24 (EDU/004) The percentage of learners achieving the Core Subject Indicator at Key Stage 3.	84.28	87.11	↑	86.5	 GREEN
<p>Lead Officer: Claire Homard - Principal Education Officer Primary Reporting Officer: Liz Barron - Business Planning & Project Co-ordinator Aspirational Target: 89.30 Progress Comment: GwE has introduced a different target setting methodology with a focus on targets being 'more realistic'.</p> <p>Last Updated: 14-Jun-2016</p>					

KPI Title	Previous Year Actual	Actual	Performance Indicator Trend	Target	Performance RAG
EDU/002i The percentage of all pupils (including those in local authority care), in any local authority maintained school, aged 15 as at the preceding 31 August that leave compulsory education, training or work based learning with an approved external qualification.	0.12	0	↑	0	 GREEN

Lead Officer: Claire Homard - Principal Education Officer Primary
Reporting Officer: Liz Barron - Business Planning & Project Co-ordinator
Aspirational Target: 0.00

Progress Comment: The LA aims to have no young people leaving full time education, training or work based learning without an approved external qualification. However, there were 2 pupils last year (incl those in LA care) who left without approved external qualification.

Last Updated: 14-Jun-2016


KPI Title	Previous Year Actual	Actual	Performance Indicator Trend	Target	Performance RAG
EDU/002ii The percentage of all pupils, in any local authority maintained school, aged 15 as at the preceding 31 August that leave compulsory education, training or work based learning without an approved external qualification	0	0	↔	0	 GREEN

Lead Officer: Jeanette Rock - Principal Education Officer Inclusion
Reporting Officer: Liz Barron - Business Planning & Project Co-ordinator
Aspirational Target: 0.00

Progress Comment: The LA aims to have no young people in Local Authority Care leaving full time education, training or work based learning without an approved external qualification.

Last Updated: 14-Jun-2016

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KPI Title	Previous Year Actual	Actual	Performance Indicator Trend	Target	Performance RAG
EDU/006(ii) The percentage of pupils assessed, in schools maintained by the local authority, receiving a Teacher Assessment in Welsh (first language) at the end of Key Stage 3	4.61	5.48	↑	N/A	 GREEN


Lead Officer: Claire Homard - Principal Education Officer Primary
Reporting Officer: Liz Barron - Business Planning & Project Co-ordinator
Aspirational Target:


Progress Comment: These are statistically small cohorts which will vary year on year and why there is no target set; however improvements have been made since the previous year.

Last Updated: 14-Jun-2016


KPI Title	Previous Year Actual	Actual	Performance Indicator	Target	Performance RAG
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			Trend		
EDU/011 The average point score for pupils aged 15 at the preceding 31 August, in schools maintained by the local authority	547.52	541.86	↓	558.6	 AMBER
<p>Lead Officer: Claire Homard - Principal Education Officer Primary Reporting Officer: Liz Barron - Business Planning & Project Co-ordinator Aspirational Target: 557.50 Progress Comment: GwE (the Regional School Improvement Unit) has introduced a different target setting methodology with a focus on targets being 'more realistic'. The trend position shows a slight downturn compared to the previous year.</p> <p>Last Updated: 14-Jun-2016</p>					


KPI Title	Previous Year Actual	Actual	Performance Indicator Trend	Target	Performance RAG
EDU/015(a) The percentage of final statements of special education need issued within 26 weeks, including exceptions	87.67	89.74	↓	90	 AMBER
<p>Lead Officer: Claire Homard - Principal Education Officer Primary Reporting Officer: Liz Barron - Business Planning & Project Co-ordinator Aspirational Target: 90.00 Progress Comment: Exceptions from other agencies are beyond the control of the LA which explains why the target has not been met. The Service consistently chases any outstanding reports and where possible prioritizes the most urgent statements.</p> <p>Last Updated: 14-Jun-2016</p>					


KPI Title	Previous Year Actual	Actual	Performance Indicator Trend	Target	Performance RAG
EDU/015(b) The percentage of final statements of special education need issued within 26 weeks, excluding exceptions	100	98.59	↓	100	 GREEN
<p>Lead Officer: Jeanette Rock - Principal Education Officer Inclusion Reporting Officer: Liz Barron - Business Planning & Project Co-ordinator Aspirational Target: 100.00 Progress Comment: Staffing absence resulted in 1 late report that could not have an approved exception applied to it.</p> <p>Last Updated: 14-Jun-2016</p>					

KPI Title	Previous Year Actual	Actual	Performance Indicator	Target	Performance RAG
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			Trend		
EDU/016a Percentage of pupil attendance in primary schools	94.80	94.72	↓	94.9	 AMBER
Lead Officer: Claire Homard - Principal Education Officer Primary Reporting Officer: Liz Barron - Business Planning & Project Co-ordinator Aspirational Target: 95.00 Progress Comment: Schools in the LA continue to have a robust focus on attendance					

KPI Title	Previous Year Actual	Actual	Performance Indicator Trend	Target	Performance RAG
EDU/016b Percentage of pupil attendance in secondary schools.	93.86	94.24	↑	94.3	 AMBER
Lead Officer: Claire Homard - Principal Education Officer Primary Reporting Officer: Liz Barron - Business Planning & Project Co-ordinator Aspirational Target: 95.00 Progress Comment: Schools in the LA continue to have a robust focus on attendance					


KPI Title	Previous Year Actual	Actual	Performance Indicator Trend	Target	Performance RAG
IP4.1.2M26 (EDU/017) The percentage of pupils aged 15 at the preceding 31 August, in schools maintained by the local authority who achieved the Level 2 threshold including a GCSE grade A*-C in English or Welsh first language and mathematics	61.87	60.61	↓	69.9	 RED
Lead Officer: Claire Homard - Principal Education Officer Primary Reporting Officer: Liz Barron - Business Planning & Project Co-ordinator Aspirational Target: 65.10 Progress Comment: GwE has introduced a different target setting methodology with a focus on targets being 'more realistic'. A slight downturn in performance shows from the previous year. Last Updated: 14-Jun-2016					

KPI Title	Previous Year Actual	Actual	Performance Indicator Trend	Target	Performance RAG
SCC/037 The average external qualifications point score for 16 year old looked after children in any local authority maintained learning setting	358	248.22	↓	270	 AMBER
<p>Lead Officer: Liz Barron - Business Planning & Project Co-ordinator Reporting Officer: Liz Barron - Business Planning & Project Co-ordinator Aspirational Target: 423.00 Progress Comment: New LAC Co-ordinator in post to monitor progression through more effective individual data analysis.</p>					


Energy Efficiency

KPI Title	Previous Year Actual	Actual	Performance Indicator Trend	Target	Performance RAG
CAM/037 The percentage change in the average Display Energy Certificate (DEC) score within local authority public buildings over 1,000 square metres	2	2.7	↑	2	
<p>Lead Officer: Will Pierce - Energy Manager Reporting Officer: - Aspirational Target: 3.00 Progress Comment: This data is reported a year in arrears; this year's data will be available December 2016. The most current data shows an increase on the previous year's position. It should be noted that this is an estimate yet to be confirmed by Local Government Data Unit.</p> <p>Last Updated:</p>					


Environment and Transport - Streetscene

KPI Title	Previous Year Actual	Actual	Performance Indicator Trend	Target	Performance RAG
STS/005b The percentage of highways inspected of a high or acceptable standard of cleanliness	94.43	93.19	↓	95	 AMBER
<p>Lead Officer: Barry Wilkinson - Highways Networks Manager Reporting Officer: Nic Houston - Technical Officer Aspirational Target: 95.00 Progress Comment: Due to the subjective nature of investigation at random site specific locations within the county, it is difficult to ensure targets are met and maintained. However, the last few years have shown significant improvement since 2012/13 when performance was 76%. Last Updated:</p>					


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KPI Title	Previous Year Actual	Actual	Performance Indicator Trend	Target	Performance RAG
STS/006 The percentage of reported fly tipping incidents cleared within 5 working days	97.7	97.79	↑	95	 GREEN
<p>Lead Officer: Barry Wilkinson - Highways Networks Manager Reporting Officer: Mark Middleton - Streetscene Operations Manager South & Structures Aspirational Target: 100.00 Progress Comment: The target has been exceeded and improvement demonstrated since last year.</p>					


Environment and Transport – Transport and Highways

KPI Title	Previous Year Actual	Actual	Performance Indicator Trend	Target	Performance RAG
IP7.1.1M02 (THS/012) - The percentage of principal (A) roads, non-principal (B) roads and non-principal (C) roads that are in overall poor condition	4.48	4.02	↑	7	 GREEN
<p>Lead Officer: Barry Wilkinson - Highways Networks Manager Reporting Officer: Ian Bushell - Technical and Performance Manager Aspirational Target: 8.00 Progress Comment: Scanner Surveys of the Road Condition took place between Oct 2015 and Feb 2016 and the data was made available to the Authority in April 2016. These results show a slight improvement overall on the previous years figures.</p> <p>Last Updated: 09-Jun-2016</p>					


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KPI Title	Previous Year Actual	Actual	Performance Indicator Trend	Target	Performance RAG
THS/007 - The percentage of adults aged 60 or over who hold a concessionary bus pass	79.47	78.8	↓	79	 AMBER
<p>Lead Officer: Katie Wilby - Transportation and Logistics Manager Reporting Officer: - Aspirational Target: 80.00 Progress Comment: Excludes disabled pass holders and companion pass holders. The number of live passes in circulation has reduced following completion of the National Fraud Initiative (NFI) data matching exercise to identify deceased pass holders and hotlist their passes on the card management system.</p> <p>Last Updated: 15-Jun-2016</p>					


Environment and Transport – Waste Management

KPI Title	Previous Year Actual	Actual	Performance Indicator Trend	Target	Performance RAG
IP7.2.1M08 (WMT/009(b)) The percentage of municipal waste collected by local authorities and prepared for reuse and/or recycled, including source segregated bio wastes that are composted or treated biologically in another way	55	58.49	↑	59	 AMBER
<p>Lead Officer: Harvey Mitchell - Waste and Ancillary Services Manager Reporting Officer: Danielle Richards - Area Recycling Officer Aspirational Target: 60.00 Progress Comment: In Q4, we saw an increase in the overall tonnage of waste being sent for recycling/reuse. However, the tonnage is lower than previously predicted.</p> <p>This is due to the Incinerator Bottom Ash (IBA) recovered from the residual treatment process not being recycled as anticipated. The performance for the year has improved from last year thus a reduction to landfill is achieved.</p> <p>Last Updated:</p>					


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KPI Title	Previous Year Actual	Actual	Performance Indicator Trend	Target	Performance RAG
WMT/004(b) The percentage of municipal waste collected by local authorities sent to landfill	42.28	24.24	↑	20	 GREEN
<p>Lead Officer: Harvey Mitchell - Waste and Ancillary Services Manager Reporting Officer: Danielle Richards - Area Recycling Officer Aspirational Target: 30.00 Progress Comment: 2015/16 has seen a further significant reduction in the total tonnage of MSW to landfill due to the implementation of a residual waste treatment contract.</p> <p>Last Updated: 14-Jun-2016</p>					


Leisure and Culture - Libraries

KPI Title	Previous Year Actual	Actual	Performance Indicator Trend	Target	Performance RAG
LCL/001: the number of visits to Public Libraries during the year, per 1,000 population	4990.64	4535.31	↓	5000	 AMBER
<p>Lead Officer: Pennie Corbett - Principal Librarian Reporting Officer: Paula Jones - Business Operations Officer Aspirational Target: 5000.00 Progress Comment: The number of library visits per 1000 population has decreased from 4867 in 2014-15 to 4535 in 2015-16. Libraries opening hours decreased by 18% . Visitor numbers decreased by 6.6%. Physical visits decreased by 8% and attendance at events by 13% reflecting the reduced hours of opening however, virtual visits increased by 10%.</p> <p>The relocation of library services at Hawarden, Mancot and Queensferry from unsustainable buildings to the new Deeside Library facility within Deeside Leisure Centre will see an increase in Opening hours so trend should be to increase physical visits. Deeside Library opened on 29 February and has welcomed 14,416 visitors in total over the last three months (March, April and May) into the library.</p> <p>Last Updated: 14-Jun-2016</p>					


Leisure and Culture – Sport and Recreation

KPI Title	Previous Year Actual	Actual	Performance Indicator Trend	Target	Performance RAG
LCS/002: the number of visits to Local Authority Sport & Leisure Centres during the year where the visitor will be participating in physical activity, per 1,000 population	9738.74	9744.32	↑	9739	 GREEN
<p>Lead Officer: Ian Bancroft - Chief Officer - Organisational Change 1 Reporting Officer: Paul Jones - Leisure Manager Business Improvement Aspirational Target: 9739.00 Progress Comment: The number of visits to Flintshire County Councils Sport & Leisure Centres during 2015/16 where the visitor was participating in physical activity increased from the previous year. The counties learn to swim programme proved to be particularly popular resulting in a high increase of participants</p> <p>Last Updated: 14-Jun-2016</p>					


Planning and Regulatory Services

KPI Title	Previous Year Actual	Actual	Performance Indicator Trend	Target	Performance RAG
PLA/006(b) The number of additional affordable housing units provided during the year as a percentage of all additional housing units provided during the year	39.09	20.65	↓	N/A	
<p>Lead Officer: Andy Roberts - Planning Strategy Manager Reporting Officer: Andy Roberts - Planning Strategy Manager Aspirational Target: Progress Comment: Reflects a more focused approach to affordable provision and also the fluctuations in supply dependent on where housing developments are in terms of completion and when the affordable come on stream.</p> <p>Last Updated: 14-Jun-2016</p>					


Public Protection

KPI Title	Previous Year Actual	Actual	Performance Indicator Trend	Target	Performance RAG
PPN/009 The percentage of food establishments which are 'broadly compliant' with food hygiene standards	95.61	96.54	↑	93	 GREEN
<p>Lead Officer: Sylvia Portbury - Health Protection Manager Reporting Officer: Anne Inskip - Environmental Health Officer Aspirational Target: 93.00 Progress Comment: Target exceeded. The improvement is a demonstration of the positive impact of the mandatory display of Food Hygiene ratings.</p> <p>Last Updated: 14-Jun-2016</p>					


Private Sector Renewal

KPI Title	Previous Year Actual	Actual	Performance Indicator Trend	Target	Performance RAG
PSR/004 The percentage of private sector dwellings that had been vacant for more than 6 months at 1 April that were returned to occupation during the year through direct action by the local authority	3.88	8.76	↑	6	 GREEN
<p>Lead Officer: Niall Waller - Enterprise and Regeneration Manager Reporting Officer: Gavin Griffith - Housing Regeneration & Strategy Manager Aspirational Target: Progress Comment: This figure comprises the total number of properties brought back in to use through direct advice and support including financial assistance via the Houses into Homes and Living Over the Shops Schemes</p> <p>Last Updated:</p>					


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KPI Title	Previous Year Actual	Actual	Performance Indicator Trend	Target	Performance RAG
PSR/002 The average number of calendar days taken to deliver a Disabled Facilities Grant	328.24	307.74	↑	247	 RED
<p>Lead Officer: Niall Waller - Enterprise and Regeneration Manager Reporting Officer: Gavin Griffith - Housing Regeneration & Strategy Manager Aspirational Target: Progress Comment: This performance indicator has not met target this year at 307 days however, has shown improvement on 2014/15. There are a number of reasons why this is the case including problems around recruitment and retention of building surveyors and associated professionals. Overall satisfaction levels with the service provided is high, however it is acknowledged that timeliness of adaptations requires improvement. A small number of highly complex adaptations have also had a detrimental impact on the annual average and new procurement methods are being explored to try and speed up the process. Delivery timescales remain a challenge nationally and have recently been the subject of a further review by Welsh Government and additional resource is being made available by WG in 2016/17 in an attempt to speed up adaptations across Wales. Additional staffing will be required to meet this aim.</p> <p>Last Updated: 14-Jun-2016</p>					


Sickness Absence

KPI Title	Previous Year Actual	Actual	Performance Indicator Trend	Target	Performance RAG
IP8.2.1M13 CHR/002 The number of working days/shifts per full-time equivalent (FTE) local authority employee lost due to sickness absence	10.6	10.4	↑	9.6	 AMBER
<p>Lead Officer: Andrew Adams - Business Information and Compliance Adviser Reporting Officer: - Aspirational Target: 8.30 Progress Comment: There has been a reduction in sickness absence during 2015/16. The Council's adherence to procedures and support to return to work have assisted this improvement.</p>					


Social Care – Adults Services

KPI Title	Previous Year Actual	Actual	Performance Indicator Trend	Target	Performance RAG
IP2.1.2M10 (SCA/001) – The rate of delayed transfers of care for social care reasons.	2.13	3.4	↓	2	 AMBER
<p>Lead Officer: Janet Bellis - Localities Manager Reporting Officer: Jacque Slee - Performance Lead – Social Services Aspirational Target: 2.00 Progress Comment: All delays are notified by Health to Locality Services monthly or more frequently, so that steps can be taken to ensure timely discharge. A significant number of delays this year were due to people waiting for mental health placements.</p> <p>Last Updated: 14-Jun-2016</p>					


KPI Title	Previous Year Actual	Actual	Performance Indicator Trend	Target	Performance RAG
IP2.2.1M11 (SCA/019) The percentage of adult protection referrals where the risk was managed.	98	100	↑	98	 GREEN
<p>Lead Officer: Jane M Davies - Senior Manager, Safeguarding & Commissioning Reporting Officer: Jacque Slee - Performance Lead – Social Services Aspirational Target: 100.00 Progress Comment: In all cases the level of risk was managed.</p> <p>Last Updated: 14-Jun-2016</p>					


KPI Title	Previous Year Actual	Actual	Performance Indicator Trend	Target	Performance RAG
SCA/002a The rate of older people aged 65 and over helped to live at home per 1000 population aged 65+	51.36	51.44	↑	N/A	
<p>Lead Officer: Janet Bellis - Localities Manager Reporting Officer: Jacque Slee - Performance Lead – Social Services Aspirational Target: Progress Comment: The reablement programme is helping to keep the rate of people receiving services on a day low. We report this as management information and do not set a target for this measure.</p>					

Last Updated: 14-Jun-2016

KPI Title	Previous Year Actual	Actual	Performance Indicator Trend	Target	Performance RAG
SCA/002b The rate of people aged 65 and over whom the authority supports in care homes per 1000 population aged 65+	16.02	13.2	↑	17	 GREEN
<p>Lead Officer: Janet Bellis - Localities Manager Reporting Officer: Jacque Slee - Performance Lead – Social Services Aspirational Target: 17.00 Progress Comment: Use of Integrated Care Fund (ICF) monies to fund the provision of short term beds has helped to keep the number of people in residential care low.</p>					
Last Updated: 14-Jun-2016					

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KPI Title	Previous Year Actual	Actual	Performance Indicator Trend	Target	Performance RAG
SCC/004 The percentage of children Looked After on the last day of the period who have had three or more placements during the year – SNAPSHOT on last day of period.	7.24	7.04	↑	6.5	 AMBER
<p>Lead Officer: Craig Macleod - Senior Manager, Children's Services & Workforce Reporting Officer: Jacque Slee - Performance Lead – Social Services Aspirational Target: 5.60 Progress Comment: Performance has improved since last year; most placement moves are planned and reasons for placement breakdown are monitored.</p>					
Last Updated: 14-Jun-2016					

KPI Title	Previous Year Actual	Actual	Performance Indicator Trend	Target	Performance RAG
SCA/007 The percentage of adults with a care plan at 31st March whose care plans should have been reviewed that were reviewed during the year. (rolling year)	98.21	97.52	↓	98	 AMBER
<p>Lead Officer: Janet Bellis - Localities Manager Reporting Officer: Jacque Slee - Performance Lead – Social Services</p>					

Aspirational Target: 98.00

Progress Comment: Slight dip in performance but impacted by a reduction in the number of reviews counted, due to difficulties with receiving monitoring information from Health.

Last Updated: 14-Jun-2016

KPI Title	Previous Year Actual	Actual	Performance Indicator Trend	Target	Performance RAG
SCA/018a The percentage of identified carers of adult service users who were offered an assessment in their own right during the year.	92.27	89.88	↓	94	

Lead Officer: Lin Hawtin - Commissioning Manager


Reporting Officer: Jacque Slee - Performance Lead – Social Services

Aspirational Target: 96.00


Progress Comment: Because of the paper pilot in line with the implementation of the integrated assessment framework we have been unable to collect reliable data for carers' assessments / services for Quarter 4. New data collection processes are being implemented to ensure that we can capture all relevant data going forward.


Last Updated: 14-Jun-2016

Social Care – Childrens Services

KPI Title	Previous Year Actual	Actual	Performance Indicator Trend	Target	Performance RAG
SCC/002 The percentage of children looked after at 31 March who have experienced one or more changes of school, during a period or periods of being looked after, which were not due to transitional arrangements, in the 12 months to 31 March	18.2	13.38	↓	10	 AMBER
<p>Lead Officer: Liz Barron - Business Planning & Project Co-ordinator Reporting Officer: Liz Barron - Business Planning & Project Co-ordinator Aspirational Target: 10.00 Progress Comment: Professionals work to retain placement stability where possible. Only extreme personal circumstances would dictate a move.</p>					

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KPI Title	Previous Year Actual	Actual	Performance Indicator Trend	Target	Performance RAG
SCC/011a The percentage of initial assessments that took place during the year where there is evidence that the child has been seen by a qualified Social Worker.	77	85.3	↑	80	 GREEN
<p>Lead Officer: Craig Macleod - Senior Manager, Children's Services & Workforce Reporting Officer: Jacque Slee - Performance Lead – Social Services Aspirational Target: 85.00 Progress Comment: Annual performance was above target and a significant improvement on the previous year.</p> <p>Last Updated: 14-Jun-2016</p>					

KPI Title	Previous Year Actual	Actual	Performance Indicator Trend	Target	Performance RAG
SCC/011b The percentage of initial assessments that took place during the year where there is evidence that the child has been seen alone by a qualified Social Worker.	57	52.6	↓	59	 AMBER


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

Reporting Officer: Jacque Slee - Performance Lead – Social Services

Aspirational Target: 62.00

Progress Comment: There may be a number of reasons why children are not seen alone; this information is collected and verified with managers.

Last Updated: 14-Jun-2016

KPI Title	Previous Year Actual	Actual	Performance Indicator Trend	Target	Performance RAG
SCC/025 The percentage of statutory visits to looked after children due in the year that took place in accordance with regulations.	85.37	91.67	↑	93	 AMBER


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

Reporting Officer: Jacque Slee - Performance Lead – Social Services

Aspirational Target: 95.00

Progress Comment: Teams have been working to improve the timeliness of statutory visits to looked after children. In Q4, 91.7% of visits were carried out within timescales; however performance throughout the year has been impacted by capacity within the teams. The new structure in Children's Services should result in better performance going forward.

Last Updated: 14-Jun-2016

KPI Title	Previous Year Actual	Actual	Performance Indicator Trend	Target	Performance RAG
SCC/030a The percentage of young carers known to Social Services who were assessed in the period	100	100	↔	100	 GREEN


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

Reporting Officer: Jacque Slee - Performance Lead – Social Services

Aspirational Target:


Progress Comment: The Service Level Agreement with Barnardos has been revised; they have increased their capacity to provide assessments and services.

Last Updated: 14-Jun-2016

KPI Title	Previous Year Actual	Actual	Performance Indicator Trend	Target	Performance RAG
SCC/033d The percentage of young people formerly looked after with whom the authority is in contact at the age of 19,	88.89	100	↑	90	 GREEN


Lead Officer: Craig Macleod - Senior Manager, Children's Services & Workforce
Reporting Officer: Jacque Slee - Performance Lead – Social Services
Aspirational Target: 100.00
Progress Comment: All 19 year old care leavers were in contact with the authority.

Last Updated: 14-Jun-2016

KPI Title	Previous Year Actual	Actual	Performance Indicator Trend	Target	Performance RAG
SCC/033e The percentage of young people formerly looked after with whom the authority is in contact at the age of 19, and known to be in suitable accommodation,	87.5	100	↑	90	 GREEN

Lead Officer: Craig Macleod - Senior Manager, Children's Services & Workforce
Reporting Officer: Jacque Slee - Performance Lead – Social Services
Aspirational Target: 100.00
Progress Comment: All 19 year old care leavers were in suitable accommodation.


Last Updated: 14-Jun-2016


KPI Title	Previous Year Actual	Actual	Performance Indicator Trend	Target	Performance RAG
SCC/033f The percentage of young people formerly looked after with whom the authority is in contact at the age of 19, and known to be engaged in education, training or employment	87.5	87.5	↔	75	 GREEN

Lead Officer: Craig Macleod - Senior Manager, Children's Services & Workforce
Reporting Officer: Jacque Slee - Performance Lead – Social Services
Aspirational Target: 87.00
Progress Comment: Two 19 year old care leavers were not in education, training or employment in quarter 1. This cohort included two young women who had recently given birth.

Last Updated: 14-Jun-2016

KPI Title	Previous Year Actual	Actual	Performance Indicator Trend	Target	Performance RAG
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SCC/041a The percentage of eligible, relevant and former relevant children that have pathway plans as required. SNAPSHOT on last day of period	100	100	↔	100	 GREEN
<p>Lead Officer: Craig Macleod - Senior Manager, Children's Services & Workforce Reporting Officer: Jacque Slee - Performance Lead – Social Services Aspirational Target: 100.00 Progress Comment: All care leavers had pathway plans as required on the last day of the period.</p> <p>Last Updated: 14-Jun-2016</p>					

KPI Title	Previous Year Actual	Actual	Performance Indicator Trend	Target	Performance RAG
SCC/045 Timeliness of reviews for children (incl. CP/LAC and CIN)	86.32	97.18	↑	90	 GREEN
<p>Lead Officer: Craig Macleod - Senior Manager, Children's Services & Workforce Reporting Officer: Jacque Slee - Performance Lead – Social Services Aspirational Target: 95.00 Progress Comment: Teams have been working on improving the timeliness of child in need reviews, which has resulted in improved performance for reviews across the board. In quarter 4, performance for all reviews was 97.2%.</p> <p>Last Updated: 14-Jun-2016</p>					

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CORPORATE RESOURCES OVERVIEW & SCRUTINY COMMITTEE

Date of Meeting	Thursday 14 th July, 2016
Report Subject	Improvement Plan 2015/16 Year-end Progress
Cabinet Member	Cabinet Member for Corporate Management
Report By	Member Engagement Manager
Type of Report	Strategic

EXECUTIVE SUMMARY

The Improvement Plan 2015/16 was adopted by the Council in June 2015. This report presents the monitoring of progress for the fourth quarter/year end of 2015/16 focusing on the areas of under performance relevant to the Corporate Resources Overview & Scrutiny Committee.

This report is an exception based report and therefore detail focuses on the areas of under-performance.

RECOMMENDATION

1	That the Committee consider the Improvement Plan 2015/16 Year-end Progress to be i) assured of progress and performance and ii) challenge any areas of under-performance as appropriate.
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REPORT DETAILS

1.00	EXPLAINING THE IMPROVEMENT PLAN 2015/16 YEAR-END PROGRESS REPORT
1.01	The Improvement Plan monitoring report gives an explanation of the progress being made towards the delivery of the impacts set out in the 2015/16 Improvement Plan. The narrative is supported by performance indicators and/or milestones which evidence achievement. In addition, there is an assessment of the strategic risks and the level to which they are controlled.
1.02	The detailed sub-priority report, shown at Appendix 1 is in a new format, which has been generated from the new performance management solution, CAMMS.
1.03	<p>CAMMS has been purchased to provide benefits which include:</p> <ul style="list-style-type: none"> • efficiencies by reducing duplication and data entry; • a single version of the truth; • improved visibility and accountability for performance and programme / project management objectives; including an audit trail; and • dynamic, exception based reporting with dashboards and standard reports.
1.04	<p>Analysis of performance against the Improvement Plan measures is undertaken using the RAG (Red, Amber and Green) status. This is defined as follows:-</p> <p><u>Performance</u></p> <ul style="list-style-type: none"> • RED – equates to a position of under-performance against target. • AMBER – equates to a mid-position where improvement may have been made but performance has missed the target. • GREEN – equates to a position of positive performance against target. <p><u>Outcome</u></p> <ul style="list-style-type: none"> • RED – equates to a forecast position of under-performance against target at year end. • AMBER – equates to a forecast mid-position where improvement may have been made but performance will miss target at year end. • GREEN – equates to a forecast position of positive performance against target at year end.
1.05	The high level (RED) risk areas identified for the Corporate Resources Overview & Scrutiny Committee, are as follows:-
1.05.1	<p>Develop and implement a four year financial plan that reflects anticipated funding, costs and efficiencies to support strategic decision making</p> <p>Part 1 of the Medium Term Financial Strategy (MTFS) was reported to</p>

	<p>Cabinet in June and Corporate Resources Overview and Scrutiny Committee in July. Part 1 forecasts the resources the Council is likely to have available over the next 3 years and details the cost pressures needing to be met from this reduced funding. Part 2 of the MTFS sets out the solutions and options for organisational efficiency and service changes, to work to close the challenging financial gap. This was published in September. The Council has been able to set a balanced budget for 2016/17 by applying the MTFS Part 2 solutions and taking a balanced risk approach to managing cost pressures and fluctuations in-year. Based on the risk assessment reported to Council when recommending the annual budget the risk of non-achievement of the 2016/17 budget and its planned financial efficiencies and controls can best be described as an amber risk. However, the achievement of the MTFS objectives and financial targets for 2017/18 (the third and final year of the current version) and then for 2018/19 (as the third and final year for the new version which is to be published for a rolling three year period 2016/17-2018/19) is classed as a red risk. This is due to the non-availability of an indicative Governmental budget for local government for the medium term, the lack of commitment by Governments to fund emerging and major cost pressures such as workforce costs and the rising costs in the care sector, and the uncertainty of UK budget forecasts and fiscal policy which will underpin the coming Chancellor's budget statement. Local government cannot plan with any certainty within these public sector funding conditions. Therefore, any financial planning by Flintshire County Council or any other council cannot be done with a sufficient level of certainty and assurance. This position is recognised by the Welsh Local Government Association (WLGA) as the representative body for local government, and independent commentators such as the Independent Commission for Local Government Finance in Wales. Flintshire is particularly exposed to financial risk as a Council which is low funded per capita and one which has minimal reserves having followed a responsible policy on avoiding accumulating excessive reserves and using balances to fund services wherever possible.</p>
1.05.2	<p>The scale of financial change</p> <p>Part 2 of the MTFS 'Meeting the Financial Challenge' was published in September 2015, setting out how the Council plans to meet the challenge. The Welsh Government published the provisional Local Government Settlement for the 2016/17 financial year on 9th December. The detail and implications of the settlement for Flintshire were summarised in a report to cabinet on 19th January 2016. The average reduction in funding across Wales was 1.4% with Flintshire being advised of a reduction of 1.5%. Although this was still a significant reduction in core funding for Flintshire it was less than had been assumed in the initial forecast and had the effect of improving the overall position by £3.770m. The settlement also notified of some intended reductions in specific grants such as the Single Environment Grant and the Families First Grant which will add further pressure to specific service areas.</p>

1.05.3	<p>The capacity and capability of the organisation to implement necessary changes.</p> <p>The extensive programme to consider alternative delivery models across a range of services has impacts on resources across portfolios and support services. This risk is now easier to mitigate as cabinet has determined the 5 services that are establishing new alternative delivery models. These decisions were completed in May 2016. As a result resource and support plans have now been developed to ensure there is capacity and capability in place to deliver new models by 2017.</p>
1.06	<p>Each Overview & Scrutiny Committee has responsibility for monitoring the performance of relevant areas within the Improvement Plan. As the Corporate Resources Overview & Scrutiny Committee has responsibility for the overview and monitoring of performance, for information, attached at Appendix 2 and 3 is a copy of the Improvement Plan 2015/16 Year-end Progress report, to be presented to Cabinet on 19th July, 2016.</p>

2.00	RESOURCE IMPLICATIONS
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2.01	<p>There are no specific financial implications for this report; however the Council's Medium Term Financial Plan is aligned to resource the priorities of the Improvement Plan.</p>
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3.00	CONSULTATIONS REQUIRED / CARRIED OUT
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3.01	<p>The Chief Officer Team and the Performance Leads from across the Authority have contributed to help shape the new approach to reporting.</p>
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4.00	RISK MANAGEMENT
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4.01	<p>Progress against the risks identified in the Improvement Plan have been reported on for quarter 4/year end and the detail is included in the report at Appendix 1.</p>
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5.00	APPENDICES
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5.01	<p>Appendix 1 – Improvement Plan 2015/16 Year-end Progress Report – Modern and Efficient Council.</p>
5.02	<p>Appendix 2 – Improvement Plan 2015/16 Year-end Progress Report – Cabinet covering report to be presented on 19th July, 2016.</p>
5.03	<p>Appendix 3 – Improvement Plan 2015/16 Year-end Progress Report – Cabinet report Appendix to be presented on 19th July, 2016.</p>

6.00	LIST OF ACCESSIBLE BACKGROUND DOCUMENTS
6.01	<p><u>Improvement Plan 2015/16</u></p> <p>http://www.flintshire.gov.uk/en/Resident/Council-and-Democracy/Improvement-Plan.aspx</p> <p>Contact Officer: Robert Robins Member Engagement Manager</p> <p>Telephone: 01352 702320</p> <p>E-mail: robert.robins@flintshire.gov.uk</p>

7.00	GLOSSARY OF TERMS
7.01	<p>Improvement Plan – the document which sets out the annual priorities of the Council. It is a requirement of the Local Government (Wales) Measure 2009 to set Improvement Objectives and publish an Improvement Plan.</p>
7.02	<p>CAMMS – is an integrated planning, risk management and programme/project management and reporting software. It was purchased in April 2015 and work to commence implementation began in May; focusing initially on the Council's Improvement Plan and the Portfolio of Social Services. The link below provides further information about CAMMS.</p> <p>http://cammsgroup.com/</p>
7.03	<p>Medium Term Financial Strategy – is a written strategy which gives a forecast of the financial resources which will be available to a Council for a given period, and sets out plans for how best to deploy those resources to meet its priorities, duties and obligations.</p>

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Annual Performance Progress Report



Flintshire County Council

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Print Date: 05-Jul-2016

Actions

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
8.1.1.1 Develop the Community and Social Sector through developing and growing social enterprises in Flintshire, in turn supporting and creating new forms of local business	Ian Bancroft - Chief Officer - Organisational Change 1	In Progress	01-Apr-2015	31-Mar-2016	35.00%	 GREEN	 AMBER
<p>ACTION PROGRESS COMMENTS: The Community Asset Transfer (CAT) scheme and Alternative Delivery Model (ADM) programme will result in development of new or stronger community organisations and social enterprises. A number of these should be 'starting up' in 2016. 8.1.1.5 details progress on Community Asset Transfers including the number nearing completion. The ADM programme has proposals for 5 services to develop ADMs by 2017. With final business plans and transition plans having being robustly considered and scrutinised a number of risks that will need to be addressed in transition could affect the timescale for outcome, hence the change of the outcome RAG to Amber. The 35% complete relates to this being a three year plan of work.</p> <p>Last Updated: 03-May-2016</p>							

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ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
8.1.1.2 Encourage volunteers and active citizens	Ian Bancroft - Chief Officer - Organisational Change 1	In Progress	01-Apr-2015	31-Mar-2016	80.00%	 AMBER	 GREEN
<p>ACTION PROGRESS COMMENTS: Work has started in a number of services to develop and implement localised approaches to volunteering. The aim will be to take best practice to these approaches from best practices from elsewhere to finalise a volunteering policy. The Policy will include the following documents: A Policy Framework; A Guide for Volunteers, A Guide for Supervisors of Volunteers and an Application to Volunteer form. These documents are now finalised and ready for launch in May 2016</p> <p>Last Updated: 03-May-2016</p>							

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
8.1.1.3 Ensure community benefit through our commissioning of goods and services	Arwel Staples - Strategic Procurement Manager	Completed	01-Apr-2015	31-Mar-2016	100.00%	 GREEN	 GREEN

ACTION PROGRESS COMMENTS:

A revised draft version of the Contract Procedure Rules (CPR's) have been developed and are currently out for consultation, The new CPR's that will make it mandatory that all projects above £1m to deliver community benefits - A new draft Commissioning Form has also been developed, so that Community Benefits can be fully considered at procurement planning stages. - A Community Benefits Project Board has been set up which will monitor the progress of ensuring Community Benefits are implemented and that the benefits are recorded and captured



Last Updated: 29-May-2016

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
8.1.1.4 Design and implement alternative delivery models to sustain important services to meet future need	Ian Bancroft - Chief Officer - Organisational Change 1	In Progress	01-Apr-2015	31-Mar-2016	50.00%	 GREEN	 AMBER

ACTION PROGRESS COMMENTS:

Feasibility studies have been completed for 5 services, estimating a 5 year saving in these services as a result of delivering alternative models. Final business plans have been presented to cabinet with agreement to establish 2 new models of delivery in Facility Management and Adult Social Care. Leisure and Libraries will go back to Cabinet in May.



Last Updated: 03-May-2016

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
8.1.1.5 Empower communities to run and manage facilities in their locality through Community Asset Transfers	Ian Bancroft - Chief Officer - Organisational Change 1	In Progress	01-Apr-2015	31-Mar-2016	35.00%	 GREEN	 AMBER

ACTION PROGRESS COMMENTS:

Eight assets have been transferred or are currently in the final stages of legal completion. These include - Gwernymynydd Village Hall - Trelogan Community Centre - Mynydd Isa Community centre and Library - Mancot Library - Connahs Quay Swimming Pool - Bagillt War Memorial - Gwespyr Plpay Area - Connahs Quay Allotments To date 103 expressions of interest have been received in total relating to 208 assets. We are on target for the time period that has elapsed, but the risks are quite high for achieving the desired outcomes by the end of the three year plan, hence the amber outcome RAG status.

Last Updated: 03-May-2016

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
8.1.1.6 Ensure our Armed Forces Community and their families are not disadvantaged when accessing Council Services	Sharron Jones - Executive Manager	In Progress	01-Apr-2014	31-Mar-2018	60.00%	 AMBER	 GREEN



ACTION PROGRESS COMMENTS:

There are no further updates at this time due to the longer term nature of the outstanding action. The position as reported in the last quarter is as follows; A working group has been established to review the Community Covenant Action Plan periodically. The work programme focuses on 6 key work streams as outlined in the Council's Covenant. The majority of planned tasks within the work streams have been completed, for example the establishment of an on-line service library of organisations with a remit to provide assistance and support to members of the Armed Forces Community and training of front line staff. The service library is accessible for members of the Armed Forces Community to find the assistance they need and is for use by council staff as a signposting resource. One of the key areas within the action plan is to "define" the Armed Forces Community with Flintshire; this is one area of the Action Plan that has not yet been completed as it will take time to build up the statistics for a number of reasons. The Working Group has a number of processes in place to begin to build this picture for example, on face to fact contact, service users will be asked if they or any member of their family is in the Armed Forces and / or a Veteran of the Armed Forces. The Working Group is also reviewing the completion of portfolio forms for members of the public to add this question to the form and build up a clearer position.

This will probably take a couple of years to determine subject to the practices being applied.

Last Updated: 10-Feb-2016

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ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
8.2.1.1 Develop and implement a four year financial plan that reflects anticipated funding, costs and efficiencies to support strategic decision making.	Gary Ferguson - Corporate Finance Manager	In Progress	01-Apr-2015	31-Mar-2016	50.00%	 AMBER	 RED

ACTION PROGRESS COMMENTS:

Part 1 of the Medium Term Financial Strategy (MTFS) was reported to Cabinet in June and Corporate Resources Overview and Scrutiny Committee in July. Part 1 forecasts the resources the Council is likely to have available over the next 3 years and details the cost pressures needing to be met from this reduced funding. Part 2 of the MTFS sets out the solutions and options for organisational efficiency and service changes, to work to close the challenging financial gap. This was published in September. The Council has been able to set a balanced budget for 2016/17 by applying the MTFS Part 2 solutions and taking a balanced risk approach to managing cost pressures and fluctuations in-year. Based on the risk assessment reported to Council when recommending the annual budget the risk of non-achievement of the 2016/17 budget and its planned financial efficiencies and controls can best be described as an amber risk. However, the achievement of the MTFS objectives and financial targets for 2017/18 (the third and final year of the current version) and then for 2018/19 (as the third and final year for the new version which is to be published for a rolling three year period 2016/17-2018/19) is classed as a red risk. This is due to the non-availability of an indicative Governmental budget for local government for the medium term, the lack of commitment by Governments to fund emerging and major cost pressures such as workforce costs and the rising costs in the care sector, and the uncertainty of UK budget forecasts and fiscal policy which will underpin the coming Chancellor's budget statement. Local government cannot plan with any certainty within these public sector funding conditions. Therefore, any financial planning by Flintshire County Council or any other council cannot be done with a sufficient level of certainty and assurance. This position is recognised by the Welsh Local Government Association (WLGA) as the representative body for local government, and independent commentators such as the Independent Commission for Local Government Finance in Wales. Flintshire is particularly exposed to financial risk as a

Council which is low funded per capita and one which has minimal reserves having followed a responsible policy on avoiding accumulating excessive reserves and using balances to fund services wherever possible.

Last Updated: 03-May-2016



ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
8.2.1.2 Implement the People Strategy to ensure the council has sufficient capability and capacity to operate effectively as a smaller organisation	Sharon Carney - Lead Business Partner	In Progress	01-Apr-2015	31-Mar-2016	35.00%	 AMBER	 AMBER

ACTION PROGRESS COMMENTS:

A new people strategy has been developed and agreed in principle. An outline action plan in support of the strategy has been drafted, further work is required to finalise, target for completion of action plan - end of December 2015. Some of the component parts of the strategy have been agreed and piloted (for example, new appraisal process including talent management assessment with Chief Officer's direct reports).

Last Updated: 03-Dec-2015



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ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
8.2.1.3 Rationalise the Council's use of corporate accommodation	Lisa McLellan - Asset Manager	In Progress	01-Apr-2015	31-Mar-2018	17.00%	 AMBER	 GREEN

ACTION PROGRESS COMMENTS:

The Council has been working through this activity on a number of levels as follows:- - the intensification of use of our office accommodation, County Offices Flint being a good example of such use; - the demolition of accommodation no longer fit for purpose. The most recent asset in this area is Connahs Quay Offices which have now been demolished, - the rationalisation of space. The current work around this relates to County Hall and work to consolidate services into Phases 1 and 2. Delays in the works being undertaken by contractors to meet fire regulations will result in some service moves (from Phase 4 to Phase 1), being delayed until the first quarter of 2016/17.

Last Updated: 16-Feb-2016



ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
8.2.1.4 Optimise purchasing efficiencies through the use of regional and national procurement collaborations and through the increased use of electronic solutions	Arwel Staples - Strategic Procurement Manager	In Progress	01-Apr-2015	31-Mar-2016	75.00%	 AMBER	 AMBER

ACTION PROGRESS COMMENTS:

The Proactis e-sourcing portal is currently being rolled-out to service areas that procure the most. The use of the e-sourcing portal will allow service areas to potentially deliver greater cashable savings by undertaking greater market competition especially on low value procurement projects. The National Procurement Service to date has delivered 22 individual framework agreements. The Collaborative Procurement Service is currently benchmarking these arrangements to determine if they provide value for money and to determine the level of cashable savings. Further discussions have taken place with the National Procurement Service regarding supporting the Council to undertake mini competitions on various framework agreements, in order to obtain further cashable savings Q4 update - 45 officers in FCC have now been trained on the Proactis e-sourcing solution. Ongoing dialogue with the National Procurement Service is continuing and further benchmarking of the framework agreements delivered to date is also ongoing. However, there are still concerns regarding cashable efficiencies arising from the use of the NPS framework agreements.

Last Updated: 06-Jun-2016

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ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
8.2.1.5 Extend and improve customer access to Council information and services using technology and our Flintshire Connects Centres.	Jenni Griffith - Flintshire Connects Manager	Completed	01-Apr-2015	31-Mar-2016	100.00%	 GREEN	 GREEN

ACTION PROGRESS COMMENTS:

Digital Successes/Technology: Applicants for Nursery school admissions were all notified of outcome electronically. Applications for primary and secondary school in 2016 launched and results to be sent electronically in early 2016. Revenues & Benefits eforms reviewed. High level digital strategy being developed and actions prioritised. Live Chat launched on Flintshire's website thus improving digital access to Council services. SOCITM review of Streetscene (Waste & Recycling) web pages outcome 4* - cited as best practice in SOCITM's annual survey of Council websites. Flintshire Connects: 5th Flintshire Connects Centre in Mold now open. Increased number of services available in local communities such as Housing Benefits, Council Tax, Access to Housing, Waste and recycling, Payment Facilities and Blue Badges. Flintshire Connects Centres offer public access computers and actively encourage and support customer's to make applications for council services on line rather than via paper based forms to help enable the efficiencies that can be realised through digital access. A good example of this is Housing Benefits and Council Tax where paper forms are no longer held on site and are printed on demand where a paper copy is needed. Tablets purchased and now located in two out of the five centres to demonstrate the use of mobile technology such as the Flintshire App to enable staff to support and encourage customers to use this software to make their reports and requests for Council services.

Last Updated: 02-Jun-2016

Performance Indicators

KPI Title	Previous Year Actual	Actual	Performance Indicator Trend	Target	Performance RAG
IP8.1.1M01 The number of new social enterprises developed	1	5	↑	2	 GREEN

Lead Officer: Ian Bancroft - Chief Officer - Organisational Change 1


Reporting Officer: Mike Dodd - Social Enterprise Development Lead Officer

Aspirational Target: 3.00

Progress Comment: 1 social enterprise established with within the Communities First Area with targeted support and in addition 4 across Flintshire as a whole that have been developed through the Community Asset Transfer programme. The 5 are listed below.

- Cambrian Aquatics
- Cafe Isa
- Mancot Community Library
- Connahs Quay Nomads
- New Beginnings

Last Updated: 14-Jun-2016

KPI Title	Previous Year Actual	Actual	Performance Indicator Trend	Target	Performance RAG
IP8.1.1M02 The number of social enterprises supported to thrive and prosper	7	12	↑	7	 GREEN

Lead Officer: Ian Bancroft - Chief Officer - Organisational Change 1

Reporting Officer: Mike Dodd - Social Enterprise Development Lead Officer

Aspirational Target:

Progress Comment: Of which 7 were supported in Communities First areas and these include

- New Beginnings
- Pepperpot Childcare
- Rainbow Biz
- Parkfields Community Association
- West Flintshire Community Enterprises
- New 'Mindfulness' social enterprise
- Number 1 Health Strength Performance CIC

and an additional five were supported across Flintshire as whole a number of these through through the Community Asset Transfer programme

- Flintshire counselling
- Cambrian Aquatics
- Cafe Isa
- Mancot Community Library
- Connahs Quay Nomads

Last Updated: 14-Jun-2016

KPI Title	Previous Year Actual	Actual	Performance Indicator Trend	Target	Performance RAG
IP8.1.1M03 Number of volunteers in volunteering placements	480	541	↑	N/A	N/A

Lead Officer: Ian Bancroft - Chief Officer - Organisational Change 1

Reporting Officer: Louise Mackie - Policy & Performance Support Officer

Aspirational Target:

Progress Comment: Flintshire Local Voluntary Council directly placed at least 541 individuals into new placements in 2015/16

Last Updated: 14-Jun-2016

KPI Title	Previous Year Actual	Actual	Performance Indicator Trend	Target	Performance RAG
IP8.1.1M04 Percentage of community benefit clauses included in new procurement contracts (including those under £2m)	0	220	↑	N/A	N/A


Lead Officer: Arwel Staples - Strategic Procurement Manager


Reporting Officer: -


Aspirational Target:

Progress Comment: A new Commissioning Form has been developed and is out to consultation as part of updating the current Contract Procedure Rules. The Form will ensure that community benefits is considered for all contracts above £25k.

Last Updated: 29-May-2016


KPI Title	Previous Year Actual	Actual	Performance Indicator Trend	Target	Performance RAG
IP8.1.1M05 The level of efficiencies alternative delivery models (ADM) have supported	No Data	0	N/A	0	 GREEN
<p>Lead Officer: Ian Bancroft - Chief Officer - Organisational Change 1 Reporting Officer: Dawn Holt - Alternative Delivery Models and Transforming Social Services Programme Manager Aspirational Target: Progress Comment: Target not applicable - Business Plans completed during 15/16 identifying £2m savings from 2017/18. Moving into transition phase ready for April 2017 implementation.</p> <p>Last Updated:</p>					

KPI Title	Previous Year Actual	Actual	Performance Indicator Trend	Target	Performance RAG
IP8.1.1M06 The number of services sustained through delivery via alternative models	0	0	↔	0	 GREEN
<p>Lead Officer: Ian Bancroft - Chief Officer - Organisational Change 1 Reporting Officer: Dawn Holt - Alternative Delivery Models and Transforming Social Services Programme Manager Aspirational Target: Progress Comment: Target not applicable - 5 services sustained through 3 ADMs from 2017/18</p> <p>Last Updated:</p>					

KPI Title	Previous Year Actual	Actual	Performance Indicator Trend	Target	Performance RAG
IP8.1.1M07 The number of public assets transferred to the community	4	8	↑	5	 GREEN
<p>Lead Officer: Neal Cockerton - Chief Officer - Organisational Change 2 Reporting Officer: Lisa McLellan - Asset Manager Aspirational Target: Progress Comment: 8 Community Asset Transfers completed or in final stages of legal completion. Other applications are at various stages of maturity. The 8 Assets:- Connahs Quay Allotments, South Site Gwernymyndd Village Hall Connahs Quay Swimming Pool Mancot Library</p>					

Trelogan Village Hall
 Gwespyr Play Area
 Bagillt War Memorial
 Myndd Isa Community Centre and Library

Last Updated: 14-Jun-2016

KPI Title	Previous Year Actual	Actual	Performance Indicator Trend	Target	Performance RAG
IP8.2.1M08 Amount of efficiency targets achieved.	7688000	10612000	↑	12874000	 RED

Lead Officer: Helen Stappleton - Chief Officer - People and Resources

Reporting Officer: Gary Ferguson - Corporate Finance Manager

Aspirational Target:

Progress Comment: The position as at Month 12 is that £10.612m of efficiencies have been achieved which equates to 82%.

Last Updated: 09-Jun-2016

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KPI Title	Previous Year Actual	Actual	Performance Indicator Trend	Target	Performance RAG
IP8.2.1M09 Percentage of appraisals completed using the renewed appraisal system	No Data	No Data	N/A	N/A	N/A

Lead Officer: Sharon Carney - Lead Business Partner

Reporting Officer: Andrew Adams - Business Information and Compliance Adviser

Aspirational Target:

Progress Comment:


KPI Title	Previous Year Actual	Actual	Performance Indicator Trend	Target	Performance RAG
IP8.2.1M10 Number of interventions being undertaken: capability process (from the point of intervention from HR)	No Data	0	N/A	N/A	N/A


Lead Officer: Sharon Carney - Lead Business Partner


Reporting Officer: Andrew Adams - Business Information and Compliance Adviser

Aspirational Target:

Progress Comment:

KPI Title	Previous Year Actual	Actual	Performance Indicator Trend	Target	Performance RAG
IP8.2.1M13 CHR/002 The number of working days/shifts per full-time equivalent (FTE) local authority employee lost due to sickness absence	0	No Data	N/A	9.6	
Lead Officer: Andrew Adams - Business Information and Compliance Adviser Reporting Officer: - Aspirational Target: 8.30 Progress Comment:					


KPI Title	Previous Year Actual	Actual	Performance Indicator Trend	Target	Performance RAG
IP8.2.1M14 The percentage reduction in the floor space (m2) of office accommodation occupied	No Data	19.9	N/A	20	 RED
Lead Officer: Neal Cockerton - Chief Officer - Organisational Change 2 Reporting Officer: Lisa McLellan - Asset Manager Aspirational Target: Progress Comment: Reflects the closure of Connahs Quay Offices, reducing floor space at Flint and disposal of the Reference Library in Mold Campus. Last Updated: 14-Jun-2016					

KPI Title	Previous Year Actual	Actual	Performance Indicator Trend	Target	Performance RAG
IP8.2.1M15 Reduction in the running costs of corporate accommodation	No Data	19.9	N/A	20	 GREEN
Lead Officer: Neal Cockerton - Chief Officer - Organisational Change 2 Reporting Officer: Lisa McLellan - Asset Manager Aspirational Target: Progress Comment: Relates to Connahs Quay Offices, Mold reference library, rationalisation/office moves at County Hall and increased space utilisation in Flint Offices Last Updated: 14-Jun-2016					


KPI Title	Previous Year Actual	Actual	Performance Indicator Trend	Target	Performance RAG
IP8.2.1M16 Agile working - desk provision as a percentage of staff (County Hall)	No Data	No Data	N/A	98	
<p>Lead Officer: Neal Cockerton - Chief Officer - Organisational Change 2 Reporting Officer: Lisa McLellan - Asset Manager Aspirational Target: Progress Comment: Relates to County Hall</p> <p>Last Updated: 14-Jun-2016</p>					


KPI Title	Previous Year Actual	Actual	Performance Indicator Trend	Target	Performance RAG
IP8.2.1M17 Achievement of efficiency savings achieved due to the use of National, Regional and Sectoral procurement frameworks	530263	796470		550000	
<p>Lead Officer: Arwel Staples - Strategic Procurement Manager Reporting Officer: - Aspirational Target: Progress Comment: The total cashable efficiencies for 15/16 is still being verified. However, based on the information collated to date the target has been exceeded.</p> <p>Last Updated: 29-May-2016</p>					

KPI Title	Previous Year Actual	Actual	Performance Indicator Trend	Target	Performance RAG
IP8.2.1M18 Efficiencies achieved through the use of end to end electronic purchasing	0	200000		N/A	N/A
<p>Lead Officer: Arwel Staples - Strategic Procurement Manager Reporting Officer: - Aspirational Target: Progress Comment: We are still awaiting for Welsh Government to provide access to the Benefits Realisation tool that will the Council to track efficiencies from electronic purchasing.</p> <p>Last Updated: 29-May-2016</p>					

KPI Title	Previous Year Actual	Actual	Performance Indicator Trend	Target	Performance RAG
IP8.2.1M19 Digital take up of services via Connects	No Data	5056	N/A	1250	 GREEN
<p>Lead Officer: Katie Clubb - Community Support Services Manager Reporting Officer: Jenni Griffith - Flintshire Connects Manager Aspirational Target: Progress Comment: Connects continue to promote digital access to services and offer help and support to customers to do this in the centres using the self service facilities. Last Updated:</p>					

KPI Title	Previous Year Actual	Actual	Performance Indicator Trend	Target	Performance RAG
IP8.2.1M20 Review of existing services (36) available at Connects Centres to ensure they are fully transactional	No Data	4	N/A	N/A	N/A
<p>Lead Officer: Katie Clubb - Community Support Services Manager Reporting Officer: Jenni Griffith - Flintshire Connects Manager Aspirational Target: Progress Comment: Review of Bond Scheme has been undertaken to identify possible efficiencies that could be achieved through joint working with Connects. It has been agreed that Housing Benefit Support and Affordability Checks will be done by Connects to increase availability of access to the service and also to generate efficiencies within the service area. Training has commenced with a view to be implemented in April 16. Last Updated:</p>					

KPI Title	Previous Year Actual	Actual	Performance Indicator Trend	Target	Performance RAG
IP8.2.1M21 The percentage of customers who successfully found what they were looking for on our website: Desktop	54	45	↓	55	 AMBER
<p>Lead Officer: Katie Clubb - Community Support Services Manager Reporting Officer: Rebecca Jones - Customer Services Team Leader Aspirational Target: Progress Comment: Over 1.4 million web pages were viewed on the Council's website in Q4 and there were 210,298 unique visitors to the site. The number of people choosing to complete the online customer satisfaction survey remains very low (253 surveys) representing the views of less than 0.5% of the people who used the website. From this, 45% of people said they successfully found what they were looking for using Desktop. Customer Services continue to monitor and improve the Council's website content based on customer feedback. Last Updated:</p>					

KPI Title	Previous Year Actual	Actual	Performance Indicator Trend	Target	Performance RAG
IP8.2.1M22 The percentage of customers who successfully found what they were looking for on our website: Mobile	52	57	↑	55	

Lead Officer: Katie Clubb - Community Support Services Manager

Reporting Officer: Rebecca Jones - Customer Services Team Leader

Aspirational Target:




Progress Comment: Over 1.4 million web pages were viewed on the Council's website in Q4 and there were 210,298 unique visitors to the site. The number of people choosing to complete the online customer satisfaction survey remains very low (132 surveys) representing the views of less than 0.5% of the people who used the website. From this, 57% of people said they successfully found what they were looking for using a mobile device. Customer Services continue to monitor and improve the Council's website content based on customer feedback.




Last Updated:




RISKS

Strategic Risk




RISK TITLE	LEAD OFFICER	SUPPORTING OFFICERS	INITIAL RISK RATING	CURRENT RISK RATING	TREND ARROW	RISK STATUS
The capacity and appetite of the community and social sectors	Ian Bancroft - Chief Officer - Organisational Change 1	Dawn Holt - Alternative Delivery Models and Transforming Social Services Programme Manager	Amber	Yellow	↓	Open
<p>Potential Effect: No increase in the number and strength in community and social sectors, which in turn will mean no increase in the support to local communities to help them become more resilient.</p> <p>Management Controls:</p> <p>Progress Comment: This has now resulted in 8 Community Assets being transferred or in final stages of legal completion. The 8 Assets are: Connahs Quay Allotments, South Site Gwernymydd Village Hall Connahs Quay Swimming Pool Mancot Library Trelogan Village Hall Gwespyr Play Area Bagillt War Memorial Myndd Isa Community Centre and Library</p> <p>Last Updated: 14-Jun-2016</p>						




ISK TITLE	LEAD OFFICER	SUPPORTING OFFICERS	INITIAL RISK RATING	CURRENT RISK RATING	TREND ARROW	RISK STATUS
The willingness of the workforce and trade unions to embrace change	Ian Bancroft - Chief Officer - Organisational Change 1	Dawn Holt - Alternative Delivery Models and Transforming Social Services Programme Manager				Open
<p>Potential Effect: No increase in strength of community and social sectors and few asset transfers of Alternative Delivery Models established.</p> <p>Management Controls:</p> <p>Progress Comment: Alternative Delivery Model (ADM) work in a number of services has resulted in completed business plans which managers have lead the development of and where appropriate engaged staff. The next phase of work will further engage the workforce in transition phase leading to implementation. Meetings with Unions have agreed a fortnightly meeting to update on ADMs and services are putting in place full staff engagement plans.</p> <p>Last Updated: 27-Apr-2016</p>						




RISK TITLE	LEAD OFFICER	SUPPORTING OFFICERS	INITIAL RISK RATING	CURRENT RISK RATING	TREND ARROW	RISK STATUS
Market conditions which the new alternative delivery models face	Ian Bancroft - Chief Officer - Organisational Change 1	Dawn Holt - Alternative Delivery Models and Transforming Social Services Programme Manager				Open
<p>Potential Effect: New Alternative Delivery Models will see a decrease in income and ultimately be un-sustainable.</p> <p>Management Controls:</p> <p>Progress Comment: No changes from Q3to Q4. Completed Alternative Deliver Model (ADM) business plans contain some initial considerations of market conditions but further more detailed planning market analysis work will be completed in the transitional phase for those business plans approved by Cabinet. Final Community Asset Transfer (CAT) plans are on the whole progressing. At the end of this, planning market analysis work will be tested with CATs.</p> <p>Last Updated: 27-Apr-2016</p>						




RISK TITLE	LEAD OFFICER	SUPPORTING OFFICERS	INITIAL RISK RATING	CURRENT RISK RATING	TREND ARROW	RISK STATUS
Limitations on public funding to subsidise alternative models	Ian Bancroft - Chief Officer - Organisational Change 1	Dawn Holt - Alternative Delivery Models and Transforming Social Services Programme Manager				Open
<p>Potential Effect: Alternative Delivery Models become unsustainable as it can't meet costs with reduced funding from the Council.</p> <p>Management Controls: Properly plan for reduced levels of council funding for each Alternative Delivery Model and to have worse case scenario plans for both ADM and council if funding decreases to unsustainable levels.</p> <p>Progress Comment: The "Is the Feeling Mutual" report published on behalf of Welsh Government identified the need to support Alternative Delivery Models (ADMs) and Community Asset Transfers (CATs) with national support and resource. The Action Plan for this work has been published for consultation and identified some funding to support local authorities and new ADMs. As a Council we responded stating the need for this funding to be put in place quickly to help offset this risk. Welsh Government have now launched their ADM action plan and we will know after elections what level of funding this may or may not provide to support the work.</p> <p>Last Updated: 27-Apr-2016</p>						

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RISK TITLE	LEAD OFFICER	SUPPORTING OFFICERS	INITIAL RISK RATING	CURRENT RISK RATING	TREND ARROW	RISK STATUS
The scale of the financial challenge.	Helen Stappleton - Chief Officer - People and Resources	Gary Ferguson - Corporate Finance Manager				Open
<p>Potential Effect: The Council does not have the ability and appetite to make big and challenging decisions for the future.</p> <p>Management Controls:</p> <p>Progress Comment: Part 2 of the MTFs 'Meeting the Financial Challenge' was published in September 2015, setting out how the Council plans to meet the challenge. The Welsh Government published the Provisional Local Government Settlement for the 2016/17 financial year on 9 December. The detail and implications of the Settlement for Flintshire were summarised in a report to Cabinet on 19 January 2016. The average reduction in funding across Wales was 1.4% with Flintshire being advised of a reduction of 1.5%. Although this was still a significant reduction in core funding for Flintshire, it was less than had been assumed in the initial forecast and had the effect of improving the overall position by £3.770m. The Settlement also notified of some intended reductions in specific grants such as the Single Environment Grant and the Families First Grant which will add further pressure to specific service areas. The announcement is later than previous years due to the next UK Spending Review and notification of the final amount of funding will not be known until the Welsh budget is approved in March 2016. However, it is not envisaged that there will be any significant change to the funding notified at the provisional stage and the budget for 2016/17 will be set based on the provisional settlement figures.</p> <p>Last Updated: 01-Jun-2016</p>						

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	Helen Stappleton - Chief Officer - People and Resources	Sharon Carney - Lead Business Partner				Open
<p>Potential Effect:</p> <p>Management Controls:</p> <p>Progress Comment: The extensive programme to consider alternative delivery models across a range of services will continue to impact on available resources across portfolios and support services. Support services will need to be prioritised for those services progressing to the feasibility stage, although the numbers progressing to feasibility at this time is lower than originally anticipated. Additional/external support may be needed to support the services and support services as we near the commissioning stage.</p> <p>Last Updated: 01-Jun-2016</p>						

RISK TITLE	LEAD OFFICER	SUPPORTING OFFICERS	INITIAL RISK RATING	CURRENT RISK RATING	TREND ARROW	RISK STATUS
The pace of procurement collaborations and our limited control over their development.	Gareth Owens - Chief Officer - Governance	Arwel Staples - Strategic Procurement Manager				Open
<p>Potential Effect: Procurement efficiencies will not be realised.</p> <p>Management Controls: Engagement with the NPS where contracts do not represent value for money so that they can drive better value with the contractors, and if necessary securing opt outs from NPS contracts.</p> <p>Progress Comment: The National Procurement Service to date have developed 31 framework agreements. However, concerns are still on going whether the framework agreements actually provide the Council with cashable efficiencies when comparing current arrangements in place.</p> <p>Last Updated: 29-May-2016</p>						

RISK TITLE	LEAD OFFICER	SUPPORTING OFFICERS	INITIAL RISK RATING	CURRENT RISK RATING	TREND ARROW	RISK STATUS
Public attitude to accessing services on-line.	Clare Budden - Chief Officer - Community and Enterprise	Katie Clubb - Community Support Services Manager, Rebecca Jones - Customer Services Team Leader				Open
<p>Potential Effect: Targeted efficiencies to be achieved through people switching to accessing services will not be met.</p> <p>Management Controls:</p> <p>Progress Comment: There is evidence to support customers are shifting to accessing Council services electronically - see IP8.2.1M17</p> <p>Last Updated: 01-Jun-2016</p>						



CABINET

Date of Meeting	Tuesday 19 July 2016
Report Subject	Annual Performance Report 2015/16 Part 2
Cabinet Member	Leader
Report Author	Chief Executive
Type of Report	Strategic

EXECUTIVE SUMMARY

This is the second of our performance reports for 2015/16. It covers performance and achievements against our measures, milestones and risks within the Improvement Plan for 2015/16.

There has been steady progress to achieve all that was intended in an overall summary of six of our eight priorities; with just the Housing and Modern and Efficient Council priorities showing an overall 'amber' status. This is because we have an equal number of green and amber ratings; and take the lower of the two to be representative.

Similar good progress has been made when viewing achievement of measures against target and trend. Risks have been well managed with only 3 rated as high risk.

RECOMMENDATIONS	
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1	Cabinet Members are invited to consider the sufficiency of actions taken to manage delivery of the Improvement Priority impacts.
2	<p>To note the following: -</p> <ul style="list-style-type: none"> • the levels of progress and confidence in the achievement of key activities which seek to deliver the impacts of the Improvement Plan; • the levels of performance against Improvement Plan measures for year end; and

- The current (net) risk levels and targeted risk levels for the risks identified in the Improvement Plan and the arrangements to control them.

REPORT DETAILS

1.00	Improvement Plan 2015/16 Year End Progress																																									
1.01	The Council adopted the Improvement Plan for 2015/16 in June 2015 and this is the final monitoring update for 2015/16. The information within this will inform the Annual Performance Report, a draft of which will be presented to Cabinet in September.																																									
1.02	The Improvement Plan monitoring reports give explanations of the progress being made toward the delivery of the impacts set out in the 2015/16 Improvement Plan. The narrative is supported by measures and / or milestones which evidence achievement. In addition, there is an assessment of the strategic risks and the level to which they are being controlled.																																									
1.03	Individual sub-priority reports (14 in total) have been completed by the lead accountable officer. A summary of the reports has been brought together to provide this as a single report.																																									
1.04	An overall assessment is provided which is based on the detailed reports and is shown in the table below: -																																									
	<table border="1"> <thead> <tr> <th>Priority / Sub-priority</th> <th>Progress</th> <th>Outcome</th> </tr> </thead> <tbody> <tr> <td>Housing</td> <td>A</td> <td>A</td> </tr> <tr> <td>• Appropriate and Affordable Homes</td> <td>A</td> <td>G</td> </tr> <tr> <td>• Modern, Efficient and Adapted Homes</td> <td>G</td> <td>A</td> </tr> <tr> <td>Living Well</td> <td>G</td> <td>G</td> </tr> <tr> <td>• Independent Living</td> <td>G</td> <td>G</td> </tr> <tr> <td>• Integrated Community Social and Health Services</td> <td>G</td> <td>A</td> </tr> <tr> <td>• Safeguarding</td> <td>G</td> <td>G</td> </tr> <tr> <td>Economy and Enterprise</td> <td>G</td> <td>G</td> </tr> <tr> <td>• Business Sector Growth and Regeneration</td> <td>G</td> <td>G</td> </tr> <tr> <td>Skills and Learning</td> <td>G</td> <td>G</td> </tr> <tr> <td>• Modernised and High Performing Education</td> <td>G</td> <td>G</td> </tr> <tr> <td>• Apprenticeships and Training</td> <td>G</td> <td>G</td> </tr> </tbody> </table>	Priority / Sub-priority	Progress	Outcome	Housing	A	A	• Appropriate and Affordable Homes	A	G	• Modern, Efficient and Adapted Homes	G	A	Living Well	G	G	• Independent Living	G	G	• Integrated Community Social and Health Services	G	A	• Safeguarding	G	G	Economy and Enterprise	G	G	• Business Sector Growth and Regeneration	G	G	Skills and Learning	G	G	• Modernised and High Performing Education	G	G	• Apprenticeships and Training	G	G		
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1.05	<p>Monitoring the progress of our activities</p> <p>Each of the sub-priorities have high level activities which are monitored over time. 'Progress' monitors progress against scheduled activity and has been categorised as follows: -</p> <ul style="list-style-type: none"> • RED: Limited Progress – delay in scheduled activity; not on track • AMBER: Satisfactory Progress – some delay in scheduled activity, but broadly on track • GREEN: Good Progress – activities completed on schedule, on track <p>A RAG status is also given as an assessment of our level of confidence at this point in time in achieving the 'outcome(s)' for each sub-priority. Outcome has been categorised as: -</p> <ul style="list-style-type: none"> • RED: Low – lower level of confidence in the achievement of the outcome(s) • AMBER: Medium – uncertain level of confidence in the achievement of the outcome(s) • GREEN: High – full confidence in the achievement of the outcome(s) 																														
1.06	<p>A summary of our overall progress against the high level activities is provided as follows: -</p> <p>PROGRESS</p> <ul style="list-style-type: none"> • We are making good (green) progress in 44 (74.5%). • We are making satisfactory (amber) progress in 15 (25.5%). • None of our activities have made limited (red) progress. 																														

	<p>OUTCOME</p> <ul style="list-style-type: none"> • We have a high (green) level of confidence in the achievement of 46 (79%). • We have a medium (amber) level of confidence in the achievement of 10 (17%). • We have a low (red) level of confidence in the achievement of 2 (3%). • We have a no target (blue) level of confidence in the achievement of 1 (1%).
1.07	The two activities which were assessed as red for level of confidence in achieving the outcome with an explanation of why that assessment was made are as follows:
1.07a	<p>Deliver financial support to repair, improve and adapt private sector homes</p> <p>There has been an increase in the number of expressions of interest for financial support, which coincides with the launch of the Welsh Assembly Government Home Improvement Loan Scheme. There are currently 20 approved loans with the system awaiting a start on site with a further 16 moving through the system. In addition 10 of the new WG Home Improvement Loans are making their way through the assessment process. The full year target was not met, however, interest and loan completions continued to rise throughout the year.</p>
1.07b	<p>Develop and implement a four year financial plan that reflects anticipated funding, costs and efficiencies to support strategic decision making</p> <p>Part 1 of the Medium Term Financial Strategy (MTFS) was reported to Cabinet in June and Corporate Resources Overview and Scrutiny Committee in July. Part 1 forecasts the resources the Council is likely to have available over the next 3 years and details the cost pressures needing to be met from this reduced funding. Part 2 of the MTFS sets out the solutions and options for organisational efficiency and service changes, to work to close the challenging financial gap. This was published in September. The Council has been able to set a balanced budget for 2016/17 by applying the MTFS Part 2 solutions and taking a balanced risk approach to managing cost pressures and fluctuations in-year. Based on the risk assessment reported to Council when recommending the annual budget the risk of non-achievement of the 2016/17 budget and its planned financial efficiencies and controls can best be described as an amber risk. However, the achievement of the MTFS objectives and financial targets for 2017/18 (the third and final year of the current version) and then for 2018/19 (as the third and final year for the new version which is to be published for a rolling three year period 2016/17-2018/19) is classed as a red risk. This is due to the non-availability of an indicative Governmental budget for local government for</p>

	<p>the medium term, the lack of commitment by Governments to fund emerging and major cost pressures such as workforce costs and the rising costs in the care sector, and the uncertainty of UK budget forecasts and fiscal policy which will underpin the coming Chancellor's budget statement. Local government cannot plan with any certainty within these public sector funding conditions. Therefore, any financial planning by Flintshire County Council or any other council cannot be done with a sufficient level of certainty and assurance. This position is recognised by the Welsh Local Government Association (WLGA) as the representative body for local government, and independent commentators such as the Independent Commission for Local Government Finance in Wales. Flintshire is particularly exposed to financial risk as a Council which is low funded per capita and one which has minimal reserves having followed a responsible policy on avoiding accumulating excessive reserves and using balances to fund services wherever possible.</p>
1.08	<p>Monitoring Performance</p> <p>Analysis of performance against the Improvement Plan measures is undertaken using the RAG (Red, Amber, Green) status. This is defined as follows: -</p> <p>PERFORMANCE</p> <ul style="list-style-type: none"> • RED equates to a position of under-performance against target. • AMBER equates to a mid-position where improvement may have been made but performance has missed the target within an acceptable margin. • GREEN equates to a position of positive performance against target. • BLUE equates to a position of no target status.
1.09	<p>Analysis of year end levels of performance is provided as follows: -</p> <ul style="list-style-type: none"> • 46 (79%) had achieved a green RAG status • 10 (17%) had achieved an amber RAG status • 2 (3%) had achieved a red RAG status • 1 (1%) shows a no target blue RAG status <p>Analysis of key performance indicator trend was also undertaken. This is a comparison of current year performance with that of the previous year. Where trend analysis could be undertaken: -</p> <ul style="list-style-type: none"> • 62 (64%) of performance measures showed improved performance; • 31 (32%) showed performance which had downturned when compared with the previous year; and • 4 (4%) had maintained the same level of performance.
1.10	<p>Monitoring Risks</p>

	<p>Analysis of the current (net) risk levels for the strategic risks identified in the Improvement Plan is provided as follows: -</p> <ul style="list-style-type: none"> • 3 (6%) is high (red) • 30 (64%) are medium (amber) • 5 (11%) are low (green) • 9 (19%) are minor (yellow)
1.10a	<p>Trend analysis was also undertaken, comparing risk levels at the end of the year with those of the previous quarter. The analysis showed that:-</p> <ul style="list-style-type: none"> • 32 (68%) risks remained the same • 14 (29.8%) risks have reduced • 1 (2.2%) risk has increased
1.11	<p>The high (red) risks are detailed along with the reasons that have led to this assessment as follows: -</p>
1.11a	<p>Limited funding to address the backlog of known repair and maintenance works in education and youth assets will be further reduced to meet new pressures on the education and youth budgets School Modernisation remains a key tool in enabling the authority to invest in its school portfolio, this will involve a reduction on schools within the Council's portfolio and a reduction of unfilled places.</p>
1.11b	<p>The scale of financial change Part 2 of the MTFS 'Meeting the Financial Challenge' was published in September 2015, setting out how the Council plans to meet the challenge. The Welsh Government published the provisional Local Government Settlement for the 2016/17 financial year on 9th December. The detail and implications of the settlement for Flintshire were summarised in a report to cabinet on 19th January 2016. The average reduction in funding across Wales was 1.4% with Flintshire being advised of a reduction of 1.5%. Although this was still a significant reduction in core funding for Flintshire it was less than had been assumed in the initial forecast and had the effect of improving the overall position by £3.770m. The settlement also notified of some intended reductions in specific grants such as the Single Environment Grant and the Families First Grant which will add further pressure to specific service areas.</p>
1.11c	<p>The capacity and capability of the organisation to implement necessary changes. The extensive programme to consider alternative delivery models across a range of services has impacts on resources across portfolios and support services. This risk is now easier to mitigate as cabinet has determined the 5 services that are establishing new alternative delivery models. These decisions were completed in May 2016. As a result resource and support</p>

	plans have now been developed to ensure there is capacity and capability in place to deliver new models by 2017.
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2.0	RESOURCE IMPLICATIONS
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2.01	Resource implications have been considered during preparation of the Medium Term Financial Strategy and will continue to be monitored during the regular budget monitoring and financial planning arrangements.
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3.00	CONSULTATIONS REQUIRED / CARRIED OUT
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3.01	All Overview and Scrutiny Committees will have the opportunity to consider and review the 2015/16 performance of their appropriate Improvement Plan priorities.
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4.00	RISK MANAGEMENT
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4.01	Delivery of the plan objectives is risk managed as part of each of the sub priorities of the Improvement Plan and is monitored and reported against quarterly by the Overview and Scrutiny Committees.
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5.00	APPENDICES
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5.01	Appendix 1 – Improvement Plan 2012 - 2017
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6.00	LIST OF ACCESSIBLE BACKGROUND DOCUMENTS
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6.01	None Contact Officer: Karen Armstrong, Telephone: 01352 702740 E-mail: karen.armstrong@flintshire.gov.uk
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7.00	GLOSSARY OF TERMS
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7.01	Improvement Plan: the document which sets out the annual priorities of the Council. It is a requirement of the Local Government (Wales) Measure 2009 to set Improvement Objectives and publish an Improvement Plan. Corporate Assessment: in 2013/14 the Wales Audit Office (WAO) began a new four year cycle of Corporate Assessments of improvement authorities in Wales. An in depth Corporate Assessment reports on the Council's track record of performance and outcomes as well as the key
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arrangements necessary to underpin improvements in services and functions. Flintshire's first Corporate Assessment was conducted in late 2014 and the report on its outcomes was included in the Annual Improvement Report reported to Cabinet in March 2015.

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



Annual Performance Progress Report 2015/16

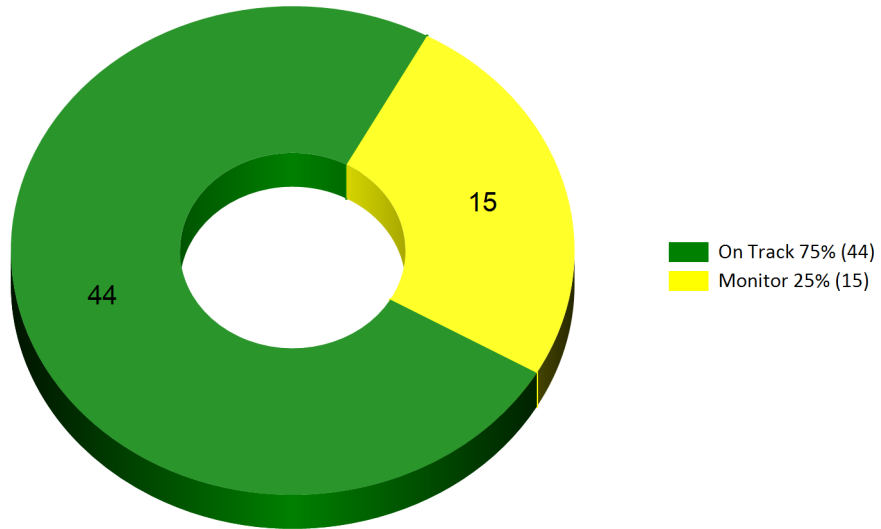
Flintshire County Council

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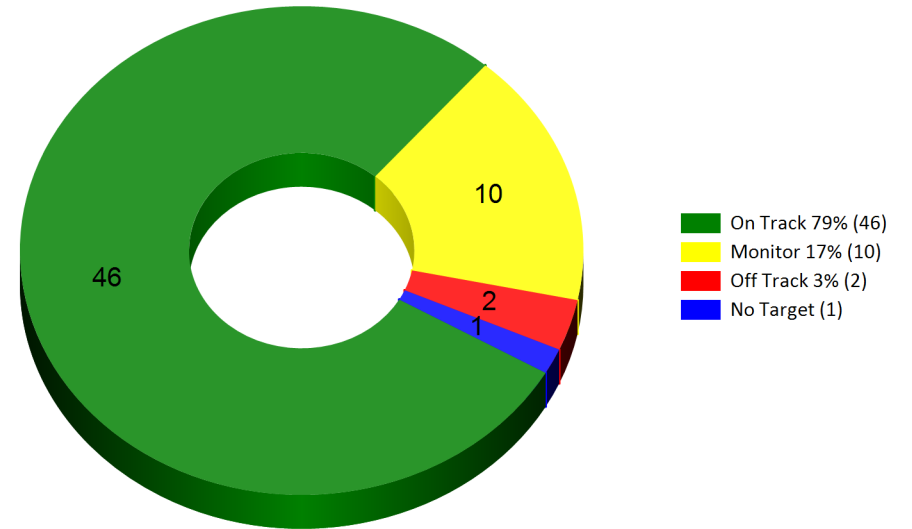


Print Date: 05-Jul-2016

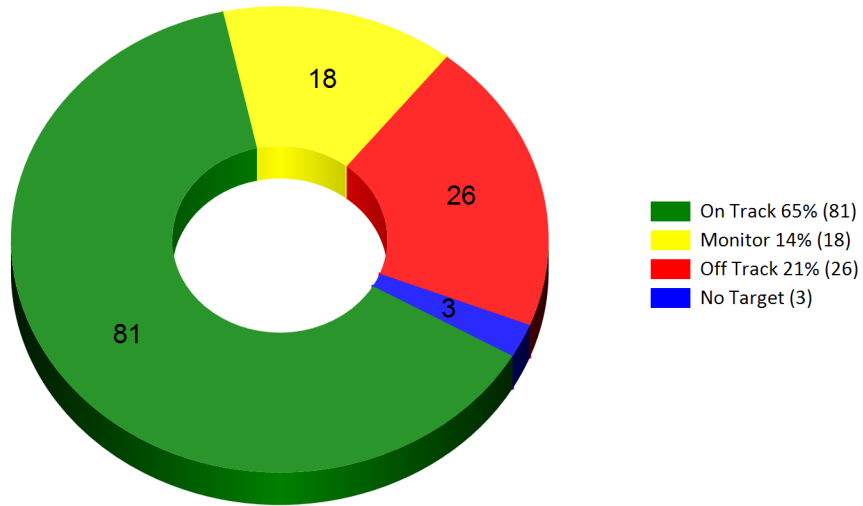
Action Progress RAG Status



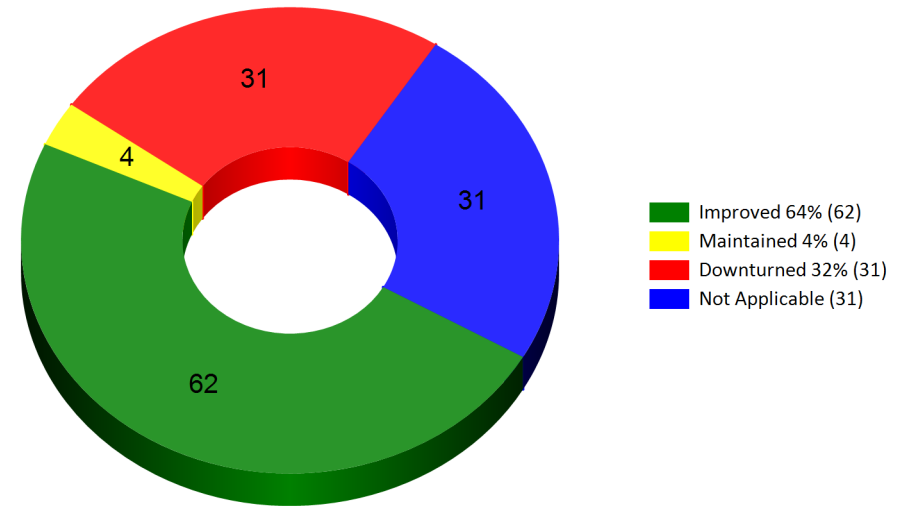
Action Outcome RAG Status



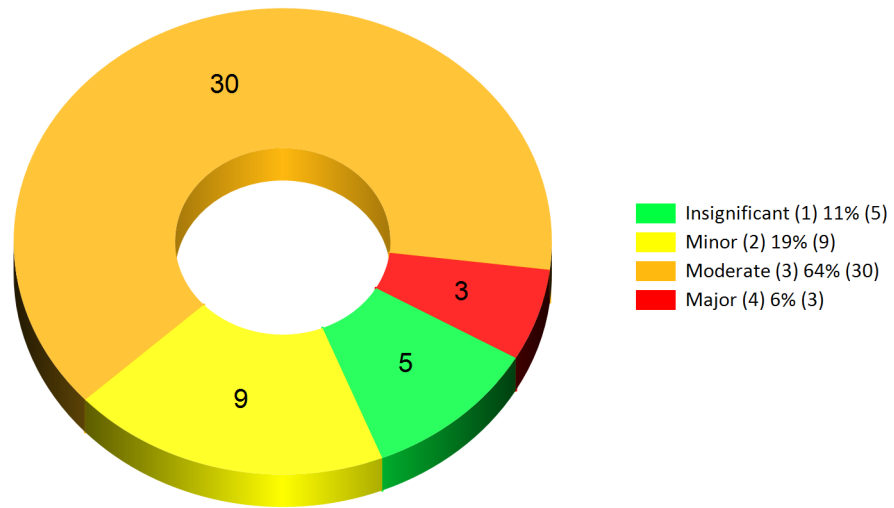
KPI Progress RAG Status



KPI Trend Status





Current Risk Status



1 Housing



Actions

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
1.1.1.1 Meet the new homeless prevention duties of the new Wales Housing Act 2014	Pam Davies - Housing Options Team Leader	In Progress	01-Apr-2015	31-Mar-2016	70.00%	 AMBER	 AMBER

ACTION PROGRESS COMMENTS:

Changes to service delivery have streamlined requests for housing assistance by ensuring each request is referred to the most appropriate service to address the customers housing problems. Only customers where homelessness cannot be resolved at the first point of contact and who have been identified as homeless or threatened with homelessness are referred to the housing solutions team for more specialist intervention work. A number of leased properties have been commissioned which provide suitable temporary units for homeless people on an interim basis, these all comply with the Suitability of Accommodation (Wales) Order 2015 and will help to reduce the future use of B&B. The service continues to work in partnership with Shelter Cymru who provide an independent advice service to our customers whilst also ensuring the service complies with requirements of the legislation. A positive approach between housing and Environmental Health has brought both part 1 and 2 of the legislation together by ensuring properties in the private sector, which are secured to prevent homelessness, meets the standards under the Housing, Health & Safety rating system and Healthy Homes. The service continues to work in partnership with other internal and external agencies to ensure a holistic approach is taken to address homelessness.

Last Updated: 05-Jul-2016



ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
1.1.1.2 Stimulate the growth of affordable housing	Denise Naylor - Customer Services Manager	Ongoing	01-Apr-2015	31-Mar-2016	-	 AMBER	 GREEN

ACTION PROGRESS COMMENTS:

The Council is working to develop a number of new delivery streams to stimulate the growth of affordable housing in Flintshire. Good progress continues to be made through the Council's Strategic Housing And Regeneration Programme (SHARP) with planning and Cabinet approval achieved for a new council housing scheme for 12 new properties at the former Custom House School, Connah's Quay. Planning has also been received for 92 new Council (30) and 62 (affordable) for The Walks, Flint. The scheme will be presented to Cabinet for approval in May 2016. Community consultation has been scheduled for proposed schemes at Maes y Meillion and Heol y Goron Leeswood and Redhall, Connah's Quay. Further work is being undertaken on a number of Council-approved schemes which will be presented to Cabinet to consider later in 2016 which will include detailed cost plans. The work is overseen by fortnightly meetings the SHARP Design Team which included representatives from Wates (the development partner), Planning, Highways, Housing, Streetscene, Building Control and Design and Consultancy Team. A report was considered by Community and Enterprise Scrutiny Committee in February 2016 which provided an update on the provision of new social and affordable housing schemes in Flintshire. The report focused upon the primary mechanisms for delivering new social and affordable housing in Flintshire including the Council's Strategic Housing And Regeneration Programme (SHARP), Social Housing Grant (SHG) Programme and affordable housing secured through Section 106 Planning Agreements with

private developers. The Committee agreed to support the overall approach in the delivery of new social and affordable housing in Flintshire, including: · Flintshire’s Social Housing Grant (SHG) Programme for the delivery of 277 new social and affordable new homes during the period 2015/16 to 2018/19 · Proposals for the projected delivery of 132 new homes through Section 106 Planning Agreements agreed to date for the period 2015/16 to 2017/18 · The development of policy initiatives to increase supply of local affordable housing provision



Last Updated: 14-Jun-2016

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
1.1.1.3 Meet the duties of the Wales Housing Act 2014 for the Traveller Community	Denise Naylor - Customer Services Manager	Ongoing	01-Apr-2015	31-Mar-2016	-	 AMBER	 GREEN

ACTION PROGRESS COMMENTS:

The Gypsy/Traveller Accommodation Assessment has been completed and is now being finalised and prepared for consideration by Cabinet before final submission to Welsh Government. The final assessment will provide an indication of the number of both temporary and permanent Gypsy Traveller pitches required in the County. The Gypsy Traveller working group will consider the findings and prepare options to meet the requirements of the Wales Housing Act 2014 in respect of the traveller community.

Last Updated: 14-Jun-2016



ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
1.1.1.4 Develop our extra care provision to provide units in Flint and Holywell	Jane M Davies - Senior Manager, Safeguarding & Commissioning	In Progress	01-Apr-2015	31-Mar-2016	50.00%	 GREEN	 GREEN



ACTION PROGRESS COMMENTS:



Quarter 4. The Flint scheme has all planning approvals and building regulations completed. Contracts are being completed to enable Anwyl to begin construction in mid June. The proposed site for the Holywell development is being assessed. Wales & West HA are coordinating a valuation of the site with FCC support. Consultation and information sharing activities will be undertaken with Members, Town Council representatives and residents prior to the submission of any planning applications. The scheme will also be presented to the Design Commission for Wales in Cardiff, to secure further support for the project. Quarter 3: Planning permission has been granted and pre-commencement planning conditions reviewed. Building Regulations has conditional approval, with the discharge of conditions ongoing. Archaeological work on the site has been back-filled, now awaiting final completion to enable the development to commence. The scheme partner, Pennaf, have confirmed Anwyl as the appointed contract developer, with contract documents in preparation for hand-over and work to begin on site in February 2016. With approximately an 18 month build, the scheme would be opened during Summer 2017. Pennaf are working closely with the FCC Highways department and the Health Board (BCUHB), to ensure that co-ordinated traffic management plans are in place during the respective housing and health centre developments. Outline planning permission was refused for the Holywell Extra Care scheme in April 2015 as a result of concerns regarding the site chosen and the impact of the loss of parking to the town. Alternative sites and designs are being reconsidered with the scheme partner Wales & West, to ensure that a quality and viable scheme can be developed within the Holywell area. There will be close consultations and information sharing with local members, town councillors and residents prior to formal planning applications being submitted. Q2 Update: The scope of the archaeology work has been expanded as a result of the excavations to date, which have revealed areas of regional and national archaeological importance.

A build start date on site of February 2016 is now expected. With approximately an 18 month build, the scheme would be opened approximately November 2017. Outline planning permission was refused for the Holywell Extra Care scheme in April 2015 as a result of concerns regarding the site chosen and the impact of the loss of parking to the town. Alternative sites are being reconsidered and explored before planning is re-submitted. The aim is to have outline planning permission by October 2015. The design is still to be agreed and will commence as soon as an agreed site has been identified and received outline planning permission. Quarter 1: Full planning permission was granted for the Flint Extra Care scheme in April 2015. The design was signed off by Social Services in May. The service model will be agreed in partnership with Pennaf. The build is scheduled to commence in October 2015, subject to the movement of utilities and completion of the archaeology surveys. It will be an 18 month build and completion is aimed for April 2017.

Last Updated: 02-Jun-2016

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
1.1.1.5 Increase the number of affordable homes in Flintshire (SHARP Programme)	Denise Naylor - Customer Services Manager	Ongoing	01-Jan-2016	31-Mar-2021	-	 GREEN	
ACTION PROGRESS COMMENTS: Planning permission for 12 new Council houses on the former Custom House Lane School, Connah's Quay has been granted and basic ground works will commence at the beginning of May 2016. Planning permission for The Walks development in Flint has been granted and works are scheduled to commence in July 2016 subject to the Board and Cabinet approval in May 2016. Work is being undertaken to bring forward sites at Redhall, Connah's Quay and Maes y Meilion and Heol y Goron, Lesswood for planning and Cabinet approval. Work is also undergoing to bring additional Council-approved sites forward into the SHARP Housing Programme. These will be presented to Cabinet for consideration later in 2016 and will include full scheme description and detailed cost plans.							
Last Updated: 14-Jun-2016							



ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
1.1.2.1 Reduce the number of long term vacant homes	Gavin Griffith - Housing Regeneration & Strategy Manager	Completed	01-Apr-2015	31-Mar-2016	100.00%	 GREEN	
ACTION PROGRESS COMMENTS: Performance has been strong with 32 long term vacant properties returned to use against a target of 30. This is as a result of additional funds through Vibrant & Viable Places being made available for the Living Over The Shops initiative and the high demand for Houses into Homes loan funding.							
Last Updated: 09-Jun-2016							

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
1.1.2.2 Deliver the six year asset management strategy to meet the Welsh Housing Quality Standard across all Flintshire Council homes	Sean O'Donnell - Contract Surveyor	In Progress	01-Apr-2015	31-Mar-2016	20.00%	 GREEN	 GREEN

ACTION PROGRESS COMMENTS:

The strategy has been developed and approved. The capital works team have completed all the main tendering exercises and are currently delivering the projects on site. Approximately 5% reflects the progress made with the tendering processes and a further 10% commencing onsite with the new Contractors. Additional Contractors have been procured to assist on major work streams to ensure full delivery and customer satisfaction onsite. Excellent progress has been made in the first year with only one element of the external work stream continuing into the first quarter of the new financial year. The majority of the major work streams have all been procured on 2/3/4 year rolling contracts and therefore delivery onsite will continue seamlessly into the new financial year. 100% will only be achieved once the whole six year plan is delivered.

Last Updated: 01-Jun-2016

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
1.1.2.3 Deliver financial support to repair, improve and adapt private sector homes	Gavin Griffith - Housing Regeneration & Strategy Manager	In Progress	01-Apr-2015	31-Mar-2016	55.00%	 AMBER	 RED

ACTION PROGRESS COMMENTS:

There has been an increase in the number of expressions of interest for financial support, which coincides with the launch of the Welsh Government Home Improvement Loan Scheme. There are currently 20 approved loans with the system awaiting a start on site with a further 16 moving through the system. In addition 10 of the new WG Home Improvement Loans are making their way through the assessment process. The full year target was not met, however, interest and loan completions continued to rise throughout the year.


Last Updated: 14-Jun-2016

Performance Indicators

KPI Title	Previous Year Actual	Actual	Performance Indicator Trend	Target	Performance RAG
IP1.1.1M01 The number of households where homelessness is prevented by the use of the private rented sector	No Data	148	N/A	N/A	
<p>Lead Officer: Katie Clubb - Community Support Services Manager Reporting Officer: Pam Davies - Housing Options Team Leader Aspirational Target: Progress Comment: All 148 households were assisted to secure accommodation through prevention or relief duties. Cashless deposit bonds were also provided to all clients and some also received rent in advance through spend to save.</p> <p>Last Updated: 15-Jun-2016</p>					
KPI Title	Previous Year Actual	Actual	Performance Indicator Trend	Target	Performance RAG
IP1.1.1M02 The number of households where the Council has discharged its full statutory duty into private rented accommodation	No Data	2	N/A	N/A	
<p>Lead Officer: Katie Clubb - Community Support Services Manager Reporting Officer: Pam Davies - Housing Options Team Leader Aspirational Target: Progress Comment: 2 households were accommodated in the private sector as a result of discharging the councils full homeless duties. The service has mainly accessed private sector properties in order to prevent homelessness rather than the use of the full discharge of duty.</p> <p>Last Updated: 23-Jun-2016</p>					
KPI Title	Previous Year Actual	Actual	Performance Indicator Trend	Target	Performance RAG
IP1.1.1M03 (HHA/013) - The percentage of all potentially homeless households for whom homelessness was prevented for at least 6 months	No Data	98.28	N/A	90	


Lead Officer: Katie Clubb - Community Support Services Manager
Reporting Officer: Pam Davies - Housing Options Team Leader
Aspirational Target: 90.00
Progress Comment: Although it is pleasing to report that we have a prevention / relief success rate of 98.28 %, the new legislation means this is not worked out exactly the same as for the previous year so a comparison could be misleading. There are a number of open cases that have not been closed yet. The figures do not include those cases where the customer has withdrawn from the service or failed to engage. It is expected that the outcomes for many of the cases presenting in 2015/16 will be reported in 2016/17 figures as their cases have not been closed yet.

Last Updated: 15-Jun-2016

KPI Title	Previous Year Actual	Actual	Performance Indicator Trend	Target	Performance RAG
IP1.1.1M04 The number of gifted new homes realised through Section 106 Planning Agreement between the Council, NEW Homes and the developers	No Data	6	N/A	9	 AMBER




Lead Officer: Melville Evans - Strategic Housing and Regeneration Programme (SHARP) Programme Manager
Reporting Officer: -
Aspirational Target:
Progress Comment: 2 properties transferred to NEW Homes at Overleigh Drive, Hawarden in Quarter 4. Total NEW Homes transferred under Section 106 agreement during 15/16 is 6.

Last Updated: 14-Jun-2016


KPI Title	Previous Year Actual	Actual	Performance Indicator Trend	Target	Performance RAG
IP1.1.2M05 Repair / improve 40 private sector dwellings through the Council's capital programme and Welsh Government's national Home Improvement Loan	No Data	23	N/A	40	 RED

Lead Officer: Niall Waller - Enterprise and Regeneration Manager
Reporting Officer: Gavin Griffith - Housing Regeneration & Strategy Manager
Aspirational Target:
Progress Comment: A further 10 loans were completed this quarter, with 9 Property Appreciation Loans and 1 Home Improvement Loan.


Last Updated:

KPI Title	Previous Year Actual	Actual	Performance Indicator Trend	Target	Performance RAG
IP1.1.2M06 (PSR/009a) The average number of calendar days taken to deliver a Disabled Facilities Grant for Children.	619	455	▲	316	 RED
<p>Lead Officer: Niall Waller - Enterprise and Regeneration Manager Reporting Officer: Gavin Griffith - Housing Regeneration & Strategy Manager Aspirational Target: 223.00 Progress Comment: This represents one completion during Quarter 4 of a complex nature.</p> <p>Last Updated:</p>					
KPI Title	Previous Year Actual	Actual	Performance Indicator Trend	Target	Performance RAG
IP1.1.2M07 (PSR/009b) the average number of calendar days taken to deliver a Disabled Facilities Grant for Adults	322.18	293.23	▲	247	 AMBER
<p>Lead Officer: Niall Waller - Enterprise and Regeneration Manager Reporting Officer: Gavin Griffith - Housing Regeneration & Strategy Manager Aspirational Target: 204.00 Progress Comment: This represents 25 completions during Q4, one of which was highly complex and impacted on the average.</p> <p>Last Updated:</p>					
KPI Title	Previous Year Actual	Actual	Performance Indicator Trend	Target	Performance RAG
IP1.1.2M08 The number of empty homes brought back into use through the Welsh Government Houses into Homes Scheme	30	34	▲	30	 GREEN

Lead Officer: Niall Waller - Enterprise and Regeneration Manager
Reporting Officer: Gavin Griffith - Housing Regeneration & Strategy Manager
Aspirational Target:
Progress Comment: There were no units completed through Houses into Homes in this quarter, however two applications are currently being processed. However, two further units were completed in quarter 4 bringing the total to 6 in 2015/16.
 Last Updated: 09-Jun-2016

KPI Title	Previous Year Actual	Actual	Performance Indicator Trend	Target	Performance RAG
IP1.1.2M09 Capital Works Target – Heating Upgrades	966	192	↓	335	 RED

Lead Officer: Tony Jones - Capital Works Team Manager
Reporting Officer: Sean O'Donnell - Contract Surveyor
Aspirational Target:
Progress Comment: It was anticipated that the installation of new heating systems in the Treuddyn would have commenced in the 3rd quarter, however delays to the installation of the off gas infrastructure meant that planned heating installations could not be undertaken and will be rescheduled for the new financial year.
 The uptake of new gas central heating systems has been lower than anticipated due to the relevant decreases in Oil prices (23.8 p/litre).
 The Capital Works Team will be reassessing and revisiting these properties next year (2016-2017) as Oil prices increase with a view to encouraging tenants to move to a more sustainable system.
 Last Updated:

KPI Title	Previous Year Actual	Actual	Performance Indicator Trend	Target	Performance RAG
IP1.1.2M10 Capital Works Target – Kitchen Replacements	1023	1393	↑	1149	 GREEN

Lead Officer: Tony Jones - Capital Works Team Manager

Reporting Officer: Sean O'Donnell - Contract Surveyor

Aspirational Target:

Progress Comment: The target for 2015-2016 was to upgrade 1149 kitchens to comply with the WHQS Standards.

Due to procurement, tendering, interviewing contractors and pre-survey works quarters 1 & 2 were always predicted to deliver low numbers of upgrades with the main delivery being undertaken in quarters 3 & 4.


Throughout the year some issues were experienced by some contractors in terms of the numbers of the required upgrades to be delivered each week. Through effective contract management, delivery onsite was reduced to ensure improved quality of delivery and customer satisfaction. Additional contractors were procured in quarter 3 to ensure full programme delivery by year end.

It is pleasing to note that from a total of 1149 kitchens planned, 1393 were actually visited and upgraded to comply with the WHQS.

As these contracts are rolling programmes delivery onsite will continue into the new financial year with consistent numbers upgraded each quarter.

Last Updated:

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KPI Title	Previous Year Actual	Actual	Performance Indicator Trend	Target	Performance RAG
IP1.1.2M11 Capital Works Target – Smoke Detectors	439	508	↑	500	 GREEN

Lead Officer: Tony Jones - Capital Works Team Manager

Reporting Officer: Sean O'Donnell - Contract Surveyor


Aspirational Target:

Progress Comment: The in house Responsive Repairs Team carried out the Smoke Detector installation programme.

Throughout the year issues were experienced with regards to No Access however the team managed to overcome these to ensure full delivery of the planned programme.

Positively 508 installations were undertaken against a target of 500.

Last Updated:

KPI Title	Previous Year Actual	Actual	Performance Indicator Trend	Target	Performance RAG
IP1.1.2M12 Capital Works Target – Bathroom Replacements	127	1688	▲	1507	 GREEN

Lead Officer: Tony Jones - Capital Works Team Manager
Reporting Officer: Sean O'Donnell - Contract Surveyor
Aspirational Target:
Progress Comment: The target for 2015-2016 was to upgrade 1507 bathrooms to comply with the WHQS Standards.


Due to procurement, tendering, interviewing contractors and pre-survey works quarters 1 & 2 were always predicted to deliver low numbers of upgrades with the main delivery being undertaken in quarters 3 & 4.

Throughout the year some issues were experienced by some contractors in terms of the numbers of the required upgrades to be delivered each week. Through effective contract management, delivery onsite was reduced to ensure improved quality of delivery and customer satisfaction. Additional contractors were procured in quarter 3 to ensure full programme delivery by year end.

It is pleasing to note that from a total of 1507 bathrooms planned, 1688 were actually visited and upgraded to comply with the WHQS.

As these contracts are rolling programmes delivery onsite will continue into the new financial year with consistent numbers upgraded each quarter.

Last Updated:

KPI Title	Previous Year Actual	Actual	Performance Indicator Trend	Target	Performance RAG
IP1.1.2M13 (IPH3M1) - Capital Programme expenditure on improvement work streams (Managing expenditure within or below budget to maximise available financial resources - Capital works budget)	12000000	20378253.75	▼	21000000	 GREEN

Lead Officer: Tony Jones - Capital Works Team Manager
Reporting Officer: Sean O'Donnell - Contract Surveyor
Aspirational Target:
Progress Comment: Excellent progress has been made in Year 1 of the revised 6 Year Delivery Programme with £20m of the overall programme being delivered.

Only one work stream, that being the Whole House Envelope Project, continued into the new financial year resulting in a committed carry forward of £1.5m.

This was due to logistical issues with Scottish Power renewing cables and a slightly later start onsite than anticipated; with this being a new programme of works.

The remainder of the first years programme will be completed in quarter 1 of 2016-2017.

As projected at the beginning of the year the majority of work onsite was delivered in quarters 3 & 4. This was due to the extensive procurement exercises required to acquire all new contracts for the revised 6 Year Delivery Programme.

All contracts have been let on 2/3/4 year basis and therefore will continue seamlessly into the new financial year with consistent delivery each quarter.

Last Updated:

RISKS

Strategic Risk

RISK TITLE	LEAD OFFICER	SUPPORTING OFFICERS	INITIAL RISK RATING	CURRENT RISK RATING	TREND ARROW	RISK STATUS
Homelessness will remain a growing area of demand due to the current economic climate	Clare Budden - Chief Officer - Community and Enterprise	Pam Davies - Housing Options Team Leader	Amber	Amber	↔	Open

Potential Effect: Rising numbers of homeless households requiring support or assistance from the Council
Management Controls: Ensure that homeless prevention activity continues to be prioritised
Progress Comment: The risks to the service will increase if we see a rise in demand for the service and if there are insufficient capacity or resources to meet this demand. Forthcoming changes as a result of welfare reform will also increase risks for this service area. For example homeless single people under the age of 35 will have limited housing options due to the change in the amount of housing benefit this client group will receive in the social housing sector.

Last Updated: 04-May-2016

RISK TITLE	LEAD OFFICER	SUPPORTING OFFICERS	INITIAL RISK RATING	CURRENT RISK RATING	TREND ARROW	RISK STATUS
Demand and aspirations for independent living will not be met	Neil Ayling - Chief Officer - Social Services	Michael Jones - Planning and Development Officer	Amber	Amber	↔	Open
<p>Potential Effect: Insufficient capacity within existing extra care provision Management Controls: Resolve the planning issues to the Holywell Extra Care Scheme Progress Comment: Alternative options are being explored with a view to ensuring that a viable site that is identified and considered through the planning processes.</p> <p>01/12/15 - This was updated on 30/10/2015 by Craig Macleod, however it has today been deleted as a project risk and re-added as a strategic risk.</p> <p>Last Updated: 01-Jun-2016</p>						

RISK TITLE	LEAD OFFICER	SUPPORTING OFFICERS	INITIAL RISK RATING	CURRENT RISK RATING	TREND ARROW	RISK STATUS
The supply of affordable housing will continue to be insufficient to meet community need	Clare Budden - Chief Officer - Community and Enterprise	Denise Naylor - Customer Services Manager, Melville Evans - Strategic Housing and Regeneration Programme (SHARP) Programme Manager	Red	Amber	↓	Open

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Potential Effect:

Management Controls: Continue to ensure that affordable housing is achieved on all sites where Local Planning Guidance No.9 is in force. Appoint to the vacant Affordable Housing Officer post.

Progress Comment: Plans for the future delivery of 277 new properties through the Council's Social Housing Grant (SHG), plus 132 Section 106 properties which will be realised through the Council's Planning system were presented by the Council's Community and Enterprise Overview Committee on the 10th February 2016.

Scrutiny Committee supported the overall approach to the delivery of new social and affordable housing in Flintshire, including:

- Flintshire's Social Housing Grant (SHG) Programme for the delivery of 277 new social and affordable new homes during the period 2015/16-2018/19;
- Proposals for the projected delivery of 132 new homes through Section 106 Planning Agreements agreed to date for the period 2015/16- 2017/18;
- Supports the development of policy initiatives to increase supply of local affordable housing provision, including revision of Section 106 Agreements, improved marketing and use of social media and improved arrangements for the use of Commuted Sums.

This is in addition to the SHARP which will deliver 500 new affordable (300) and Council (200) homes over the next five years across the county. The plan has been approved by Council Cabinet and NEW Homes Board and will also see the purchase of 8 additional affordable homes and the delivery of a further 13 new build units are due to be transferred to NEW Homes during 2015/16 from 3 schemes across the county, with 3 final properties in 2016/17, providing a total of 31 homes.

NEW Homes aims to borrow against its existing assets to secure new affordable housing units. Initial plans included in the financial modelling will see NEW Homes acquire 8 properties to let at affordable rents.

Last Updated: 01-Jun-2016

RISK TITLE	LEAD OFFICER	SUPPORTING OFFICERS	INITIAL RISK RATING	CURRENT RISK RATING	TREND ARROW	RISK STATUS
The increased work programme to deliver the WHQS will not be met due to the scale of the programme	Clare Budden - Chief Officer - Community and Enterprise	Nikki Evans - Senior Manager Council Housing Services	Yellow	Amber	↓	Open

Potential Effect:
Management Controls: Ensure sufficient staffing resource and effective procurement practices
Progress Comment: Excellent progress has been made in Year 1 of the revised 6 Year Delivery Programme with £20m of the overall programme being delivered. Only one work stream, that being the Whole House Envelope Project, continued into the new financial year resulting in a committed carry forward of £1.5m. This was due to logistical issues with Scottish Power renewing cables and a slightly later start onsite than anticipated; with this being a new programme of works. The remainder of the first years programme will be completed in quarter 1 of 2016-2017. As projected at the beginning of the year the majority of work onsite was delivered in quarters 3 & 4. This was due to the extensive procurement exercises required to acquire all new contracts for the revised 6 Year Delivery Programme. All contracts have been let on 2/3/4 year basis and therefore will continue seamlessly into the new financial year with consistent delivery each quarter.

Last Updated: 03-May-2016

RISK TITLE	LEAD OFFICER	SUPPORTING OFFICERS	INITIAL RISK RATING	CURRENT RISK RATING	TREND ARROW	RISK STATUS
Council funding for adaptations and home loans will not be sufficient to meet demand	Clare Budden - Chief Officer - Community and Enterprise	Gavin Griffith - Housing Regeneration & Strategy Manager	Yellow	Yellow	↔	Open

Potential Effect:
Management Controls: Strong budgetary control of council and Welsh Government resources to ensure as far as possible that demand, particularly statutory demand in the case of adaptations can be met.
Progress Comment:



RISK TITLE	LEAD OFFICER	SUPPORTING OFFICERS	INITIAL RISK RATING	CURRENT RISK RATING	TREND ARROW	RISK STATUS
Financial assistance available to repair residents' homes is not taken up by residents	Clare Budden - Chief Officer - Community and Enterprise	Gavin Griffith - Housing Regeneration & Strategy Manager	Amber	Amber	↔	Open

Potential Effect:
Management Controls: Ensure that the availability of financial support to homeowners is widely promoted.
Progress Comment:

RISK TITLE	LEAD OFFICER	SUPPORTING OFFICERS	INITIAL RISK RATING	CURRENT RISK RATING	TREND ARROW	RISK STATUS
Customer expectations for the timeliness of adaptations undertaken through disabled facilities grants will not be met due to competing demands on resources	Clare Budden - Chief Officer - Community and Enterprise	Gavin Griffith - Housing Regeneration & Strategy Manager	Amber	Amber	↔	Open
<p>Potential Effect:</p> <p>Management Controls: Recruit to currently vacant posts and continue to streamline processes and procedures. Introduces a complete electronic document management system</p> <p>Progress Comment: The recruitment of three posts is progressing as planned.</p> <p>The recruitment of two posts directly linked to the adaptations function is now underway. Further recruitment is planned to address the capacity gap caused by the increased WG resources of Home Improvement Loans, Houses into Homes Loans and Vibrant & Viable Places Energy works.</p> <p>Last Updated: 01-Jun-2016</p>						

2 Living Well



Actions

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
2.1.1.1 Ensure Care Home Provision within Flintshire enables people to live well and have a good quality of life.	Lin Hawtin - Commissioning Manager	In Progress	01-Apr-2015	31-Mar-2016	90.00%	 GREEN	 GREEN

ACTION PROGRESS COMMENTS:

1. Delivering the Dementia Awareness training to all care homes by September 2015 - We have delivered 5 initiatives through the dementia awareness programme and can report the following progress: Voucher Scheme- Session in Music/ Happy Time Activities completed by providers for EMI Care Homes Training for Care Staff- All training and Follow up session completed in Dance Circles/ Dementia Gardening. Equipment loans and delivery support- On going access to resources and 'Never Ending Story' with both resources and delivery support booked till January 16 Memory Cafes - 5 Memory Cafes established in Mold, Holywell, Mostyn, Flint and Buckley. With Care Homes attending and invited to every cafe. Sustainability Event of above services arranged for November 15 with all EMI Care Homes 2. Evaluating the impact (including satisfaction levels) of the pilot project being undertaken with Age Concern 'Listening Friends' by March 2016 -The project is being delivered by Age Connects North East Wales using a pool of existing volunteers. Training is on-going and volunteers are starting to set up regular visits to homes. Their progress will be reported through the Quality Circle. Q4 Update: 6 volunteers now trained and active, visiting 4 care homes. 3. Improving the quality of care through implementing pre-placement agreements for all care homes by May 2015 - Pre placement agreements have been sent to all care homes in Wales who have a Flintshire funded placement. the agreed start date was 1.6.15. We have received a challenge against the pre placement agreement from a home owner in Wrexham, following legal advice we have extended the date for return to 30.09.15 However approximately 80% of contracts have been returned signed 09/10/15 Challenge from provider in Wrexham is still on-going and the region have sought legal advice, a decision is to be made about making small amendments to 2 clauses Q3 progress: A sustainability Event was completed successfully with the full attendance of Care Homes, residents and providers. 2 projects were arranged for Care Homes to build upon dementia awareness and sustainability of the Voucher Scheme. Planned Projects include a Small Grant competition for enhanced environments in technology, reminiscence resources and outside space, and a Voucher scheme project enhancement using a Buy one Get one free model from providers via ICF funding. Q4 update: All homes contracting with FCC have now signed pre-placement agreements.

Last Updated: 05-May-2016



ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
2.1.1.2 Support greater independence for individuals with a frailty and / or disability.	Susie Lunt - Senior Manager, Integrated Services	Completed	01-Apr-2015	31-Mar-2016	100.00%	 GREEN	 GREEN

ACTION PROGRESS COMMENTS:

The baseline for the existing access routes for obtaining information, advice and access to community services has been completed and there is recognition for the benefit of

introducing a Single Point of Access for citizens and professionals alike. We are progressing our action plan in readiness for the implementation of the Single Point of Access and our duties under the Social Services and Wellbeing Act, as follows: 1. Adoption of outcome focused and person centred 'front door' approach to assessment. 2. Review of working practices to reflect the new approach and documentation. 3. Roll out of training and support programme to support staff to confidently offering information, advice and assistance. 4. Supporting the population of the new DEWIS Directory of Services (DoS). In terms of the SPOA position, the above actions remain in place and are on going. BCUHB have appointed to the area director post and strategic discussions should provide a clearer indication of when BCUHB are likely to deploy resources to SPOA. Dewis had had a soft launch across North Wales. A Flintshire information network is established, they will lead and oversee the continued population of information . The pilot of the night support service is underway and monitoring has taken place. A review of the pilot has been undertake as part of phase 1. Phase 2 will seek to establish the business benefits, e.g. cost effective, sustainable with flexible service model, dependent on the development agreements funding . January update: Health and Social Care staff are using the "What Matters" conversation at the front door, and progress is being made on getting the new documentation into Paris. There is a plan in place that links with the Act. We are continuing to support DEWIS and encouraging staff to use it. There will be a Phase 2 review of Night Time Support by the end of March 2016.



Last Updated: 31-May-2016

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
2.1.1.3 Strengthen and enhance prevention and early intervention services for vulnerable children and families.	Craig Macleod - Senior Manager, Children's Services & Workforce	Completed	01-Apr-2015	31-Mar-2016	100.00%	 GREEN	 GREEN

ACTION PROGRESS COMMENTS:

Quarter 4: The new operating structure has been formed with key management posts filled and recruitment processes in place for all additional vacancies. A Targeted Support Team has now been established which provides early intervention and targeted support. Quarter 3: A proposed operating structure has been developed in consultation with staff and the unions. Arrangements are in place for the proposed structure to be formally endorsed and implemented. The proposed structure responds to the key recommendations identified within the CSSIW Inspection Report. Included within this is the establishment of a targeted support team that will bring together and coordinate a range of early intervention services. A report on progress will be submitted to Scrutiny in March as part of an overall update on progress in responding to the CSSIW inspection recommendations. Quarter 2: A new structure for Children's Services has been developed and is currently out for consultation with all staff. The proposed structure responds to the key recommendations identified within the CSSIW Inspection Report. Included within this is the establishment of a targeted support team that will bring together and coordinate a range of early intervention services.

Last Updated: 02-Jun-2016

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
2.1.2.1 Continue integrating community based health and social care teams to provide consistent service across localities.	Janet Bellis - Localities Manager	In Progress	01-Apr-2015	31-Mar-2016	33.00%	 AMBER	 AMBER

ACTION PROGRESS COMMENTS:

Awaiting response from Health colleagues re organisation of community services. Q3 update: Health are looking at a site in Connah's Quay, although co-location is now unlikely to be achieved by March 2017. Q4 update: Co-location has not been achieved in Connah's Quay; however, negotiations are continuing and the identified site is still an option.

Last Updated: 02-Jun-2016

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
2.1.2.2 Ensure that effective services to support carers are in place as part of the integrated social and health services.	Lin Hawtin - Commissioning Manager	In Progress	01-Apr-2015	31-Mar-2016	75.00%	GREEN	GREEN

ACTION PROGRESS COMMENTS:

Consultation events with Vol orgs held March to July 2015 Wider consultation with all Flintshire Carers arranged for September 2015 Notification to Providers to end current contract and develop new contracts from April 2016 Final consultation with carers October 19th. Tender process to follow. March 2016 update: Draft tender specification is out for stakeholder comment. Contracts will be in place by September 2016.

Last Updated: 26-May-2016



ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
2.1.2.3 Influence the use of Intermediate Care Funds to support effective discharge from hospital and ensure a smoother transition between Health and Social Care services.	Craig Macleod - Senior Manager, Children's Services & Workforce	Completed	01-Apr-2015	31-Mar-2016	100.00%	GREEN	GREEN

ACTION PROGRESS COMMENTS:



Quarter 4: Projects continued to run well with additional funding from Welsh Government for January - March being utilised to ensure that demand could be met for example in relation to additional use of Step Up Step Down Beds . The budget was balanced at the end of the financial year. Planning for 16/17 gathered pace as further announcements and guidance relating to additional funding was made available by the Welsh Government, with discussions taking place at Senior Management/Chief Officer level within the Health Board and Local Authority to ensure that funding was directed appropriately in line with strategic and operational priorities. Quarter 3: Projects are running well with governance arrangements in place to assess and evaluate performance. Arrangements are in place for determining the allocation of funding for 16/17 to support effective intermediate care services with proposals to support and sustain existing services where there are specific pressure points. This includes the potential for supporting high quality Care Home provision and independent sector domiciliary support which plays an integral role in reducing pressures on hospital in terms of admissions and facilitating timely discharge. Quarter 2: All projects are live with governance arrangements in place to assess and evaluate performance. Joint 'East Division' planning sessions have taken place with Health, GP's and Wrexham LA to set an agreed vision for services in the area, including how ICF funding can be effectively deployed in future years. This work will inform funding priorities for 2016/17 onwards as part of a



strategic approach to bringing together services to support people in the community with effective interfaces with hospitals. Detailed quarterly performance reports incorporating quantitative performance data as well as case studies are produced and submitted to Welsh Government.

Last Updated: 02-Jun-2016

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
2.2.1.1 Create a single Safeguarding Unit to manage safeguarding and protection processes for adults, young people and children.	Jane M Davies - Senior Manager, Safeguarding & Commissioning	Completed	01-Apr-2015	31-Mar-2016	100.00%	 GREEN	 GREEN
ACTION PROGRESS COMMENTS: There is now an established Safeguarding Unit operational that covers both the adults and children's safeguarding processes and functions. The Unit is located in the Flint offices and has close contact with operational services in both Adults and Children's. Consideration is currently being given to the appointment of a dedicated Safeguarding Unit manager Last Updated: 23-Feb-2016							

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ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
2.2.1.2 Prepare for the new and additional safeguarding requirements of the SSWB Act.	Jane M Davies - Senior Manager, Safeguarding & Commissioning	In Progress	01-Apr-2015	31-Mar-2016	60.00%	 GREEN	 GREEN
ACTION PROGRESS COMMENTS: New Codes of Practice and Regulations legislation for safeguarding contained within the Social Services & Wellbeing Act (Wales) has been received March 2016. The North Wales Safeguarding Board and its associated groups are planning implementation of the new requirements. Flintshire's Safeguarding Unit are also working through the Codes of Practice and Regulations to ensure we are compliant with the new legislation. The Flintshire Corporate Safeguarding Panel now meets quarterly and each portfolio safeguarding champion is conducting a self assessment against the recent Auditor General for Wales' 'Review of Corporate Safeguarding Arrangements in Welsh Councils'. Last Updated: 20-Apr-2016							


ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
2.2.1.3 Strengthen arrangements within all Council portfolios to have clear responsibilities to address safeguarding.	Jane M Davies - Senior Manager, Safeguarding & Commissioning	In Progress	01-Apr-2015	31-Mar-2016	15.00%	 GREEN	 GREEN

ACTION PROGRESS COMMENTS:



Named safeguarding leads have been identified by each Chief Officer and they attend Corporate Safeguarding Panel which now meets quarterly. A self assessment is being completed against the recent Auditor General for Wales' 'Review of Corporate Safeguarding Arrangements in Welsh Councils' and once complete will be presented to the appropriate Scrutiny Committee.

Last Updated: 20-Apr-2016



Performance Indicators

KPI Title	Previous Year Actual	Actual	Performance Indicator Trend	Target	Performance RAG
IP2.1.1M01 (SCAL/025) Percentage of Flintshire care homes using the One Page Profile as the foundation to person-centred practice	No Data	100	N/A	50	 GREEN

Lead Officer: Lin Hawtin - Commissioning Manager
Reporting Officer: Nicki Kenealy - Contracts Team Manager
Aspirational Target: 50.00
Progress Comment: All 16 homes on the Person Centred Care programme are using the One Page Profile.
 Last Updated: 08-Jun-2016

KPI Title	Previous Year Actual	Actual	Performance Indicator Trend	Target	Performance RAG
IP2.1.1M02 (SCAL/027) Number of care homes which are a 'Service of Concern'	3	3		3	 GREEN


Lead Officer: Lin Hawtin - Commissioning Manager
Reporting Officer: Nicki Kenealy - Contracts Team Manager
Aspirational Target:
Progress Comment: There are 3 care homes who are deemed to be services of concern by CSSIW
 Last Updated:

KPI Title	Previous Year Actual	Actual	Performance Indicator Trend	Target	Performance RAG
IP2.1.1M03 (SCAL/028) Number of care homes in 'Escalating Concerns'	2	0		2	 GREEN

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Lead Officer: Lin Hawtin - Commissioning Manager
Reporting Officer: Nicki Kenealy - Contracts Team Manager
Aspirational Target:
Progress Comment: Zero homes are in Escalating Concerns


Last Updated:

KPI Title	Previous Year Actual	Actual	Performance Indicator Trend	Target	Performance RAG
IP2.1.1M04 (SCAL/023) - Percentage of referrals where support was maintained or reduced or no further support was required at the end of a period of Reablement.	77.81	85.46	▲	75	 GREEN

Lead Officer: Janet Bellis - Localities Manager
Reporting Officer: Jacque Slee - Performance Lead – Social Services
Aspirational Target:

Progress Comment: The outturn is slightly down on the last quarter but we are still well on track to meet our target at the end of this year.




Last Updated:

KPI Title	Previous Year Actual	Actual	Performance Indicator Trend	Target	Performance RAG
IP2.1.1M05 (FS/002) The percentage of service users who say that the advice and assistance received from the Family Information Service (FIS) enabled them to make an informed decision about childcare and family support.	97	100	▲	87	 GREEN

Lead Officer: Gail Bennett - Early Intervention Services Manager
Reporting Officer: Peter Wynne - Information Service Manager
Aspirational Target:

Progress Comment: During Q3, 402 tailored packages of information were provided to customers. Of these, 129 were sent a customer survey form and 19 responses were received, equivalent to 15%, of which 100% confirmed that they were able to make an informed decision about childcare and / or family support services from the advice and / or assistance received from the service. The FISF Service is planned to relocate to the Flint Office in January 2016 to increase partnership working between Social Services for Children, Housing and Adults with Learning Disabilities.


Last Updated:

KPI Title	Previous Year Actual	Actual	Performance Indicator Trend	Target	Performance RAG
IP2.1.2M06 (SCAL/030) Support people effectively through the use of 'step up and step down' beds	90	147	↑	90	 GREEN
<p>Lead Officer: Janet Bellis - Localities Manager Reporting Officer: Jacque Slee - Performance Lead – Social Services Aspirational Target: Progress Comment: A further 65 people were admitted between January and March, making the total number of people supported in the year 157, with 147 being new admissions in the year. Last Updated: 02-Jun-2016</p>					
KPI Title	Previous Year Actual	Actual	Performance Indicator Trend	Target	Performance RAG
IP2.1.2M07 (SCAL/026) The number of care homes in Flintshire signed up to the Six Steps to Success.	No Data	69	N/A	N/A	
<p>Lead Officer: Lin Hawtin - Commissioning Manager Reporting Officer: Nicki Kenealy - Contracts Team Manager Aspirational Target: Progress Comment: 22, inc 2 extra care facilities. They have completed the programme and will be awarded the accreditation in June 2016. Last Updated: 26-May-2016</p>					
KPI Title	Previous Year Actual	Actual	Performance Indicator Trend	Target	Performance RAG
IP2.1.2M08 (SCA/018c) - The percentage of identified carers of adult service users who were assessed or reassessed in their own right during the year who were provided with a service.	86.14	88.92	↑	82	 GREEN

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Lead Officer: Lin Hawtin - Commissioning Manager
Reporting Officer: Jacque Slee - Performance Lead – Social Services
Aspirational Target: 82.00
Progress Comment: Because of the paper pilot in line with the implementation of the integrated assessment framework we have been unable to collect reliable data for carers' assessments/ services for Quarter 4. New data collection processes are being implemented to ensure that we can capture all relevant data going forward.

Last Updated: 14-Jun-2016

KPI Title	Previous Year Actual	Actual	Performance Indicator Trend	Target	Performance RAG
IP2.1.2M09 (SCAL/029) Dementia Respect Empathy and Dignity (RED) project within GP surgeries	No Data	19	N/A	50	 RED


Lead Officer: Lin Hawtin - Commissioning Manager
Reporting Officer: Luke Pickering-Jones - Planning Officer
Aspirational Target:
Progress Comment: 3 GP Surgeries signed up in flintshire via Alzheimer's Society
 Average of 20 people in 12 months accessed the service
 Average of 17 people in 12 months signposted to other organisation
 Alzheimers Society Leaflets provided to all individuals accessing the service
 Average of 12 volunteers recruited

Last Updated: 02-Jun-2016

KPI Title	Previous Year Actual	Actual	Performance Indicator Trend	Target	Performance RAG
IP2.1.2M10 (SCA/001) – The rate of delayed transfers of care for social care reasons.	2.05	3.39		2	 AMBER


Lead Officer: Janet Bellis - Localities Manager
Reporting Officer: Jacque Slee - Performance Lead – Social Services
Aspirational Target: 2.00
Progress Comment: All delays are notified by Health to Locality Services monthly or more frequently, so that steps can be taken to ensure timely discharge. A significant number of delays this year were due to people waiting for mental health placements.

Last Updated: 14-Jun-2016

KPI Title	Previous Year Actual	Actual	Performance Indicator Trend	Target	Performance RAG
IP2.2.1M11 (SCA/019) The percentage of adult protection referrals where the risk was managed.	98.91	100	↑	98	 GREEN


Lead Officer: Jane M Davies - Senior Manager, Safeguarding & Commissioning
Reporting Officer: Jacque Slee - Performance Lead – Social Services
Aspirational Target: 100.00
Progress Comment: In all cases the level of risk was managed.

Last Updated: 14-Jun-2016

KPI Title	Previous Year Actual	Actual	Performance Indicator Trend	Target	Performance RAG
IP2.2.1M12 (SCC/014) – The percentage of initial child protection conferences held within 15 days of the strategy discussion.	97.84	86.3	↓	95	 RED



Lead Officer: Jane M Davies - Senior Manager, Safeguarding & Commissioning
Reporting Officer: Jacque Slee - Performance Lead – Social Services
Aspirational Target: 98.00
Progress Comment: Conferences for 3 families were held outside timescales due to capacity in the calendars of the conference chairs.

Last Updated: 02-Jun-2016

KPI Title	Previous Year Actual	Actual	Performance Indicator Trend	Target	Performance RAG
IP2.2.1M13 (SCC/034) – The percentage of child protection reviews completed within timescales.	100	99.24	↓	98	 GREEN
<p>Lead Officer: Jane M Davies - Senior Manager, Safeguarding & Commissioning Reporting Officer: Jacque Slee - Performance Lead – Social Services Aspirational Target: 100.00 Progress Comment:</p>					

RISKS

Strategic Risk

RISK TITLE	LEAD OFFICER	SUPPORTING OFFICERS	INITIAL RISK RATING	CURRENT RISK RATING	TREND ARROW	RISK STATUS
Service users and carers do not take advantage of community and universal opportunities that would encourage greater independence.	Neil Ayling - Chief Officer - Social Services	Susie Lunt - Senior Manager, Integrated Services			↓	Closed
<p>Potential Effect: Increasing demand on statutory services. Management Controls: Regular performance and activity data is produced to continually monitor and project service demand. Roll out of Integrated Assessment - Action Plan "Preparing for the new Act" Review of our funding arrangements with the voluntary sector to help us ensure that we target resources in ways that enables the voluntary sector to provide early support to people and reduce/delay the need for statutory intervention. Launch of remodelled website with a clear message about accessing universal and community networks for support. Progress Comment: We continue to collect and use robust data to monitor and project service demand. Co-production of new services with the voluntary sector to meet future demands for early intervention has been completed. A new service specification with the voluntary sector is being developed, to go out to the market in Spring 2016. Training for practitioners and support staff to introduce new ways of working in line with the Act has been commissioned and is being rolled out over the next 6 to 9 months.</p> <p>Last Updated: 01-Jun-2016</p>						

RISK TITLE	LEAD OFFICER	SUPPORTING OFFICERS	INITIAL RISK RATING	CURRENT RISK RATING	TREND ARROW	RISK STATUS
The quality of care home services will not meet required standards.	Neil Ayling - Chief Officer - Social Services	Lin Hawtin - Commissioning Manager	Amber	Amber	↔	Open
<p>Potential Effect: Negative impact on reputation of the Council.</p> <p>Management Controls: Contract monitoring in place Good relationship with CSSIW Good relationships with providers</p> <p>Progress Comment: Residential Review of the whole sector in Flintshire has been considered by a special Scrutiny Committee, including representatives from BCUHB and independent sector providers, with recommendations to be taken forward strategically in order to sustain the sector for the future. The risk remains the same.</p> <p>Last Updated: 27-Apr-2016</p>						

RISK TITLE	LEAD OFFICER	SUPPORTING OFFICERS	INITIAL RISK RATING	CURRENT RISK RATING	TREND ARROW	RISK STATUS
Children and vulnerable families are not fully supported where multi-agency services and partners do not move toward an early intervention and prevention approach together.	Neil Ayling - Chief Officer - Social Services	Gail Bennett - Early Intervention Services Manager	Green	Green	↔	Open
<p>Potential Effect:</p> <p>Management Controls:</p> <p>Progress Comment:</p>						

RISK TITLE	LEAD OFFICER	SUPPORTING OFFICERS	INITIAL RISK RATING	CURRENT RISK RATING	TREND ARROW	RISK STATUS
Funding between Health and Council does not transfer smoothly; eg. CHC, ICF, Primary Care funds	Neil Ayling - Chief Officer - Social Services	Jane M Davies - Senior Manager, Safeguarding & Commissioning	Amber	Amber	↑	Open
<p>Potential Effect: Increased costs to the Council</p> <p>Management Controls: Refreshed strategic direction led by BCUHB's new Executive Boards and a new operating structure currently being introduced. The structure will have more of a locality focus with a strengthened focus on increasing capacity within community based services.</p> <p>Progress Comment:</p>						

RISK TITLE	LEAD OFFICER	SUPPORTING OFFICERS	INITIAL RISK RATING	CURRENT RISK RATING	TREND ARROW	RISK STATUS
Service provision is not co-ordinated / integrated.	Neil Ayling - Chief Officer - Social Services	Jane M Davies - Senior Manager, Safeguarding & Commissioning	Amber	Amber	↔	Open

Potential Effect: Ineffective joint services

Management Controls: Refreshed strategic direction led by BCUHB's new Executive Boards and a new operating structure currently being introduced. The structure will have more of a locality focus with a strengthened focus on increasing capacity within community based services.

Progress Comment:

Last Updated: 06-Apr-2016

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RISK TITLE	LEAD OFFICER	SUPPORTING OFFICERS	INITIAL RISK RATING	CURRENT RISK RATING	TREND ARROW	RISK STATUS
Safeguarding arrangements do not meet the requirements of the SSWB Act.	Neil Ayling - Chief Officer - Social Services	Jane M Davies - Senior Manager, Safeguarding & Commissioning	Yellow	Yellow	↔	Open

Potential Effect: Criticism from Regulator

Management Controls:

Progress Comment:

RISK TITLE	LEAD OFFICER	SUPPORTING OFFICERS	INITIAL RISK RATING	CURRENT RISK RATING	TREND ARROW	RISK STATUS
Adults, young people and children are not sufficiently safeguarded.	Neil Ayling - Chief Officer - Social Services	Jane M Davies - Senior Manager, Safeguarding & Commissioning	Yellow	Yellow	↔	Closed

Potential Effect: Criticism from regulator



Negative impact on reputation of Council

Management Controls: Establish wider ownership and governance of safeguarding across the authority whilst streamlining its management

Progress Comment:

3 Economy and Enterprise



Actions

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
3.1.1.1 Promote Flintshire as a recognised centre for energy and advanced manufacturing.	Rachael Byrne - Enterprise Manager	Completed	01-Apr-2015	31-Mar-2016	100.00%	 GREEN	 GREEN

ACTION PROGRESS COMMENTS:

Overall 2015/16 has seen 2139 jobs created of which 863 have been within Deeside Enterprise zone. The total jobs created and safeguarded within the DEZ now stands at 6569 against a target of 5000 for the period 2012/2017.



Last Updated: 15-Jun-2016

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
3.1.1.2 Support the growth of the existing businesses in Flintshire, to maximise opportunities for investment.	Rachael Byrne - Enterprise Manager	Completed	01-Apr-2015	31-Mar-2016	100.00%	 GREEN	 GREEN

ACTION PROGRESS COMMENTS:

2015/16 shows increased activity relating to business expansion and growth potential. This year has seen successful delivery of events in conjunction with public and private partner involvement. During 15/16 we delivered 37 events to support economic growth with attendance from 5782 delegates from schools, colleges and private industry.



Last Updated: 15-Jun-2016



ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
3.1.1.3 Improve the local broadband infrastructure to encourage investment in economic growth.	Rachael Byrne - Enterprise Manager	In Progress	01-Apr-2015	31-Mar-2016	71.00%	 GREEN	 GREEN



ACTION PROGRESS COMMENTS:

Welsh Government has reported 31,897 premises in the Superfast Cymru intervention area across Flintshire. Premises completed (tested and verified) within Superfast Cymru intervention area in Flintshire at the end of this quarter is 22,632 which equates to 71% complete.




Last Updated: 07-Apr-2016

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
3.1.2.1 Deliver an integrated programme of regeneration for Deeside	Niall Waller - Enterprise and Regeneration Manager	Completed	01-Apr-2015	31-Mar-2016	100.00%	 GREEN	 GREEN
<p>ACTION PROGRESS COMMENTS: The Vibrant and Viable Places programme is now in its second year of delivery. The projects for this year are all underway and the programme is forecast to draw down all of the funding for this financial year. Projects include: 1) Shop front grants and grants to convert space over shops into accommodation 2) Environmental improvements 3) Energy efficiency improvements to housing 4) Group repair scheme to improve private housing stock</p> <p>Last Updated: 01-Jun-2016</p>							

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
3.1.2.2 Develop and implement long-term regeneration plans for Town Centres	Niall Waller - Enterprise and Regeneration Manager	Completed	01-Apr-2015	31-Mar-2016	100.00%	 GREEN	 AMBER
<p>ACTION PROGRESS COMMENTS: The programme of environmental improvement projects across the towns is largely complete with the ERDF and Welsh Government funding ending in June 2015. The future approach is under review with local stakeholders in Buckley, Holywell and Mold. In Flint the programme of regeneration centred around the replacement of the maisonettes is being delivered according to plan.</p> <p>Last Updated: 02-Jun-2016</p>							


ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
3.1.2.3 Increase the economic benefits to Flintshire of visitors coming into the County	Richard Jones - Regeneration Project Officer	In Progress	01-Apr-2015	31-Mar-2016	85.00%	 GREEN	 GREEN
<p>ACTION PROGRESS COMMENTS: In 2015 Explore Flintshire website was launched and print distributed across destination points throughout the region including North Wales, Chester, Cheshire and the Wirral. Tourism information points were implemented across Flintshire Connect Offices with a new visitor information point installed at Dangerpoint in Talacre. Digital self-service options for local people and visitors to the County became available through social media websites and QR codes to offer a modern and fresh appeal to visitors. We continued to support and develop the promotion of North East Wales branding and Visit Wales year of Adventure marketing.</p>							

Performance Indicators

KPI Title	Previous Year Actual	Actual	Performance Indicator Trend	Target	Performance RAG
IP3.1.1M01 Percentage of enquiries converted to investment in Flintshire	58	74.17	↑	63	 GREEN
<p>Lead Officer: Niall Waller - Enterprise and Regeneration Manager Reporting Officer: Rachael Byrne - Enterprise Manager Aspirational Target: Progress Comment: The proportion of business enquiries converting into investment has remained high through the year.</p> <p>Last Updated: 01-Jun-2016</p>					
KPI Title	Previous Year Actual	Actual	Performance Indicator Trend	Target	Performance RAG
IP3.1.1M02 Number of jobs created in Flintshire	1130	2139	↑	1200	 GREEN
<p>Lead Officer: Niall Waller - Enterprise and Regeneration Manager Reporting Officer: Rachael Byrne - Enterprise Manager Aspirational Target: Progress Comment: 917 new jobs created and reported in Flintshire of which 395 are within Deeside Enterprise Zone. An inflated number of jobs created due to additional information received from WG and Job Centre Plus.</p> <p>Last Updated:</p>					
KPI Title	Previous Year Actual	Actual	Performance Indicator Trend	Target	Performance RAG
IP3.1.1M03 Number of jobs safeguarded in Flintshire	250	1500	↑	200	 GREEN

Lead Officer: Niall Waller - Enterprise and Regeneration Manager
Reporting Officer: Rachael Byrne - Enterprise Manager
Aspirational Target:
Progress Comment: Welsh Government announced 1500 jobs safeguarded at Airbus this quarter. FCC had no direct involvement with the process as Welsh Government intervened directly with the company.


Last Updated:

KPI Title	Previous Year Actual	Actual	Performance Indicator Trend	Target	Performance RAG
IP3.1.1M04 Number of jobs created as a result of large capital programmes (Welsh Housing Quality Standard)	52	43	↓	36	 GREEN

Lead Officer: Tony Jones - Capital Works Team Manager
Reporting Officer: Sean O'Donnell - Contract Surveyor
Aspirational Target:
Progress Comment: A total of 43 job opportunities were created throughout 2015-2016 against a target of 36.


This is a positive contribution towards the authorities commitment to create as many local job opportunities as possible. No further placements were created in quarter 4 as these had been established earlier in the year with the target already having been exceeded.

Last Updated:

KPI Title	Previous Year Actual	Actual	Performance Indicator Trend	Target	Performance RAG
IP3.1.1M05 Number of jobs created as a result of large capital programmes (Strategic Housing and Regeneration Programme)	No Data	0	N/A	5	 RED


Lead Officer: Melville Evans - Strategic Housing and Regeneration Programme (SHARP) Programme Manager
Reporting Officer: Denise Naylor - Customer Services Manager
Aspirational Target:
Progress Comment: Works have not commence on the agreed sites. Recruitment for employment opportunities will commence during Quarter 1 16/17

Last Updated: 05-Jul-2016

KPI Title	Previous Year Actual	Actual	Performance Indicator Trend	Target	Performance RAG
IP3.1.2M06 Number of vacant sites and properties redeveloped	No Data	2	N/A	3	 AMBER


Lead Officer: Niall Waller - Enterprise and Regeneration Manager
Reporting Officer: -
Aspirational Target:
Progress Comment: The former Dairy site in Connah's Quay has been acquired and demolished. The former Council offices in Connah's Quay have also been demolished ready for future development. The process of acquiring two derelict sites for redevelopment has also commenced.

Last Updated:

KPI Title	Previous Year Actual	Actual	Performance Indicator Trend	Target	Performance RAG
IP3.1.2M07 Number of business grants offered to high street businesses	No Data	6	N/A	8	 AMBER

Lead Officer: Niall Waller - Enterprise and Regeneration Manager
Reporting Officer: Niall Waller - Enterprise and Regeneration Manager
Aspirational Target:
Progress Comment: 3 businesses benefitted from the Deeside Living Above the Shop scheme. 17 businesses are in the application process for the Deeside Shop Front grant scheme but haven't yet reached approval.
 5 businesses in the Deeside Shop Front grant scheme now have their planning consent and works procurement is underway and will complete at the end of June. Planning applications have been submitted by a further 5 businesses. A further 7 businesses are in the process of working up their proposals.
 The next formal approvals are now expected at the end of Q1 2016/17.

Last Updated:

KPI Title	Previous Year Actual	Actual	Performance Indicator Trend	Target	Performance RAG
IP3.1.2M08 Number of trainees recruited	No Data	74	N/A	40	 GREEN

Lead Officer: Niall Waller - Enterprise and Regeneration Manager
Reporting Officer: Niall Waller - Enterprise and Regeneration Manager
Aspirational Target:
Progress Comment: The final tranche of trainees for 2015/16 have been recruited and their work experience and training is underway.
 Last Updated:

KPI Title	Previous Year Actual	Actual	Performance Indicator Trend	Target	Performance RAG
IP3.1.2M09 Monitoring trends in ground floor commercial vacancy rates: Buckley	5.2	11.3	↓	N/A	

Lead Officer: Niall Waller - Enterprise and Regeneration Manager
Reporting Officer: Niall Waller - Enterprise and Regeneration Manager
Aspirational Target:
Progress Comment: This is up from 5.2% the previous year.
 Last Updated:

KPI Title	Previous Year Actual	Actual	Performance Indicator Trend	Target	Performance RAG
IP3.1.2M10 Monitoring trends in ground floor commercial vacancy rates: Connahs Quay	10.5	8.8	↑	N/A	

Lead Officer: Niall Waller - Enterprise and Regeneration Manager
Reporting Officer: Niall Waller - Enterprise and Regeneration Manager
Aspirational Target:
Progress Comment: This has reduced from 10.5% the previous year.
 Last Updated:

KPI Title	Previous Year Actual	Actual	Performance Indicator Trend	Target	Performance RAG
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IP3.1.2M11 Monitoring trends in ground floor commercial vacancy rates: Flint	12	5.6	↑	N/A	
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Lead Officer: Niall Waller - Enterprise and Regeneration Manager
Reporting Officer: -
Aspirational Target:
Progress Comment: This is down from 12% the previous year.
 Last Updated:

KPI Title	Previous Year Actual	Actual	Performance Indicator Trend	Target	Performance RAG
IP3.1.2M12 Monitoring trends in ground floor commercial vacancy rates: Holywell	12.4	8	↑	N/A	

Lead Officer: Niall Waller - Enterprise and Regeneration Manager
Reporting Officer: -
Aspirational Target:
Progress Comment: This is down from 12.4% the previous year.
 Last Updated:

KPI Title	Previous Year Actual	Actual	Performance Indicator Trend	Target	Performance RAG
IP3.1.2M13 Monitoring trends in ground floor commercial vacancy rates: Mold	6.9	7.3	↓	N/A	

Lead Officer: Niall Waller - Enterprise and Regeneration Manager
Reporting Officer: -
Aspirational Target:
Progress Comment: This is down from 7.7% the previous year.
 Last Updated:

KPI Title	Previous Year Actual	Actual	Performance Indicator Trend	Target	Performance RAG
IP3.1.2M14 Monitoring trends in ground floor commercial vacancy rates: Queensferry	6.2	9.2	↓	N/A	
<p>Lead Officer: Niall Waller - Enterprise and Regeneration Manager Reporting Officer: - Aspirational Target: Progress Comment: This has risen from 6.2% the previous year.</p> <p>Last Updated:</p>					
KPI Title	Previous Year Actual	Actual	Performance Indicator Trend	Target	Performance RAG
IP3.1.2M15 Monitoring trends in ground floor commercial vacancy rates: Saltney	0	15.4	↓	N/A	
<p>Lead Officer: Niall Waller - Enterprise and Regeneration Manager Reporting Officer: - Aspirational Target: Progress Comment: This is up from 0% the previous year but in line with rates in earlier years.</p> <p>Last Updated:</p>					
KPI Title	Previous Year Actual	Actual	Performance Indicator Trend	Target	Performance RAG
IP3.1.2M16 Monitoring trends in ground floor commercial vacancy rates: Shotton	16.1	10.8	↑	N/A	

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Lead Officer: Niall Waller - Enterprise and Regeneration Manager
Reporting Officer: -
Aspirational Target:
Progress Comment: This is down from 16.1% the previous year.

Last Updated:

KPI Title	Previous Year Actual	Actual	Performance Indicator Trend	Target	Performance RAG
IP3.1.2M17 Monitoring the value and volume of tourism expenditure in Flintshire: number of visitors	3.243	3.38	↑	N/A	

Lead Officer: Richard Jones - Regeneration Project Officer
Reporting Officer: -
Aspirational Target:
Progress Comment: Total number of day and staying visitors in 2014 (millions)

Source STEAM
 3.8% increase on 2013 data

Last Updated:

KPI Title	Previous Year Actual	Actual	Performance Indicator Trend	Target	Performance RAG
IP3.1.2M18 Monitoring the value and volume of tourism expenditure in Flintshire: estimated economic impact	215.53	220.92	↑	N/A	

Lead Officer: Richard Jones - Regeneration Project Officer
Reporting Officer: -
Aspirational Target:
Progress Comment: Total economic impact of tourism in Flintshire £M.

Source STEAM 2014.
 Increase of 2.5% from 2013 data.
 2015 data should be available August/ Sept 2016.

Last Updated: 15-Jun-2016

KPI Title	Previous Year Actual	Actual	Performance Indicator Trend	Target	Performance RAG
IP3.1.2M19 Monitoring the value and volume of tourism expenditure in Flintshire: estimated direct jobs supported	2468	3175	↑	N/A	
<p>Lead Officer: Richard Jones - Regeneration Project Officer Reporting Officer: - Aspirational Target: Progress Comment: Data in regards to this KPI is reported on annual basis. The source of this data is STEAM. All Local Authorities in Wales are signed up to this model. The period by which the model reports over is January to December. Flintshire County Council is due to receive 2014 data in August 2015.</p> <p>Last Updated: 15-Jun-2016</p>					




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RISKS

Strategic Risk

RISK TITLE	LEAD OFFICER	SUPPORTING OFFICERS	INITIAL RISK RATING	CURRENT RISK RATING	TREND ARROW	RISK STATUS
Some areas within Flintshire will not be covered by superfast broadband if the joint project between Welsh Government and BT stalls.	Clare Budden - Chief Officer - Community and Enterprise	Rachael Byrne - Enterprise Manager			↔	Open
<p>Potential Effect: Some areas within Flintshire will not be covered by superfast broadband which may have an adverse effect on encouraging business growth and investment. Management Controls: Limited control or influence as this is a joint WG and BT programme. However FCC will receive regular progress updates. FCC are supporting promotional activity regarding the rollout. Progress Comment: Delivery of Superfast Broadband enablement is out of FCC control.</p> <p>Last Updated: 07-Apr-2016</p>						

RISK TITLE	LEAD OFFICER	SUPPORTING OFFICERS	INITIAL RISK RATING	CURRENT RISK RATING	TREND ARROW	RISK STATUS
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Businesses are not sufficiently supported to maximise opportunities presented to them through major transformational projects within Flintshire.	Clare Budden - Chief Officer - Community and Enterprise	Rachael Byrne - Enterprise Manager				Open
<p>Potential Effect: FCC contract outside of the County and are seen as not supporting local businesses (reputational risk).</p> <p>Management Controls: Business forums, held quarterly attended by public, private and third sector industries. Regular meetings of the Mersey Dee Alliance to raise awareness of transformational projects. FCC hold 'meet the buyer' events to engage businesses with the main contractors.</p> <p>Progress Comment: Continued delivery of supply chain development across the county and region is undertaken to mitigate the risk.</p> <p>Last Updated: 07-Apr-2016</p>						

RISK TITLE	LEAD OFFICER	SUPPORTING OFFICERS	INITIAL RISK RATING	CURRENT RISK RATING	TREND ARROW	RISK STATUS
Opportunities to access external funding programmes to invest in our urban and rural areas are not maximised.	Clare Budden - Chief Officer - Community and Enterprise	Niall Waller - Enterprise and Regeneration Manager				Open

Potential Effect: Council will not secure sufficient external funding to invest in urban and rural areas adversely affecting the Council's reputation.

Management Controls: Close involvement in the North Wales Economic Ambition Board work stream to develop projects and share intelligence regarding the new European funding programmes.

Seat secured on the decision-making body for the new Rural Development Plan funding programme.

Coastal Communities Fund application submitted and funding approved - £293,135 received.

Progress Comment: The Council, through the North Wales Economic Ambition Board European programme work stream, is working with partners across North Wales to keep abreast of the development of the new European programmes, steer their development where possible and to develop regional projects. Within the Council, there are four European projects currently under development; all of which are aimed at tackling unemployment. The Council is also actively investigating wider European programmes as potential sources of funding including Interreg (transnational partnership projects) and the Innovative Urban Action programme.

The Council, through partnership working with the North Wales Economic Ambition Board and the Mersey Dee Alliance has been actively lobbying for resources for infrastructure to enable economic development. The Council submitted proposals for infrastructure development in the County to the UK Government as part of the Cheshire and Warrington Local Enterprise Partnership Growth Bid.

The Council has secured £6.024m of Welsh Government funding for Deeside through the Vibrant and Viable Places programme, allocated over the 2014/15, 2015/16 and 2016/17 financial years. In addition, due to the performance of the programme in Flintshire, an additional £1.4m was allocated in 2015/16 and a further £500k has been allocated in 2016/17. The future of the Vibrant and Viable Places programme from 2017 onwards is unclear but the Council is working closely with the Welsh Government to stay abreast of developments and to be prepared for the new programme.

The Council has also secured a seat on the new Local Action Group for Flintshire, the decision-making body for the 2015-20 Rural Development Plan programme in the County. A number of Council teams are considering projects for submission into the new Rural Community Development Fund programme although the criteria have been changed by WG and are now more restrictive which will reduce the number of projects submitted. One project is currently under development for the RCDF programme which will focus on walking and cycling routes.

The Council has helped the Big Lottery to raise awareness of the new Creating your Space funding programme which applies across Flintshire. A number of community groups are considering applications. The Council has secured approximately £300k from the Lottery Coastal Communities Fund which is currently being used to develop visitor infrastructure along the Dee coastline.

The recent restructure of the Enterprise and Regeneration team has included a creation of a new Programme Development Officer role. This role focuses on building the Council's knowledge and use of external funding and will support internal colleagues in managing externally funds to ensure they are maximised.

Last Updated: 01-Jun-2016



RISK TITLE	LEAD OFFICER	SUPPORTING OFFICERS	INITIAL RISK RATING	CURRENT RISK RATING	TREND ARROW	RISK STATUS
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Opportunities to access funding to invest in the promotion of tourism are not maximised	Clare Budden - Chief Officer - Community and Enterprise	Richard Jones - Regeneration Project Officer	Amber	Amber	↔	Open
<p>Potential Effect: Reduced number of initiatives to promote tourism across Flintshire.</p> <p>Management Controls:</p> <p>Progress Comment: Regional Tourism Engagement Fund - source Welsh Government (Visit Wales). Funding round opens 1st April 2016. Ideas for projects being discussed with Destination Management Partnerships.</p> <p>Rural Community Development Plan Programme/ Leader Funding - working with partners to explore opportunities for bids.</p> <p>Big Lottery Fund - exploring possibility of a tourism mentoring/ grants programme.</p> <p>Last Updated: 01-Jun-2016</p>						

RISK TITLE	LEAD OFFICER	SUPPORTING OFFICERS	INITIAL RISK RATING	CURRENT RISK RATING	TREND ARROW	RISK STATUS
External funding sources are often weighted towards urban regeneration with funding for rural regeneration being limited.	Clare Budden - Chief Officer - Community and Enterprise	Niall Waller - Enterprise and Regeneration Manager	Amber	Amber	↓	Open
<p>Potential Effect: Rural locations will not receive the funding required to effectively regenerate them.</p> <p>Management Controls: The Council has secured a seat on the decision-making body for the Rural Development Plan programme and will seek to influence the programme to ensure maximum benefit is derived for Flintshire's rural communities. The Council has also helped the Big Lottery to promote the new Creating your Space programme which applies to both rural and urban areas. The Council has also helped to promote the RWE wind farm grant funding which applies to the rural north of the County.</p> <p>Progress Comment: The 2015-2020 Rural Development Plan programme will provide significant resources to support community services and economic development in rural Flintshire. In addition, the Council has secured £293,135 from the Coastal Communities Fund for visitor facility development along the Dee coastline in both rural and urban areas. The LEADER programme under the Rural Development Programme has now started with Cadwyn Clwyd seeking project partners. Welsh Government have also issued an open and competitive call for proposals for the first round of the Rural Community Development Fund. The Council has also helped to promote the RWE wind farm grant funding to rural communities.</p> <p>Last Updated: 01-Jun-2016</p>						

4 Skills and Learning



Actions

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
4.1.1.1 Work with the public, private and voluntary sectors to maximise the number of apprenticeships, traineeships and work experience opportunities, communicated through the Common Application Process (CAP)	Jeanette Rock - Principal Education Officer Inclusion	Completed	01-Apr-2015	31-Mar-2016	100.00%	 GREEN	 GREEN

ACTION PROGRESS COMMENTS:

Through the Youth Engagement and Progression Framework, officers are continuing to track and support young people who are NEET or at risk of becoming NEET. Regular liaison with partners has secured access to a range of provision around work related skill development for the identified young people and this has supported engagement with suitable outcomes such as traineeships and enhanced work experience packages. IOSH Managing Safely Training has been provided to secondary schools and Inclusion staff to enable them to identify and set appropriate work experience packages. It is envisaged that this will lead to increased opportunities within this area. Information regarding opportunities within Flintshire has been fed into the Common Application Process (CAP), a system operated through Careers Wales. This has been run as a pilot and is under review, the outcome of which will direct future activity in relation to how this is taken forward. A Training Academy Project Board has been established (October 2015) to oversee and coordinate the work of the Council in relation to community benefit opportunities in relation to training and employment. Increasing the number and range of apprenticeships is focus for the Board. Members of the Training Academy Project Board are networking to actively promote awareness of and the benefits of apprenticeships. Links have been established with Secondary Headteachers and a Flintshire Apprenticeship Day will be held for schools on the 16th March 2016. The work undertaken through the Youth Engagement & Progression Framework has provided a more coherent and coordinated approach to maximising the number of apprenticeships, traineeship and work experience. Information is regularly shared with schools, including a monthly Careers Wales Newsletter which provides details regarding current apprenticeship and trainee opportunities. Use of the Common Application Process continues to be reviewed by Careers Wales.

Last Updated: 02-Jun-2016



ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
4.1.1.2 Increase training and apprenticeship opportunities for local people through our major capital programmes (WHQS and SHARP).	Sean O'Donnell - Contract Surveyor	In Progress	05-Jun-2015	31-Mar-2016	20.00%	 GREEN	 GREEN

ACTION PROGRESS COMMENTS:

Progress will be approximately 20% each year in order to meet 100% completion by the end date of 31/03/2020. A number of apprentices have been appointed with contractors as part of the new WHQS programmes. To date 10 opportunities have been created through the various programmes and the service continues to work with the contractors to maximise these

opportunities and ensure they fulfil their contractual obligations. A Community Benefit and Training Academy has also been established by Flintshire County Council to oversee the growth of apprenticeship opportunities in the county across the major investment programmes. The Advert for the Apprentices as part of the academy was publicised early in Quarter 4 inviting applications from the 4th January to the 19th January 2016. The WHQS Contractors were invited to attend a brief seminar with Future Works on the 13th April 2016. The Contractors were informed of the benefits of using Future Works and to see Future Works as an added resource to their own existing apprentice recruitment schemes. Collaborative working with each of the WHQS Contractors along with Future Works is the Councils long term aim to improve and deliver apprenticeship schemes and placements across Flintshire, thus providing sustainable placements and an improved likelihood of retaining apprentices and creating long-term full time positions with said Contractors.



Last Updated: 07-Jun-2016

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
4.1.1.3 Support the Young Entrepreneur Programme with the Flintshire Business Entrepreneurship Network.	Sharon Jones - Communities First Cluster Delivery Manager East	Completed	05-Jun-2015	31-Mar-2016	100.00%	 GREEN	 GREEN

ACTION PROGRESS COMMENTS:

2015/06/12/127
 DEN on track over both CF Clusters. Celebration event planned for September 2015. Total membership is 84. We are supporting the Wrexham BEN to develop their structure, following Good Practice from Flintshire. A very successful Celebration event was held with over 100 attendees. Lesley Griffiths AM plus Local Councillors attended. A video was shown promoting the BEN. This will be shared with other CF teams. This project is on Track. A dragons Den event was held in November and 7 people went through to the next stage, they are all now supported by a Dragon. Fortnightly Enterprise Club is continuing successfully.



Last Updated: 02-Jun-2016

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
4.1.1.4 Support the development of two academies focusing on Retail and Construction for over 18's leading to employment.	Sharon Jones - Communities First Cluster Delivery Manager East	Completed	01-Apr-2015	31-Mar-2016	100.00%	 GREEN	 GREEN

ACTION PROGRESS COMMENTS:

Launch of the Construction Academy by April 2015 -The Construction and Retail Academies launched January 2015. Due to procurement and commissioning of posts the launch was held back, but an Acting Up post was put in place. The Academy set up previously at Ysgol Maes Hyfred continued with the Academy at Artisans Shop in retail and hospitality. 8 pupils attended with 3 placement at the Artisans shop.

Last Updated: 16-Mar-2016



ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
4.1.1.5 Implement the Youth Engagement and Progression Framework for learners in danger of disengaging through: <ul style="list-style-type: none"> • Targeting vocational and employability skills • Enhancing personal support, including coaching, mentoring and help with transition • Increasing the use of release on temporary licence (ROTL) for young people in the youth justice service; to better engage with post-custody education, training and employment prior to release. 	Jeanette Rock - Principal Education Officer Inclusion	Completed	01-Apr-2015	31-Mar-2016	100.00%	 GREEN	 GREEN

ACTION PROGRESS COMMENTS:

There has been a delay to the implementation date of TRAC. The Welsh European funding Office (WEFO) has requested further detail around the project and adjustment to the Business Plan. The proposed start date is now likely to be March 2016. Extra capacity to support learners has been made available through the Resilience Team, funded through Families First. The team became operational in October 2015 and works with young people identified as Tier 2 on the Youth Engagement & Progression Framework. The collation of provision into a local database has been beneficial in terms of intervention. Schools and LA officers have greater awareness regarding the range of provision across Flintshire and meetings are now taking place between Wrexham and Flintshire officers to extend knowledge of provision across both counties. The TRAC programme was signed off by Welsh European Funding Office (WEFO) in February 2016. TRAC officers have been appointed and multi-agency panel meetings are being held with schools to identify and allocate support and / or provision to young people at risk of disengagement. The Learner Profiling Tool is being used across all schools to identify the initial cohort for whom professional discussions take place. Opportunities are provided for one to one personal support to improve attainment, attendance, personal, social and employability skills. Supporting successful transition is a key aspect of the work and TRAC staff are liaising closely with relevant partners to facilitate this.

Last Updated: 02-Jun-2016



ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
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<p>4.1.2.1 Working effectively with the Regional School Improvement Service (GwE) to:</p> <ul style="list-style-type: none"> o share best teaching practice and resources across schools and the region; o identify and target support for those schools most in need; o develop the capacity of schools to respond to national initiatives and curriculum reforms; and o improve skills in literacy and numeracy. 	<p>Claire Homard - Principal Education Officer Primary</p>	<p>In Progress</p>	<p>01-Apr-2015</p>	<p>31-Mar-2016</p>	<p>90.00%</p>	 <p>GREEN</p>	 <p>GREEN</p>
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ACTION PROGRESS COMMENTS:

Fortnightly meetings between Senior Manager, Senior Challenge Adviser (SCA) and individual Challenge Advisers (CA) continue to review schools progress and ensure challenge/support is appropriately matched. In addition, schools in Red or Amber support categories monitored by LA's own School Standards Monitoring Group (SSMG) of senior officers and elected members and interventions matched to need. Cycle completed for 15-16 and 14 schools monitored. 3 schools to be removed from monitoring list. Pioneer schools continue to work on national curriculum developments as per WG timetable. Focus from WG and Region to develop better mechanisms for wider dissemination of developments to all schools is a new priority. Regional Foundation Phase (FP) Senior Challenge Adviser in post from April 16 and changes now being made to FP training delivery locally and regionally. GwE Associate Partner programme for Literacy and Numeracy support being phased out as national priority switches to national Digital Framework from September.

Last Updated: 13-Jun-2016



ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
<p>4.1.2.2 Reducing the impact of poverty and disadvantage, including through the Families First Programme (2015-17) and Flintshire's Integrated Youth Services Strategy, (2014-18), "Delivering Together"</p>	<p>Ann Roberts - Families First Lead / Youth Services Manager</p>	<p>In Progress</p>	<p>01-Apr-2015</p>	<p>31-Mar-2016</p>	<p>80.00%</p>	 <p>GREEN</p>	 <p>GREEN</p>

ACTION PROGRESS COMMENTS:

The Flintshire Families First Programme (2015-2017) continues to deliver on the outcomes for the Child Poverty Strategy (WG, 2011) and it has fully re commissioned in July 2015. This is to ensure that delivery is focussed on the areas of evidenced need and that it targets those families who are furthest from education and employment opportunities. However we have had notification of an 11.7% cut which we are managing at present. This will impact on delivery and outcomes. The evidence based collaborative approach has enabled bespoke commissioning of projects to maximise the full grant for effective impact for poverty mitigation and reduction. Welsh Government review and monitor the delivery and have returned a positive evaluation statement and supported the innovative commissioning plans. The fact that we have reviewed the programme annually has enabled us to react to the 11.7% cut in funding with minimal impact on delivery. The new commissioned projects are now all effective from 01.10.15 to 31.03.16. The Youth Support Service Plan (Delivering Together 2014-2018) has a collaborative approach to delivery of universal entitlement for all 11-25 year olds, with a focus on engagement, participation, informal learning and accreditation. It offers preventative approaches to enable young people to have learning and earning opportunities to mitigate the effects of poverty , improve financial literacy and build resilience and

coping skills to minimise the NEET (Not in Education Employment or Training) population in Flintshire. It also supports our young parents population by offering parenting courses and enabling supported learning opportunities. The innovative new RESILIENCE project is now in place and shares accommodation and staff with the 3rd sector. This will enhance the emerging TRAC programme which is delayed at WG level. The Families First and Delivering Together programmes also enhance workforce development opportunities for our future potential workforce by encouraging volunteering, work placements and accreditation. The Integrated Youth Provision report update was taken to scrutiny on 17.09.15 to update on the above in more detail and all recommendations were agreed. The agreed actions have now been implemented. This has enabled us to effect a saving of £36,000 from the revue of caretaking proposal agreed on 17.09.15. Regional agreement across North Wales has been secured regarding the use of the child profile tool to identify young people between 11 and 19 who are at risk of disengagement. This tool is an integral part of the ONE data base which links SIMS(School Management Information System) used in schools. Negotiations are underway in terms of purchase cost and training requirements. Once identified young people will be signposted in to a range of intervention strategies to support continued engagement including enhanced personal support and alternative curriculum opportunities. FCC was a successful partner in a regional bid for European Social Fund to support the additional provision for Autumn term 2015. Work with key partners engaged in the Integrated Youth Service plan "Delivering Together" has ensured that young people are not unnecessarily brought in to the Youth Justice System. The Youth Justice Bureau approach has been introduced and its work has developed to ensure appropriate diversionary approaches are taken resulting in significant reduced re offending rates. Sub Regional (Flintshire and Wrexham) Scrutiny Partnership is evolving to review effective decision making based around regionally agreed criteria. The new management structure for the Integrated Youth Provision plan is effective from 01.01.16. The structure has allowed for shared delivery approaches to be developed. The Youth Service and Youth Justice teams will physically co locate by April 2016 which will further enhance this approach.

Last Updated: 08-Mar-2016



ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
4.1.2.3 Improving outcomes for Looked After Children and young people exiting the Youth Justice System	Chris Clarke - Youth Justice Service Manager	In Progress	01-Apr-2015	31-Mar-2016	50.00%	 AMBER	 GREEN

ACTION PROGRESS COMMENTS:




Progress reported as at Q2 is still relevant for Q3. Q2 Progress Update: 1. Regional Looked After Children (LAC) action Plan generated by GwE and being implemented 3 & 4 Symud Ymlaen have promoted service across YJS and Children's Services. Referral Packs available to staff and individual training and development plans being initiated with young people. Youth Justice Service confirmed 8 referrals and 4 young people actively engaged in training 5. Restorative Justice pilot sites identified though long term staff absence likely to impact upon delivery. Financial constraints and single practitioner in role unlikely to support replacement/cover 6. Regional LAC Action Plan - Launch planning scheduled for July 15 9. Trauma/Attachment training delivered to key professionals including Youth Justice Service (YJS) and education staff- implementation of appropriate strategies in order to improve outcomes for learners and young people presenting with >5 convictions in 24 month period (YJS). Consultation by Cordis Bright to commence October 15 through to June 16. 10. national review of LAC yung people and outcomes within the criminal justice system underway chaired by Lord Laming and regional and national input into review being supported by YOT managers Cymru.

Last Updated: 20-Apr-2016


ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
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<p>4.1.2.4 Developing and implementing a plan for the next phase of Schools Modernisation, including continuing to implement the 21st Century School (Band A) programme.</p>	<p>Damian Hughes - Senior Manager, School Planning & Provision</p>	<p>In Progress</p>	<p>01-Apr-2015</p>	<p>31-Mar-2016</p>	<p>50.00%</p>	 GREEN	 GREEN
<p>ACTION PROGRESS COMMENTS: Implementation plan for the next stage of School Modernisation approved by Cabinet in June 2015. Band A projects at Connah's Quay (Post 16) and Holywell Learning Campus approved by Welsh Government. Construction projects started on site Jan 2015, projects are currently are on time and within budget. Anticipated completion dates for operational buildings, September 2016. (No negative change in progress from Q2)</p> <p>Last Updated: 11-Feb-2016</p>							


Performance Indicators

KPI Title	Previous Year Actual	Actual	Performance Indicator Trend	Target	Performance RAG
IP4.1.1M01 Increased numbers of learners achieving the Level 1 threshold	94.1	96.2	↑	97.1	 AMBER
<p>Lead Officer: Claire Homard - Principal Education Officer Primary Reporting Officer: Liz Barron - Business Planning & Project Co-ordinator Aspirational Target: Progress Comment: GwE has introduced a different target setting methodology with a focus on targets being 'more realistic'. Last Updated: 14-Jun-2016</p>					
KPI Title	Previous Year Actual	Actual	Performance Indicator Trend	Target	Performance RAG
IP4.1.1M02 Securing high levels of 16 year olds in education, employment and training	98.7	98.7	↔	98.8	 AMBER
<p>Lead Officer: Jeanette Rock - Principal Education Officer Inclusion Reporting Officer: Jeanette Rock - Principal Education Officer Inclusion Aspirational Target: Progress Comment: Flintshire County Council maintained the levels of engagement for 16 years old from 2014-15. This was the highest level in Wales for 2 consecutive years. Last Updated: 02-Jun-2016</p>					
KPI Title	Previous Year Actual	Actual	Performance Indicator Trend	Target	Performance RAG
IP4.1.1M03 Reducing the percentage of 18 – 24 year olds claiming Jobseekers Allowance	5.7	5	↑	5.1	 GREEN

Lead Officer: Jeanette Rock - Principal Education Officer Inclusion
Reporting Officer: Jeanette Rock - Principal Education Officer Inclusion
Aspirational Target:
Progress Comment: Data from the NOMIS website show a significant reduction in the number of under 25 year olds claiming Jobseekers Allowance only. In November 2014 there were 360 claimants compared with 130 in November 2015.
 Last Updated: 02-Jun-2016

KPI Title	Previous Year Actual	Actual	Performance Indicator Trend	Target	Performance RAG
IP4.1.1M04 Number of training and apprenticeship opportunities started as a result of the Welsh Housing Quality Standards contracts	3.4	10	▲	3.6	 GREEN

Lead Officer: Tony Jones - Capital Works Team Manager
Reporting Officer: Sean O'Donnell - Contract Surveyor
Aspirational Target:
Progress Comment: A total of 10 apprenticeship placements were created throughout 2015-2016 against a target of 4.
 This is a positive contribution towards the authorities commitment to create as many apprenticeship placements as possible. No further placements were created in quarter 4 as these had been established earlier in the year with the target already having been exceeded.
 Last Updated:

KPI Title	Previous Year Actual	Actual	Performance Indicator Trend	Target	Performance RAG
IP4.1.1M05 Number of training and apprenticeship opportunities started as a result of the Strategic Housing and Regeneration Programme contracts	No Data	2	N/A	2	 GREEN

Lead Officer: Melville Evans - Strategic Housing and Regeneration Programme (SHARP) Programme Manager
Reporting Officer: Denise Naylor - Customer Services Manager
Aspirational Target:
Progress Comment: Recruitment process to appoint one Groundwork apprentice completed and successful candidate due to start work on Custom House, Connah's Quay during Qtr 1 16/17
 Last Updated: 26-May-2016

KPI Title	Previous Year Actual	Actual	Performance Indicator Trend	Target	Performance RAG
IP4.1.1M06 Number of people leaving the Construction Academy with a qualification	No Data	29	N/A	N/A	

Lead Officer: Niall Waller - Enterprise and Regeneration Manager
Reporting Officer: Sharon Jones - Communities First Cluster Delivery Manager East
Aspirational Target:
Progress Comment: We have had no Clients through the construction Academy this Quarter. Over the past 12months this programme has been delivered to a number participants throughout the Clusters, to move forward with this programme outcomes will be reviewed and revised for 2016/7.
 Last Updated: 15-Jun-2016

KPI Title	Previous Year Actual	Actual	Performance Indicator Trend	Target	Performance RAG
IP4.1.1M07 Number of people leaving the Construction Academy with a job	No Data	7	N/A	N/A	

Lead Officer: Niall Waller - Enterprise and Regeneration Manager
Reporting Officer: Sharon Jones - Communities First Cluster Delivery Manager East
Aspirational Target:
Progress Comment: We have had no Clients through the construction Academy this Quarter. Over the past 12months this programme has been delivered to a number participants throughout the Clusters, to move forward with this programme outcomes will be reviewed and revised for 2016/7.
 Last Updated: 15-Jun-2016

KPI Title	Previous Year Actual	Actual	Performance Indicator Trend	Target	Performance RAG
IP4.1.1M08 Number of people leaving the Retail Academy with a qualification	No Data	16	N/A	N/A	


Lead Officer: Niall Waller - Enterprise and Regeneration Manager
Reporting Officer: Sharon Jones - Communities First Cluster Delivery Manager East
Aspirational Target:
Progress Comment: We have had 5 people leave the Retail Academy with a qualification. Over the past 12months this programme has been delivered to a number participants throughout the Clusters, to move forward with this programme outcomes will be reviewed and revised for 2016/7.
 Last Updated: 15-Jun-2016

KPI Title	Previous Year Actual	Actual	Performance Indicator Trend	Target	Performance RAG
IP4.1.1M09 Number of people leaving the Retail Academy with a job	No Data	6	N/A	N/A	


Lead Officer: Niall Waller - Enterprise and Regeneration Manager
Reporting Officer: Sharon Jones - Communities First Cluster Delivery Manager East
Aspirational Target:
Progress Comment: One person left the Academy with a job. Over the past 12months this programme has been delivered to a number participants throughout the Clusters, to move forward with this programme outcomes will be reviewed and revised for 2016/7.
 Last Updated: 15-Jun-2016

KPI Title	Previous Year Actual	Actual	Performance Indicator Trend	Target	Performance RAG
IP4.1.2M10 The percentage of learners achieving the Foundation Phase Indicator	84.5	87		84.4	


Lead Officer: Claire Homard - Principal Education Officer Primary
Reporting Officer: Liz Barron - Business Planning & Project Co-ordinator
Aspirational Target:
Progress Comment: Development is variable at this age. GwE has introduced a different target setting methodology with a focus on targets being 'more realistic', and at Foundation Phase targets are no longer 'uplifted' they are now aggregated data from schools.
 Last Updated: 14-Jun-2016

KPI Title	Previous Year Actual	Actual	Performance Indicator Trend	Target	Performance RAG
IP4.1.2M11 Percentage of Key Stage 4 learners achieving improved outcomes in Mathematics	68.4	69.4	▲	75.5	 RED

Lead Officer: Claire Homard - Principal Education Officer Primary
Reporting Officer: Liz Barron - Business Planning & Project Co-ordinator
Aspirational Target:
Progress Comment: GwE has introduced a different target setting methodology with a focus on targets being 'more realistic'.
 Last Updated: 14-Jun-2016


KPI Title	Previous Year Actual	Actual	Performance Indicator Trend	Target	Performance RAG
IP4.1.2M12 Percentage of Key Stage 3 learners achieving improved outcomes in Mathematics	88.7	92	▲	90.9	 GREEN

Lead Officer: Claire Homard - Principal Education Officer Primary
Reporting Officer: Liz Barron - Business Planning & Project Co-ordinator
Aspirational Target:
Progress Comment: GwE has introduced a different target setting methodology with a focus on targets being 'more realistic'.
 Last Updated: 14-Jun-2016

KPI Title	Previous Year Actual	Actual	Performance Indicator Trend	Target	Performance RAG
IP4.1.2M13 Percentage of Key Stage 2 learners achieving improved outcomes in Mathematics	88.4	90.9	▲	92	 AMBER


Lead Officer: Claire Homard - Principal Education Officer Primary
Reporting Officer: Liz Barron - Business Planning & Project Co-ordinator
Aspirational Target:
Progress Comment: GwE has introduced a different target setting methodology with a focus on targets being 'more realistic'.

Last Updated: 14-Jun-2016

KPI Title	Previous Year Actual	Actual	Performance Indicator Trend	Target	Performance RAG
IP4.1.2M14 Percentage of Foundation Phase learners achieving improved outcomes in Mathematics	88.3	90.2	↑	89	 GREEN

Lead Officer: Claire Homard - Principal Education Officer Primary
Reporting Officer: Liz Barron - Business Planning & Project Co-ordinator
Aspirational Target:
Progress Comment: Development is variable at this age. GwE has introduced a different target setting methodology with a focus on targets being 'more realistic', and at Foundation phase targets are no longer 'uplifted' they are now aggregated data from schools.


Last Updated: 14-Jun-2016

KPI Title	Previous Year Actual	Actual	Performance Indicator Trend	Target	Performance RAG
IP4.1.2M15 Percentage of Key Stage 4 learners achieving improved outcomes in English	73.3	72.2	↓	77.4	 RED


Lead Officer: Claire Homard - Principal Education Officer Primary
Reporting Officer: Liz Barron - Business Planning & Project Co-ordinator
Aspirational Target:
Progress Comment: GwE has introduced a different target setting methodology with a focus on targets being 'more realistic'.

Last Updated: 14-Jun-2016


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KPI Title	Previous Year Actual	Actual	Performance Indicator Trend	Target	Performance RAG
IP4.1.2M16 Percentage of Key Stage 3 learners achieving improved outcomes in English	89.4	91.4	↑	90.5	 GREEN

Lead Officer: Claire Homard - Principal Education Officer Primary
Reporting Officer: Liz Barron - Business Planning & Project Co-ordinator
Aspirational Target:
Progress Comment: GwE has introduced a different target setting methodology with a focus on targets being 'more realistic'.
 Last Updated: 14-Jun-2016


KPI Title	Previous Year Actual	Actual	Performance Indicator Trend	Target	Performance RAG
IP4.1.2M17 Percentage of Key Stage 2 learners achieving improved outcomes in English	89	90.1	↑	90	 GREEN

Lead Officer: Claire Homard - Principal Education Officer Primary
Reporting Officer: Liz Barron - Business Planning & Project Co-ordinator
Aspirational Target:
Progress Comment: GwE has introduced a different target setting methodology with a focus on targets being 'more realistic'.
 Last Updated: 14-Jun-2016

KPI Title	Previous Year Actual	Actual	Performance Indicator Trend	Target	Performance RAG
IP4.1.2M18 Percentage of Foundation Phase learners achieving improved outcomes in English.	87.4	89	↑	87.3	 GREEN


Lead Officer: Claire Homard - Principal Education Officer Primary
Reporting Officer: Liz Barron - Business Planning & Project Co-ordinator
Aspirational Target:
Progress Comment: Development is variable at this age. GwE has introduced a different target setting methodology with a focus on targets being 'more realistic', and at Foundation Phase targets are no longer 'uplifted' they are now aggregated data from schools.

Last Updated: 14-Jun-2016

KPI Title	Previous Year Actual	Actual	Performance Indicator Trend	Target	Performance RAG
IP4.1.2M19 Percentage of Key Stage 4 learners achieving improved outcomes in Welsh (first language)	59.7	54.6	↓	74.7	 RED


Lead Officer: Claire Homard - Principal Education Officer Primary
Reporting Officer: Liz Barron - Business Planning & Project Co-ordinator
Aspirational Target:
Progress Comment: The First Language Welsh cohorts are small and variable year on year.

Last Updated: 13-Jun-2016

KPI Title	Previous Year Actual	Actual	Performance Indicator Trend	Target	Performance RAG
IP4.1.2M20 Percentage of Key Stage 2 learners achieving improved outcomes in Welsh (first language)	90	86.4	↓	85	 GREEN


Lead Officer: Claire Homard - Principal Education Officer Primary
Reporting Officer: Liz Barron - Business Planning & Project Co-ordinator
Aspirational Target:
Progress Comment: GwE has introduced a different target setting methodology with a focus on targets being 'more realistic'.

Last Updated: 14-Jun-2016

KPI Title	Previous Year Actual	Actual	Performance Indicator Trend	Target	Performance RAG
IP4.1.2M21 Percentage of Key Stage 3 learners achieving improved outcomes in Welsh (first language)	56	80	▲	87	 AMBER


Lead Officer: Claire Homard - Principal Education Officer Primary
Reporting Officer: Liz Barron - Business Planning & Project Co-ordinator
Aspirational Target:
Progress Comment: The First Language Welsh cohorts are small and variable year on year.

Last Updated: 13-Jun-2016

KPI Title	Previous Year Actual	Actual	Performance Indicator Trend	Target	Performance RAG
IP4.1.2M22 Percentage of Foundation Phase learners achieving improved outcomes in Welsh	87.3	91.2	▲	84.4	 GREEN

Lead Officer: Claire Homard - Principal Education Officer Primary
Reporting Officer: Liz Barron - Business Planning & Project Co-ordinator
Aspirational Target:
Progress Comment: Development is variable at this age. GwE has introduced a different target setting methodology with a focus on targets being 'more realistic', and at Foundation Phase targets are no longer 'uplifted' they are now aggregated data from schools.


Last Updated: 14-Jun-2016

KPI Title	Previous Year Actual	Actual	Performance Indicator Trend	Target	Performance RAG
IP4.1.2M23 (EDU/003) The percentage of learners achieving the Core Subject Indicator at Key Stage 2.	86.12	87.91	▲	87	 GREEN

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Lead Officer: Claire Homard - Principal Education Officer Primary
Reporting Officer: Liz Barron - Business Planning & Project Co-ordinator
Aspirational Target: 89.10
Progress Comment: GwE has introduced a different target setting methodology with a focus on targets being 'more realistic'.

Last Updated: 14-Jun-2016

KPI Title	Previous Year Actual	Actual	Performance Indicator Trend	Target	Performance RAG
IP4.1.2M24 (EDU/004) The percentage of learners achieving the Core Subject Indicator at Key Stage 3.	84.28	87.11	↑	86.5	 GREEN

Lead Officer: Claire Homard - Principal Education Officer Primary
Reporting Officer: Liz Barron - Business Planning & Project Co-ordinator
Aspirational Target: 89.30
Progress Comment: GwE has introduced a different target setting methodology with a focus on targets being 'more realistic'.



Last Updated: 14-Jun-2016



KPI Title	Previous Year Actual	Actual	Performance Indicator Trend	Target	Performance RAG
IP4.1.2M25 Improvement of outcomes in Capped Wider Points score, including an increasing proportion of A* and A grades	341.5	342.1	↑	358.9	 AMBER



Lead Officer: Claire Homard - Principal Education Officer Primary
Reporting Officer: Liz Barron - Business Planning & Project Co-ordinator
Aspirational Target:
Progress Comment: GwE has introduced a different target setting methodology with a focus on targets being 'more realistic'..

Last Updated: 14-Jun-2016

KPI Title	Previous Year Actual	Actual	Performance Indicator Trend	Target	Performance RAG
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IP4.1.2M26 (EDU/017) The percentage of pupils aged 15 at the preceding 31 August, in schools maintained by the local authority who achieved the Level 2 threshold including a GCSE grade A*-C in English or Welsh first language and mathematics	61.87	60.61		69.9	 RED
<p> Lead Officer: Claire Homard - Principal Education Officer Primary Reporting Officer: Liz Barron - Business Planning & Project Co-ordinator Aspirational Target: 65.10 Progress Comment: GwE has introduced a different target setting methodology with a focus on targets being 'more realistic'. A slight downturn in performance shows from the previous year. </p> <p>Last Updated: 15-Jun-2016</p>					

KPI Title	Previous Year Actual	Actual	Performance Indicator Trend	Target	Performance RAG
IP4.1.2M27 Improve performance of cohort of learners entitled to Free School Meals in achieving the Level 1 Indicator (Five GCSE passes A* to C or vocational equivalent including Mathematics and English and/or Welsh 1st Language)	93.2	92.1		95.8	 AMBER
<p> Lead Officer: Claire Homard - Principal Education Officer Primary Reporting Officer: Liz Barron - Business Planning & Project Co-ordinator Aspirational Target: Progress Comment: GwE has introduced a different target setting methodology with a focus on targets being 'more realistic'. </p> <p>Last Updated: 14-Jun-2016</p>					

KPI Title	Previous Year Actual	Actual	Performance Indicator Trend	Target	Performance RAG
IP4.1.2M28 Improve performance of cohort of learners entitled to Free School Meals (FSM) in achieving the Level 2+ Indicator (Five GCSE passes A* to C or vocational equivalent including Mathematics and English and/or Welsh 1st Language)	37.3	35.2		61.3	 RED


Lead Officer: Claire Homard - Principal Education Officer Primary
Reporting Officer: Liz Barron - Business Planning & Project Co-ordinator
Aspirational Target:
Progress Comment: GwE has introduced a different target setting methodology with a focus on targets being 'more realistic'.

Last Updated: 14-Jun-2016

KPI Title	Previous Year Actual	Actual	Performance Indicator Trend	Target	Performance RAG
IP4.1.2M29 Improve performance of cohort of learners entitled to Free School Meals (FSM) in The Capped Points Score Indicator (points achieved in best eight course outcomes)	307.6	308.1	↑	330.9	 RED


Lead Officer: Claire Homard - Principal Education Officer Primary
Reporting Officer: Liz Barron - Business Planning & Project Co-ordinator
Aspirational Target:
Progress Comment: GwE has introduced a different target setting methodology with a focus on targets being 'more realistic'.


Last Updated: 14-Jun-2016

KPI Title	Previous Year Actual	Actual	Performance Indicator Trend	Target	Performance RAG
IP4.1.2M30 Improve performance of cohort of learners entitled to Free School Meals (FSM) in achievement of the Core Subject Indicator at Key Stage 3	65.1	71.3	↑	73.8	 AMBER

Lead Officer: Claire Homard - Principal Education Officer Primary
Reporting Officer: Liz Barron - Business Planning & Project Co-ordinator
Aspirational Target:
Progress Comment: GwE has introduced a different target setting methodology with a focus on targets being 'more realistic'.

Last Updated: 14-Jun-2016




KPI Title	Previous Year Actual	Actual	Performance Indicator Trend	Target	Performance RAG
IP4.1.2M31 The percentage of young people of school age in the youth justice system that are offered 25 hours ETE	27	80	▲	40	 GREEN
<p>Lead Officer: Chris Clarke - Youth Justice Service Manager Reporting Officer: Louisa Greenly - Performance Management & Information Officer Aspirational Target: Progress Comment: Following period of reduced performance in 2015/16 focus has been given to delivering ETE options. Activities have including action plan delivered by the Exec Management Board, and supported by Youth Justice Board Cymru, internal review of recording and monitoring procedures, confirmation of education coordinator in post with the YJS and role in educational panel within YJS, improved partnerships with Symud Ymlaen, YEPP coordinator and 14-19 Network</p> <p>Last Updated:</p>					




KPI Title	Previous Year Actual	Actual	Performance Indicator Trend	Target	Performance RAG
4.1.2M32 The percentage of young people above school age in the youth justice system that are offered 16+ ETE	43	75	▲	55	 GREEN
<p>Lead Officer: Chris Clarke - Youth Justice Service Manager Reporting Officer: Louisa Greenly - Performance Management & Information Officer Aspirational Target: Progress Comment: Following period of reduced performance in 2015/16 focus has been given to delivering ETE options. Activities have including action plan delivered by the Exec Management Board, and supported by Youth Justice Board Cymru, internal review of recording and monitoring procedures, confirmation of education coordinator in post with the YJS and role in educational panel within YJS, improved partnerships with Symud Ymlaen, YEPP coordinator and 14-19 Network</p> <p>Last Updated:</p>					




RISKS

Strategic Risk

RISK TITLE	LEAD OFFICER	SUPPORTING OFFICERS	INITIAL RISK RATING	CURRENT RISK RATING	TREND ARROW	RISK STATUS

Local employers and learning providers do not work closely enough to identify and meet the skills based needs of the future.	Ian Budd - Chief Officer - Education and Youth	Jeanette Rock - Principal Education Officer Inclusion				Open
<p>Potential Effect:</p> <p>Management Controls:</p> <p>Progress Comment: Latest annual performance information has Flintshire with the lowest level of young people 16+ not in education, employment or training in Wales. There is a continuing need to support our most vulnerable young people to access employment and training and to develop apprenticeship opportunities matched to long term market intelligence on economic development.</p> <p>A Flintshire Education, Employment & Training Strategic Group has been established (December 2015) to support and further develop partnership working to actively target and meet the skills based needs of the future.</p> <p>Last Updated: 01-Jun-2016</p>						

RISK TITLE	LEAD OFFICER	SUPPORTING OFFICERS	INITIAL RISK RATING	CURRENT RISK RATING	TREND ARROW	RISK STATUS
Training places will not match current and future employer aspirations and needs.	Ian Budd - Chief Officer - Education and Youth	Jeanette Rock - Principal Education Officer Inclusion				Open
<p>Potential Effect:</p> <p>Management Controls:</p> <p>Progress Comment: Latest annual performance information has Flintshire with the lowest level of young people 16+ not in education, employment or training in Wales. There is a continuing need to support our most vulnerable young people to access employment and training and to develop apprenticeship opportunities matched to long term market intelligence on economic development.</p> <p>Flintshire County Council has well established relationships with training providers and employers. The Education, Employment & Training Strategic Group provides a forum to review the training opportunities and match these against Labour Market Intelligence and employer needs.</p> <p>Last Updated: 01-Jun-2016</p>						




RISK TITLE	LEAD OFFICER	SUPPORTING OFFICERS	INITIAL RISK RATING	CURRENT RISK RATING	TREND ARROW	RISK STATUS
Schools do not receive and/or make best use of the support they need from the Council and GwE	Ian Budd - Chief Officer - Education and Youth	Claire Homard - Principal Education Officer Primary				Open

Potential Effect: Schools are less well informed about developments and what their actions to ensure continued improvement should be. Progress in improving outcomes for learners is reduced.

Management Controls: Regular reviews by LA Senior Manager, GwE Senior Challenge Adviser and monitoring by LA's School Standards Monitoring Group

Progress Comment: GwE Challenge Advisers make regular visits to schools. Regular meetings of LA Officers with GwE Senior Challenge Adviser facilitate a review of those schools least likely to make good use of the support available. Where schools are not engaging effectively with support services from either the Council or GwE, the Senior Manager for School Improvement will take appropriate action on a continuum on intervention with the most serious outcome being the issuing of a Warning Notice to the Headteacher and/or Governing Body. No warning notices have been issued in this regard. Where a situation arose where this could have been a risk, the intervention of the Senior Challenge Adviser and Senior Manager for School Improvement resulted in a successful outcome.

Last Updated: 01-Jun-2016

RISK TITLE	LEAD OFFICER	SUPPORTING OFFICERS	INITIAL RISK RATING	CURRENT RISK RATING	TREND ARROW	RISK STATUS
Numbers of school places will not be sufficient to meet the future demands of changing demographics	Ian Budd - Chief Officer - Education and Youth	Damian Hughes - Senior Manager, School Planning & Provision				Open




Potential Effect: Budgetary pressures, rise in cost per pupil, rising in pupil teacher ratios, unsustainable schools in some areas, over subscribed schools in others, more admission appeals

Management Controls:

Progress Comment: The likelihood of not having enough spaces in schools overall is low, however there may be pressures in particular locations and phases as demographics change.

Currently there are in excess of 4000 unfilled places in the school estate, doing nothing, will have a negative effect on school financial allocations and raise pupil teacher ratios.

Last Updated: 01-Jun-2016

RISK TITLE	LEAD OFFICER	SUPPORTING OFFICERS	INITIAL RISK RATING	CURRENT RISK RATING	TREND ARROW	RISK STATUS
Limited funding to address the backlog of known repair and maintenance works in Education and Youth assets will be further reduced to meet new pressures on the Education and Youth Budgets	Ian Budd - Chief Officer - Education and Youth	Damian Hughes - Senior Manager, School Planning & Provision				Open

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



Management Controls:



Progress Comment: School Modernisation remains a key tool in enabling the Authority to invest appropriately in its school portfolio, this will involve a reduction in schools within the Council's portfolio and a reduction of unfilled places.



Last Updated: 01-Jun-2016

5 Safe Communities

Actions

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
5.1.1.1 Develop a plan to deliver the key outcomes of the North Wales Safer Communities Board (NWSCB) Community Safety Plan.	Sian Jones - Public Protection Manager - Community	Completed	01-Apr-2015	31-Mar-2016	100.00%	 GREEN	 GREEN
ACTION PROGRESS COMMENTS: NA							



ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
5.1.1.2 Contribute to the delivery of the North Wales Community Safety Plan priorities	Sian Jones - Public Protection Manager - Community	Completed	01-Apr-2015	31-Mar-2016	100.00%	 GREEN	 GREEN
ACTION PROGRESS COMMENTS: The local community safety plan has been adopted by the Local Service Board at its meeting on 19th January 2016. The plan reflects the aims and objectives of the Safer Communities Board's regional work programme. No issues or risks have been identified. Last Updated: 02-Feb-2016							

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
5.1.1.3 Reduce fear of crime by making best use of the latest technologies including closed circuit television (CCTV).	Sherryl Burrows - CCTV Manager	In Progress	01-Apr-2015	31-Mar-2016	30.00%	 AMBER	 AMBER
ACTION PROGRESS COMMENTS: Feasibility study completed and draft report received. Meeting with CE and CO scheduled for end November, 2015 for sign off of suggestions/recommendations within the report. Consultation with Town & Community Councils and other Stakeholders to be completed by end March 2016. An Executive Report to Cabinet will follow. Funding must be agreed/secured prior to the tender process. Specification, Pricing Schedule and related tender documents to be completed. Formally agree proposals to be outlined within the							


feasibility study which has been completed. Meeting held with CE and Chief Officer and it was agreed to identify the new location for CCTV Control Room prior to progressing to Phase Two of consultants brief which will involve: - The preparation of detailed technical specifications, proposals, drawings and tender documentation for the upgrade of the CCTV control equipment and the procurement of re-deployable cameras (where possible), to compliment the static CCTV camera scheme. - New Service Level Agreements are to be negotiated with Town & Community Councils. - Tender process complete and new monitoring contract commenced in October 2015. Formally agree proposals to be outlined within the feasibility study for a new sustainable model of CCTV provision by October 2015 -Feasibility Study complete. Meeting with CE re-scheduled to end of November Progress to Phase Two imminent, awaiting identification of suitable alternative location for new cctv control room Last Updated - 11/11/2015 Deleted User Negotiate new Service Level Agreements with Town & Community Councils for implementation by April 2016 -Initial meeting with Town & Community Councils has taken place. A further meeting to be scheduled later in the financial year. Last Updated - 11/11/2015 Deleted User Re-tender for monitoring services by September 2015 -Tender process completed. Evaluation Process completed. Award of Contract pending. Last Updated - 12/10/2015 Deleted User Update meeting with Town and Community councils to be arranged before the end of the financial year. In relation to potential increased costs Town and Community Councils have been advised to reserve between 5% and 10% based on their current annual costs. It is anticipated Service Level Agreements will be re-negotiated during 2016/17 A suitable alternative location for CCTV control room has been identified however Phase Two of the CCTV Upgrade Project has been postponed pending submission of a business case for the relocation/refit of the CCTV control room to the Assets Programme Board.


Last Updated: 14-Jan-2016

Performance Indicators

KPI Title	Previous Year Actual	Actual	Performance Indicator Trend	Target	Performance RAG
IP5.1.1 M01 The percentage of high risk repeat victims of domestic abuse referred to the Flintshire MARAC	23	20	▲	28	 GREEN
<p>Lead Officer: Sian Jones - Public Protection Manager - Community Reporting Officer: Jackie Goundrey - Domestic Abuse Co-ordinator Aspirational Target: Progress Comment: Overall repeat victimisation rate 15/16 was 18.6%</p> <p>Last Updated:</p>					
KPI Title	Previous Year Actual	Actual	Performance Indicator Trend	Target	Performance RAG
IP5.1.1M02 Monitoring the number of formal consultations for public space protection orders (PSPOs)	No Data	0	N/A	N/A	
<p>Lead Officer: Sian Jones - Public Protection Manager - Community Reporting Officer: - Aspirational Target: Progress Comment: Work is currently being undertaken for a PSPO which will replace the former 'dog control' areas, however this work will not need to be completed until October 2017.</p> <p>Only one formal request for a PSPO was received by Flintshire County Council in 2015/6, however there was no evidence to suggest an increase in anti-social behaviour in the area therefore the order was not pursued.</p> <p>Last Updated:</p>					
KPI Title	Previous Year Actual	Actual	Performance Indicator Trend	Target	Performance RAG



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IP5.1.1M03 Achieving a waiting time of less than 20 days from referral to treatment (KPI 2)	89	90.91	↑	80	 GREEN
<p>Lead Officer: Sian Jones - Public Protection Manager - Community Reporting Officer: - Aspirational Target: Progress Comment: Target has been exceeded for this quarter.</p> <p>Last Updated:</p>					

KPI Title	Previous Year Actual	Actual	Performance Indicator Trend	Target	Performance RAG
IP5.1.1M04 Achieving the Welsh Government target for the percentage of completed substance misuse treatments (80%)	80	78.91	↓	80	 AMBER
<p>Lead Officer: Sian Jones - Public Protection Manager - Community Reporting Officer: - Aspirational Target: 80.00 Progress Comment: Performance is consistent with previous quarters, only a slight dip has been seen in comparison to the previous quarter</p> <p>Last Updated:</p>					

RISKS

Strategic Risk

RISK TITLE	LEAD OFFICER	SUPPORTING OFFICERS	INITIAL RISK RATING	CURRENT RISK RATING	TREND ARROW	RISK STATUS
Grant funded services that are administered through the Community Safety Partnership are not delivered effectively.	Andrew Farrow - Chief Officer - Planning and Environment	Sian Jones - Public Protection Manager - Community	 Amber	 Amber	↔	Open

Potential Effect: Decommissioning of services. Greater scrutiny from funding providers. Impact on services supporting vulnerable groups.
Management Controls:
Progress Comment: The Community Safety Team met the quarter 4 deadlines imposed by the Welsh Government and the Office of the Police and Crime Commissioner.

It is still of concern that Welsh Government grants are confirmed very late. In respect of the 2016/7, the confirmation of external grants was not received until late April 2016.

The risk level remains the same.

Last Updated: 29-Apr-2016



RISK TITLE	LEAD OFFICER	SUPPORTING OFFICERS	INITIAL RISK RATING	CURRENT RISK RATING	TREND ARROW	RISK STATUS
Funding for the provision of CCTV with local partners will not be sustainable in the long term.	Andrew Farrow - Chief Officer - Planning and Environment	Sherryl Burrows - CCTV Manager	Yellow	Yellow	↔	Open



Potential Effect: Funding deficit. Consideration of closure of services for example public space CCTV service.
Management Controls:
Progress Comment: The level of risk remains the same as the Authority is still in the process of negotiating new Service Level Agreements with Stakeholders.



Last Updated: 01-Jun-2016



6 Poverty

Actions

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
6.1.1.1 Help children, young people and families, in or at risk of poverty achieve their potential.	Gail Bennett - Early Intervention Services Manager	Completed	01-Apr-2015	31-Mar-2016	100.00%	 GREEN	 GREEN
<p>ACTION PROGRESS COMMENTS:</p> <p>The Early Years and Family Support Service have made several contributions towards this action, through a multi-agency, partnership arrangements. Further information is available in the Joint Education and Youth and Social and Health Overview and Scrutiny Committee Report - 4 June 2015. The main highlights are: - Involvement with the Anti-Poverty strategic and sub-groups. - Implementation of Flying Start Guidance and the recruitment of a specialist Speech, Language and Communication Lead and a Safeguarding Clinical Nurse. - Partnership with the national, 'Money Advice Service' (MAS) to conduct some ground breaking research in Wales. The pilot (and accompanying 2 year longitudinal evaluation) will test the effectiveness of programmes designed to improve children's financial capability through working with parents. The aim is to produce rigorous evidence on the impact and cost-effectiveness of parenting programmes. The pilot will raise awareness to parents of the important role they play and equip them with the desire, confidence and ability to develop the next generation of financially capable adults. Financial capability will be weaved into existing parenting programme interventions within Flying Start, some Families First delivery and school delivery of programmes such as Family Links and Incredible Years. Adult financial capability is a direct consequence of what has been seen, experienced and learned throughout childhood and adolescence, so to become financially capable, children need to observe, talk about and experience money on a regular basis. Starting young is key, with financial capability developed from the age of three with many future adult habits set by the age of seven. Parents are likely to be the strongest factor to influence adult financial capability (they are the most trusted messenger in childhood and they provide the environment for children to see, experience and learn about money on a daily basis). Despite this, there is minimal provision to support parents and little evidence about what works and what doesn't. The pilot aligns with Welsh Government requirements and has the approval of programme licence holders. - Social Care Accolades Awards 2015 (National Award), 'Better Outcomes through Working Together'. Particular focus was given to the community engagement programmes, Families and Schools Together and parenting programmes - many of the parents who have been involved in the programme have gained employment or taken up further education due to their involvement in the programme, increased links with school and a reduction in social isolation and an increase in confidence. The programmes are delivered primarily through pooled grant funding from Flying Start, Families First and school Pupil Deprivation Grant. Schools report an increase in attendance and improved behaviour. It is recognised that this forms part of a whole school, whole family approach. Invite as member of Wales delegation to EuroChild Symposium in Galway in December to highlight the parenting work in Flintshire re early intervention and prevention partnership between Flying Start, Families First and primary schools using their Pupil Deprivation Grant. January 2016: Flying Start and Y Teulu Cyfan, Families First funded project/workers were trained in Financial Support for parents - part of the national evaluations to support parents to support their children in the right messages. The work mentioned will continue 2016-17 and embed into operational practice. Early Years and Family Support are aiming to secure European funding of £2.2 million over 3 years to support people 25 plus with employability, the service will be targeted at those furthest from employment and will interface with Education European funding with similar aims, Trac 1 and Trac 2.</p> <p>Last Updated: 02-Jun-2016</p>							



ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
6.1.1.2 Provide advice and support services to help people protect their income	Paul Neave - Manager - Advice and Homelessness Service	Completed	01-Apr-2015	31-Mar-2016	100.00%	 GREEN	 GREEN
<p>ACTION PROGRESS COMMENTS: FCC continues to provide advice and support services that are helping residents to maximise their household income through accessing their correct entitlement of social security benefits and manage their debts as effectively as possible. The combination of the Advice and Support Gateways and the empowering of front line staff with additional social welfare knowledge/skills are helping, as much as possible, to manage the increase demand from residents, impacted by the welfare reforms, for access to advice and support providers.</p> <p>Last Updated: 06-Jun-2016</p>							

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
6.1.1.3 Support the implementation of Universal Credit (UC) within Flintshire	Paul Neave - Manager - Advice and Homelessness Service	Completed	01-Apr-2015	31-Mar-2016	100.00%	 GREEN	 GREEN
<p>ACTION PROGRESS COMMENTS: All the Jobcentres throughout Flintshire (and now throughout the whole of Wales) are delivering universal Credit (UC). However, in Flintshire we are delivering what is referred to as the UC 'Live Service' and UC is only accessible to specified claimants without overly complex life situations. Hence, even though UC has been live in Flintshire for over two years, less than a 1,000 claimants have claimed it, with the majority being younger single people without housing costs. In May 2016, the DWP commenced, via a phased rollout approach across the United Kingdom, the UC 'Full Service'. When a local authority area is delivering full service there are no restrictions a on the working-age claimants who can claim UC and claimants already receiving another means-tested benefit, such as Housing Benefit, may be transferred over across to UC should their circumstances change. As soon as the Welsh language UC online claim form is developed the DWP will commence the rollout of the UC Full service across Wales. The Delivery Partnership Agreement for 2015/16, funded by the DWP, ensured that the Flintshire UC claimants, who needed support to make an on-line application and/or personal budgeting support, had easy access of to appropriate help and support.</p> <p>Last Updated: 06-Jun-2016</p>							



ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
6.1.2.1 Help residents to access funding support to improve the thermal efficiency of their homes	Leanna Jones - Home Energy Conservation Officer	Completed	01-Apr-2015	31-Mar-2016	100.00%	 GREEN	 GREEN
<p>ACTION PROGRESS COMMENTS: The team has overachieved on every KPI despite understaffing still being an issue as the restructure in Regeneration has affected the recruitment to the agreed Domestic Energy Efficiency Team posts. The team have been able to bring in more external funding than anticipated and deliver energy efficiency improvements to well over 1000 properties, a record</p>							

for us, which shows the value we bring to the council at virtually no cost. The success has been further demonstrated in the energy savings we help residents achieve. Therefore it cannot be understated how hard every member of this project team have worked this year to achieve these amazing results. Please see individual KPIs for more detail on project progress.


Last Updated: 27-May-2016

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
6.1.2.2 Deliver energy efficiency measures to council homes	Leanna Jones - Home Energy Conservation Officer	Completed	01-Apr-2015	31-Mar-2016	100.00%	 GREEN	 GREEN
ACTION PROGRESS COMMENTS: Overachieved in delivery across all tenures, working to bring added value to council programmes and go above and beyond WHQS to reduce tenants risk of fuel poverty.							
Last Updated: 27-May-2016							

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ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
6.1.2.3 Develop a best practice procurement solution for energy efficiency and renewable energy across Wales	Leanna Jones - Home Energy Conservation Officer	In Progress	01-Apr-2015	31-Mar-2016	50.00%	 AMBER	 AMBER
ACTION PROGRESS COMMENTS: Agreement reached with NPS and Valueworks, but due to work demands the roadshows still need to be booked in. Discussions with local authorities in February/March reveal there is still a market need for this framework, so work will continue next financial year.							
Last Updated: 27-May-2016							

Performance Indicators

KPI Title	Previous Year Actual	Actual	Performance Indicator Trend	Target	Performance RAG
IP6.1.1M01 (FS/001) Number of free quality, part-time childcare sessions provided for 2-3 year olds through the flying start programme.	39455	46190	↑	40000	 GREEN


Lead Officer: Meryl Elmusrati - Flying Start Coordinator

Reporting Officer: Gary Greenhough - Performance Officer

Aspirational Target:

Progress Comment: The number of childcare sessions offered and taken up has increased during 2015-16 due to increased parenting support and great awareness raising of the importance of good quality childcare provision for children, and through communicating the benefits of long term outcomes. This year has seen the offer of more flexible arrangements enabling some families to take up 3 out of 5 weekly session. The % update has increased quite considerably.

Last Updated: 09-Jun-2016

KPI Title	Previous Year Actual	Actual	Performance Indicator Trend	Target	Performance RAG
IP6.1.1M02 (FS/005) Number of children receiving an enhanced Health service through the Flying Start Programme	1515	1479	↓	1407	 GREEN

Lead Officer: Gail Bennett - Early Intervention Services Manager


Reporting Officer: Gary Greenhough - Performance Officer


Aspirational Target:


Progress Comment: All Flying Start families with children in the programme range (capped at 1407) receive enhanced Health services through the Flying Start programme. During 2015-16 the mandatory Health Visitor services have been enhanced by offering Speech and Language Therapy and Midwifery, along with some brief Counselling interventions. This year has also seen the publication of the Welsh Government Health Services Guidance document, and a review has been undertaken to ensure Flintshire Flying Start is meeting the Guidance, along with appropriate Agreements with BCUHB.

Last Updated: 09-Jun-2016


KPI Title	Previous Year Actual	Actual	Performance Indicator Trend	Target	Performance RAG
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IP6.1.1M03 (FS/003) Number of parents accessing Parenting programmes	212	191	↓	200	 AMBER
<p>Lead Officer: Meryl Elmusrati - Flying Start Coordinator Reporting Officer: Gary Greenhough - Performance Officer Aspirational Target: Progress Comment: All parents are to be offered the opportunity to attend a Parenting Programme. During 2015-16 a review has been undertaken of programmes, and how these should be offered using the intelligence on the needs of family, and ensuring appropriate assessments are made to offer the right programme at the right time. A further focus has been put on engagement, using and developing informal parenting support that can promote the parenting programmes principles and messages through an informal, structured approach.</p> <p>Last Updated: 09-Jun-2016</p>					


KPI Title	Previous Year Actual	Actual	Performance Indicator Trend	Target	Performance RAG
IP6.1.1M04 (FS/004) Number of places filled on structured and unstructured speech, language and communication sessions for parents and children within Flying Start	314	302	↓	350	 RED
<p>Lead Officer: Meryl Elmusrati - Flying Start Coordinator Reporting Officer: Gary Greenhough - Performance Officer Aspirational Target: Progress Comment: Due to the recruitment of a Speech and Language Therapist December 2015, some time has been taken out to develop the correct pathways for Flying Start families, working alongside generic SaLT. Time has also been committed to ensuring staff skills (Family Workers; Health Visitors; Advisory Teachers; Settings) are appropriate to meet the delivery needs of the pathways and support families to develop their children's speech, language and communication to enable children to reach their potential. A particular focus will be on speech and language during 2016-17 as research informs us that this can prevent longer term economic costs on services.</p> <p>Last Updated: 09-Jun-2016</p>					

KPI Title	Previous Year Actual	Actual	Performance Indicator Trend	Target	Performance RAG
IP6.1.1M05 (WEL/001) Amount of additional Social Security and Tax Credits paid to Flintshire residents as a result of the work undertaken by FCC	2000000	2120315	↑	2000000	 GREEN

Lead Officer: Katie Clubb - Community Support Services Manager
Reporting Officer: Paul Neave - Manager - Advice and Homelessness Service
Aspirational Target:
Progress Comment: In total, during the previous financial year the team have helped residents to claim on-going social security income totalling £38,245pw (£1, 988,740pa). The team have also helped residents to claim £300,000 in one -off social security payments. The annual performance target was based on the income gained from the positive outcomes to casework interventions gained by five welfare rights officers. However, for the majority of the previous year, there has only been four officers in post.
 Last Updated: 23-Jun-2016

KPI Title	Previous Year Actual	Actual	Performance Indicator Trend	Target	Performance RAG
IP6.1.1M06 Speed of processing of Housing Benefit claims - new claims	19.18	20.34	↓	17.5	 AMBER

Lead Officer: Jen Griffiths - Benefits Manager
Reporting Officer: Claire Flint - Systems Team Leader (Revenue & Benefits)
Aspirational Target:
Progress Comment: Performance within target for Quarter 3 - working practices have been realigned and dedicated officers have been allocated to new claims processing
 Last Updated:

KPI Title	Previous Year Actual	Actual	Performance Indicator Trend	Target	Performance RAG
IP6.1.1M07 Speed of processing of Housing Benefit claims - change of circumstances	7.15	8.3	↓	9	 GREEN

Lead Officer: Jen Griffiths - Benefits Manager
Reporting Officer: Claire Flint - Systems Team Leader (Revenue & Benefits)
Aspirational Target:
Progress Comment: Performance in target for Quarter 3 - due to realignment of working practices to prioritise changes to minimise overpayments to customers
 Last Updated:

KPI Title	Previous Year Actual	Actual	Performance Indicator Trend	Target	Performance RAG
IP6.1.1M08 Number of Flintshire residents assisted by FCC to claim Additional Social Security and Tax Credits	1600	1287	↓	N/A	●●●
<p>Lead Officer: Katie Clubb - Community Support Services Manager Reporting Officer: Paul Neave - Manager - Advice and Homelessness Service Aspirational Target: Progress Comment: The Welfare Rights Unit accepted 1287 new referrals from Flintshire households over the year and provided these households with advice and support. This is a reduction on the previous year as a result of reduced capacity within the team for certain periods.</p> <p>Last Updated: 15-Jun-2016</p>					
KPI Title	Previous Year Actual	Actual	Performance Indicator Trend	Target	Performance RAG
IP6.1.1M09 Amount of discretionary housing payment (DHP) paid to support people to adjust to Welfare Reform changes	259000	145347.08	↓	N/A	●●●
<p>Lead Officer: Jen Griffiths - Benefits Manager Reporting Officer: Claire Flint - Systems Team Leader (Revenue & Benefits) Aspirational Target: Progress Comment: Expenditure has reached 73% of the government contribution as at the end of Quarter 3, Discretionary Housing payments are continuing to be promoted with internal departments and partner organisations to ensure that the full government contribution is used by the end of quarter 4</p> <p>Last Updated:</p>					
KPI Title	Previous Year Actual	Actual	Performance Indicator Trend	Target	Performance RAG
IP6.1.1M10 Number of residents supported to better manage their financial commitments	No Data	168	N/A	N/A	●●●

Lead Officer: Katie Clubb - Community Support Services Manager
Reporting Officer: Paul Neave - Manager - Advice and Homelessness Service
Aspirational Target:
Progress Comment: During the period January to March 2016, the FCC Money Advice Officer accepted 39 new referrals from Flintshire households who were at risk of homeless, providing these households with specialist advice and support and helping them to better manage their household debts and maintain their contractual housing costs.

During the previous financial year, the Officer helped 168 residents to better manage their household budget and avoid the threat of homelessness

Last Updated: 07-Jun-2016

KPI Title	Previous Year Actual	Actual	Performance Indicator Trend	Target	Performance RAG
IP6.1.1M11 Number of Universal Credit claimants referred for Personal Budgeting support	55	20	↓	N/A	●●●

Lead Officer: Jen Griffiths - Benefits Manager
Reporting Officer: Claire Flint - Systems Team Leader (Revenue & Benefits)
Aspirational Target:
Progress Comment: This figure is in line with the agreed amounts in the Delivery Partnership Agreement with Department for Work and Pensions. Work is continuing via communication with colleagues and partner organisations to ensure that claimant's who may benefit from this service are referred through for support.

Last Updated:

KPI Title	Previous Year Actual	Actual	Performance Indicator Trend	Target	Performance RAG
IP6.1.1M12 Number of Universal Credit claimants referred for assistance with on-line access	2	3	↑	N/A	●●●

Lead Officer: Jen Griffiths - Benefits Manager
Reporting Officer: Claire Flint - Systems Team Leader (Revenue & Benefits)
Aspirational Target:
Progress Comment: The low take-up of assistance offered for online access is in line with the rest of the year's performance. This is mainly due to the currently client group that are accessing Universal Credit.

Last Updated:

KPI Title	Previous Year Actual	Actual	Performance Indicator Trend	Target	Performance RAG
IP6.1.1M13 Number of enquiries received from the Universal Service Centre by Flintshire County Council's Housing Benefit Service relating to housing costs	88	34	↓	N/A	


Lead Officer: Jen Griffiths - Benefits Manager
Reporting Officer: Claire Flint - Systems Team Leader (Revenue & Benefits)
Aspirational Target:
Progress Comment: No enquiries were received during Quarter 2


Last Updated:


KPI Title	Previous Year Actual	Actual	Performance Indicator Trend	Target	Performance RAG
IP6.1.2M14 Number of private homes receiving energy efficiency measures	422	593	↑	350	

Lead Officer: Gavin Griffith - Housing Regeneration & Strategy Manager
Reporting Officer: Leanna Jones - Home Energy Conservation Officer
Aspirational Target:
Progress Comment: This figure reflects all non-FCC properties receiving measures, which includes owner occupied, private rented, housing association and shared ownership. The Arbed Warm Homes project was completed and further monies were made available for additional EWI in the V&VP area which will now continue into next financial year. Only EWI has been claimed this quarter although boilers and loft insulation has also been completed - these will be claimed Q1 next year when we have received full details. The Affordable Warmth programme and gas infill programmes also facilitated additional boiler installations and assisted vulnerable households in the private sector. This figure includes 209 measures across 200 homes.

Last Updated: 27-May-2016


KPI Title	Previous Year Actual	Actual	Performance Indicator Trend	Target	Performance RAG
IP6.1.2M15 Overall annual fuel bill reduction for residents	244360	296030	↑	200000	 GREEN
<p>Lead Officer: Gavin Griffith - Housing Regeneration & Strategy Manager Reporting Officer: Leanna Jones - Home Energy Conservation Officer Aspirational Target: Progress Comment: £91,340 annual energy bill savings in non council properties and an additional £30,370 annual savings in council properties. Please see comments on number of homes receiving improvements for more details.</p> <p>Last Updated: 27-May-2016</p>					

KPI Title	Previous Year Actual	Actual	Performance Indicator Trend	Target	Performance RAG
IP6.1.2M16 Annual reduction in carbon emissions	299429	33623.45	↓	22500	 GREEN
<p>Lead Officer: Gavin Griffith - Housing Regeneration & Strategy Manager Reporting Officer: Leanna Jones - Home Energy Conservation Officer Aspirational Target: Progress Comment: This figure is a calculation of the lifetime tonnes carbon dioxide emissions (ltc) saved by completing the measures counted this quarter. It varies by measure based on how much is saved in a typical home using Department for Energy and Climate Change verified savings estimates.</p> <p>Last Updated: 27-May-2016</p>					

KPI Title	Previous Year Actual	Actual	Performance Indicator Trend	Target	Performance RAG
IP6.1.2M17 Number of Council homes receiving energy efficiency measures	417	649	↑	400	 GREEN

Lead Officer: Gavin Griffith - Housing Regeneration & Strategy Manager
Reporting Officer: Leanna Jones - Home Energy Conservation Officer
Aspirational Target:
Progress Comment: PV Investment project complete, some additional monies were made available in the V&VP area to install more systems towards the end of the quarter. Warm Homes Arbed project complete subject to snagging and claim form submitted to WG. Rhydymwyn Gas Infill - this project was completed and site cleared by 31st December 2015. All 36 council properties have been fitted with a live gas supply. Status as at 31st March 2016, Private Properties - 2 fuel switches have been completed. FCC properties - Tenants will be given the option of a fuel switch during 2016/2017. Treuddyn Gas Infill - this project completed except for three unadopted roads in the Treuddyn area. All 86 council properties have been fitted with a live gas supply. Status as at 31st March 2016, Private Properties - 15 fuel switches have been completed. FCC Properties - 15 fuel switches have been completed. Penyffordd Gas Infill - Work commenced 21st March 2016 due to be completed by end of Dec 2016. We have 50+ expressions of interest from private sector and 59 FCC properties will have a gas supply. One off Installs outside of infill areas - Various applications to Wales & West, 6 have been installed. Towerblocks, due to complete June/July 2016 so will reflect in Q1 16/17 figures.

Last Updated: 27-May-2016

KPI Title	Previous Year Actual	Actual	Performance Indicator Trend	Target	Performance RAG
P6.1.2M18 Overall annual fuel bill reduction for tenants in Council homes	121451	107240	↓	50000	 GREEN

Lead Officer: Gavin Griffith - Housing Regeneration & Strategy Manager
Reporting Officer: Leanna Jones - Home Energy Conservation Officer
Aspirational Target:
Progress Comment: as above

Last Updated: 27-May-2016

RISKS

Strategic Risk

RISK TITLE	LEAD OFFICER	SUPPORTING OFFICERS	INITIAL RISK RATING	CURRENT RISK RATING	TREND ARROW	RISK STATUS
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Demand for advice and support services will not be met.	Clare Budden - Chief Officer - Community and Enterprise	Katie Clubb - Community Support Services Manager, Paul Neave - Manager - Advice and Homelessness Service	Amber	Amber	↔	Open
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Potential Effect: Service providers with insufficient resources to meet demand will quickly build up long waiting lists and residents will not be able to access timely advice that prevents problems from escalating to ones that require more costly specialist interventions.

Reduced access to advice and support will result in residents facing legal enforcement action, particularly those with debt problems and residents will be unable to gain entitlement to their legal entitlement of social security income, impacting their ability to maintain their financial commitments, including housing costs.

Increase in demand from residents for access to emergency provision, such as foodbanks, FCC provision, i.e., section 17 & 21 payments, etc.

Management Controls: FCC is continuing to fund the Flintshire Advice Gateway to complement the Flintshire Support Gateway. Both gateways aim to ensure residents in need of social welfare advice and support are referred to an appropriate service provider in order to, as far as practical, maximise effective use of resources.

Whilst the FFTP is overseeing initiatives that is helping advice and support providers to manage the increased demand from Flintshire households experiencing social welfare problems, the provisions within the Welfare Reform and Work Bill 2015, currently being considered by the UK Parliament, will if enacted, increase the number of Flintshire households, who from April 2016, will face a reduction in their present level of social security/tax credit income. It is to be assumed that these households will seek appropriate advice and support to help resolve the problems that their loss of income will generate.

Progress Comment: The Welfare Reform and Work Act 2016 is, from April 2016, introducing further reforms of working age social security benefits to save £12 billion from the social security budget by 2019/20. The latest welfare reforms will affect new Flintshire households, for example, working households, who may also seek advice and support on how to manage their loss of income.

As the impact of the welfare reforms are felt by an increasing number of Flintshire households, particularly the roll out of Universal Credit, providers will be under increasing pressures. The Government has recognised that Local Authorities will require additional funding when households that are more vulnerable claim Universal Credit. During the coming year, the Council will continue to work closely with the Department for Work and Pensions to ensure sufficient levels of funding is provided for the development and implementation of a support framework that can provide support to all Flintshire households who experience problems whilst claiming Universal Credit.

Last Updated: 06-Jun-2016

RISK TITLE	LEAD OFFICER	SUPPORTING OFFICERS	INITIAL RISK RATING	CURRENT RISK RATING	TREND ARROW	RISK STATUS
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Debt levels will rise if tenants are unable to afford to pay their rent	Clare Budden - Chief Officer - Community and Enterprise	Katie Clubb - Community Support Services Manager, Paul Neave - Manager - Advice and Homelessness Service	Amber	Amber	↔	Open
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Potential Effect: Rent arrears levels amongst FCC tenants will increase if they are not able to implement strategies to manage the impact generated by the reduction in their Housing Benefit award. Any reduction in income to the Housing Revenue Account negatively affects the Housing Service Business model.

Increase in court action for possession being taken against social housing tenants, particularly those with existing rent arrears which are worsened by the spare room subsidy. This will create additional financial pressures upon the fulfilment of FCC statutory homeless duties.

Management Controls: Continue the proactive response to FCC tenants impacted by the spare room subsidy ensuring they are supported to remain in, or move from their property, lessening the negative impact on the Housing Revenue Account and the risk of homelessness.

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

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

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

Progress Comment: Due to the continued safe and secure implementation of Universal Credit (UC) within Flintshire, the number of UC claimants who are also liable for rent is low and the personal budgeting service, delivered by the Citizen Advice Service, is easily coping with the demand for advice and support from UC claimants.

Training has also been delivered to internal and external staff to raising their awareness of the safeguards that are available within the UC regulations to help tenants, who will struggle to manage their monthly UC payment. Further training will be provide ahead of the migration of claimants across to UC commence – expected to be in early 2017 in Flintshire.

FCC also advises the DWP of issues that arise with the UC Service Centre's processes for dealing with requests from social/private landlords for a UC claimant's housing costs to be paid directly to a landlord.

Last Updated: 06-Jun-2016

RISK TITLE	LEAD OFFICER	SUPPORTING OFFICERS	INITIAL RISK RATING	CURRENT RISK RATING	TREND ARROW	RISK STATUS
The local economy will suffer if residents have less income to spend	Clare Budden - Chief Officer - Community and Enterprise	Katie Clubb - Community Support Services Manager, Paul Neave - Manager - Advice and Homelessness Service	Amber	Amber	↔	Open

Potential Effect: Low income households predominately spend their income on local services and business, if these households cannot replace lost social security income with earned income, or have their household income maximised in other ways, there will be less spending power within the Flintshire local economy. It is estimated that an increase of £1 million income pa amongst low income households may result in 12 job being created within a local economy – a loss of £1 million pa creates pressures upon the sustainment of such jobs and limits job creation.

Management Controls:

Progress Comment: FCC continues to provide specialist advice services that assist residents to maximise their household income by supporting residents to access their correct entitlement to social security benefits and tax credits and/or through helping them to manage their financial commitments more effectively.

During the previous financial year, the successful outcomes to the interventions by the Welfare Rights Team helped Flintshire households totalling £1, 988,740pa in ongoing payments. The team have also helped residents to claim £300,000 in one -off social security payments. This additional income will be boosting spending power within the local economy.

Last Updated: 06-Jun-2016

RISK TITLE	LEAD OFFICER	SUPPORTING OFFICERS	INITIAL RISK RATING	CURRENT RISK RATING	TREND ARROW	RISK STATUS
Resources to meet the requirements of the Universal credit roll-out will not be sufficient	Clare Budden - Chief Officer - Community and Enterprise	Katie Clubb - Community Support Services Manager, Paul Neave - Manager - Advice and Homelessness Service	Amber	Amber	↔	Open

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Potential Effect: Additional resources required to enable FCC housing staff to prepare tenants for the new system and help them manage the transition.

Increase in rent arrears and negative impact upon the Housing Revenue Account generated by the payment of UC housing cost directly to FCC tenants.

Reluctance of Private Landlords to let to tenants in receipt of UC and reducing the expansion of the private rented sector as a housing solution for lower income residents.

Increased demands for financial and digital inclusion initiatives to be delivered across the County.

Management Controls: FCC has negotiated a Delivery Partnership Agreement with the DWP for 2015/16. Due to the continued slow progress in the rollout of Universal Credit across Flintshire it is expected that the resources funded within this agreement will be adequate to cope with demand from UC claimants who need help to claim UC and to manage their on going award.

Progress Comment: FCC negotiated a Delivery Partnership Agreement with the DWP for 2015/16. Due to the continued slow progress in the rollout of Universal Credit across Flintshire the resources funded within this agreement were adequate to cope with demand from UC claimants who need help to claim UC and to manage their on-going award. For information during 2015/16 two claimants needed help to male an online UC claim and thirty two claimants needed help to improve their budgeting skills.

FCC continues to engage with the DWP on the plans for the development of a more robust support framework that will be needed to ensure that UC continues to be delivered in a safe and secure manner when there is a significant increase in the number of working age people within Flintshire who are claiming UC.

Last Updated: 06-Jun-2016

RISK TITLE	LEAD OFFICER	SUPPORTING OFFICERS	INITIAL RISK RATING	CURRENT RISK RATING	TREND ARROW	RISK STATUS
Residents do not take up the energy efficiency measures as we hope	Clare Budden - Chief Officer - Community and Enterprise	Gavin Griffith - Housing Regeneration & Strategy Manager, Leanna Jones - Home Energy Conservation Officer	Amber	Amber	↔	Open

Potential Effect:

Management Controls: Ensure that the availability of financial support to homeowners is widely promoted.

Progress Comment: Quarter 4 commentary is the same as for quarter 3.

The external funds received in Q1 are lower than they were in 2014/15, so publicity has been reduced to take account of this fact. Targeted promotion of funds has been carried out in the off gas areas, where there is a shortfall between project cost and external funding, resulting in the need for either a loan from the council or a householder contribution.

Additional funds have been secured through Arbed in Q2, so a targeted promotion in the affected area has begun and we are confident of attracting a sufficient number of households to spend the resource provided.

01/12/2015 - Updated 30/12/2015 by Gavin Griffith, however today it has been deleted as a project risk and re-added as a strategic risk

Last Updated: 01-Jun-2016

RISK TITLE	LEAD OFFICER	SUPPORTING OFFICERS	INITIAL RISK RATING	CURRENT RISK RATING	TREND ARROW	RISK STATUS
Available funding falls short of public demand	Clare Budden - Chief Officer - Community and Enterprise	Gavin Griffith - Housing Regeneration & Strategy Manager, Leanna Jones - Home Energy Conservation Officer	Amber	Amber	↔	Open

Potential Effect:



Management Controls: Ensure that funding opportunities through Welsh Government, Wales European Funding Office (WEFO) and Utility Companies are vigorously pursued.

Progress Comment: The council has received the outcome of its bid for Arbed funding and was successfully awarded £860K of funding which has relieved some of the demand pressures. However, demand is always likely to outstrip the resources available.

Last Updated: 01-Jun-2016

7 Environment



Actions

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
7.1.1.1 Use available funding to support Council priorities for accessing employment, health, leisure and education	Anthony Stanford - Highways Strategy Manager	In Progress	01-Apr-2015	31-Mar-2016	25.00%	 GREEN	 GREEN

ACTION PROGRESS COMMENTS:

Active Travel - preparation of consultation on track. Local Transport Fund - Final design to be agreed with Welsh Government (21.09.15)



Last Updated: 18-Apr-2016

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
7.1.1.2 Prioritise the Council's road infrastructure for repairs and maintenance and implement network improvement programmes	Ian Bushell - Technical and Performance Manager	Completed	01-Apr-2015	31-Mar-2016	100.00%	 GREEN	 GREEN

ACTION PROGRESS COMMENTS:

On track.



Last Updated: 01-Jun-2016

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
7.1.1.3 Use available funding to support the Council's priorities to improve road safety on the County's highway network.	Anthony Stanford - Highways Strategy Manager	In Progress	01-Apr-2015	31-Mar-2016	90.00%	 GREEN	 GREEN

ACTION PROGRESS COMMENTS:

Progress to date; - A548 Sealand Road / Seahill Road - Proposed Junction improvement - Design complete / start on site Mon 22nd Feb / construction period 2 weeks - A541 Pontblyddyn, Nr. Plas Teg - Introduction of Fixed Speed Camera - works complete / awaiting phone line connection to enable commissioning of camera - A548 Deeside Industrial Park - Complete



Last Updated: 01-Jun-2016

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
7.1.1.4 Develop and support community transport arrangements.	Katie Wilby - Transportation and Logistics Manager	Ongoing	01-Apr-2015	31-Mar-2016	-	 AMBER	 GREEN

ACTION PROGRESS COMMENTS:

On track. April-July 2016 working with Town and Community Councils on a range of options to introduce community based transport services to replace the existing subsidised routes and reduce the impact of the bus service changes within the community. Officers visited all affected Town and Community Councils throughout March and April 2016 to inform them of the changes to the bus services and commence work on developing community transport services within their areas. workshops were held in late April 2016 with all the Town and Community Councils. To date, 15 Community Councils have expressed an interest in becoming involved in the proposed pilot schemes, which are intended to be introduced over the summer months. The next step will be to meet with these communities during June/July 2016, establish the partnerships and start setting up the pilot schemes. During July/August 2016, the intention is to arrange "drop-in" events within the local communities for the wider public, suppliers and potential service users to find out about the project and how they can become involved.



Last Updated: 09-Jun-2016

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
7.2.1.1 Agree the Local Development Plan's vision, objectives and options to accommodate growth.	Andy Roberts - Planning Strategy Manager	Completed	01-Apr-2015	31-Mar-2016	100.00%	 GREEN	 GREEN

ACTION PROGRESS COMMENTS:

Publication of Local Development Plan (LDP) main issues report in quarter 1 2016 will be out to consultation. On course to achieve end date of 31/03/16.

Last Updated: 02-Jun-2016



ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
7.2.1.2 Identify and develop large scale renewable energy schemes.	Will Pierce - Energy Manager	In Progress	01-Apr-2015	31-Mar-2016	95.00%	 GREEN	 GREEN

ACTION PROGRESS COMMENTS:

A number of potentially suitable sites have been identified, of which two, following a report to Cabinet were given approval to proceed to full planning applications. However, the U.K.

Government have recently announced a consultation on the level of future subsidies for Solar and Wind projects, which has brought uncertainty to the likely financial returns. Consequently the business cases cannot be concluded until the outcome of the consultation is known, in a couple of months' time. All projects are therefore under review. As of the 25th November, there is still no comment from Central Government in relation to the level of future subsidies. The U.K. Government issued its Review on Feed in Tariffs and Renewable Obligation certificates on the 17th December 2015. The review has significantly reduced the subsidy/grant applicable to many renewable systems, but may still be financially and sustainably viable for specific sites, especially where a suitable grid connection already exists. Further evaluation/analysis of the recent tender returns, for the proposed solar farms at Brookhill and Standard land fill sites in Buckley, is now required . Following a detailed business case and report, Cabinet gave their approval for the two Landfill site schemes to proceed. Lark Energy have been appointed as the approved contractors to develop the two Solar farms. Final designs and contracts are now being developed. Both sites have been "pre accredited" with Ofgem, who have given a final completion date of the 3rd October 2016, at which point both solar farms must be operational, or the agreed Feed in tariff payments will be withdrawn.

Last Updated: 18-Apr-2016




ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
7.2.1.3 Minimise waste sent to landfill and maximise opportunities for energy generation from waste.	Harvey Mitchell - Waste and Ancillary Services Manager	Completed	01-Apr-2015	31-Mar-2016	100.00%	 GREEN	 GREEN

ACTION PROGRESS COMMENTS:

Cessation of trade waste collections will result in overall waste arising sent to landfill. Recruitment of HRC site specific staff and the introduction of bag splitting at all HRC's being implemented during August should result in waste being diverted from landfill. Waste disposal contract awarded to treatment outlet from October 2016 Residual waste is now sent for treatment which is used for energy recovery from the waste.


Last Updated: 11-Feb-2016

Performance Indicators


KPI Title	Previous Year Actual	Actual	Performance Indicator Trend	Target	Performance RAG
IP7.1.1M01 Successful delivery of WG funded schemes / feasibility studies funding through the Local Transport Fund	100	100	↔	100	 GREEN
<p>Lead Officer: Barry Wilkinson - Highways Networks Manager Reporting Officer: Anthony Stanford - Highways Strategy Manager Aspirational Target: Progress Comment: LTF Grant funding allocated and spent prior to end of March. Full works scheme completion planned for Late May.</p> <p>Last Updated: 09-Jun-2016</p>					
KPI Title	Previous Year Actual	Actual	Performance Indicator Trend	Target	Performance RAG
IP7.1.1M02 (THS/012) - The percentage of principal (A) roads, non-principal (B) roads and non-principal (C) roads that are in overall poor condition	4.48	4.02	↑	7	 GREEN
<p>Lead Officer: Barry Wilkinson - Highways Networks Manager Reporting Officer: Ian Bushell - Technical and Performance Manager Aspirational Target: 8.00 Progress Comment: Scanner Surveys of the Road Condition took place between Oct 2015 and Feb 2016 and the data was made available to the Authority in April 2016. These results show a slight improvement overall on the previous years figures.</p> <p>Last Updated: 09-Jun-2016</p>					
KPI Title	Previous Year Actual	Actual	Performance Indicator Trend	Target	Performance RAG
IP7.1.1M03 The percentage of notices issued for all roadworks for the purposes of coordinating and minimising disruption to Flintshire's highway network	N/A	82.56	N/A	N/A	

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Lead Officer: Barry Wilkinson - Highways Networks Manager
Reporting Officer: Sam Tulley - Road Space Manager
Aspirational Target:
Progress Comment: Number of works taking place in the carriageway, which require a notification for the purposes of coordination = 86
 Number of notices issued during this period =71
 Last Updated: 09-Jun-2016


KPI Title	Previous Year Actual	Actual	Performance Indicator Trend	Target	Performance RAG
IP7.1.1M04 Road safety initiatives to reduce the risk of collisions of high risk groups: Older drivers	35	24	↓	80	 RED

Lead Officer: Anthony Stanford - Highways Strategy Manager
Reporting Officer: Lee Shone - Road Safety Officer
Aspirational Target:
Progress Comment: Woman's institute, cancelled promotional evening, leaving little time to promote additional avenues.
 Last Updated:


KPI Title	Previous Year Actual	Actual	Performance Indicator Trend	Target	Performance RAG
IP7.1.1M05 Road safety initiatives to reduce the risk of collisions of high risk groups: Newly qualified young drivers	75	43	↓	108	 RED


Lead Officer: Anthony Stanford - Highways Strategy Manager
Reporting Officer: Lee Shone - Road Safety Officer
Aspirational Target:
Progress Comment: Target represented a maximum number in relation to the funding allocated, rather than an achievable target.
 Last Updated:

KPI Title	Previous Year Actual	Actual	Performance Indicator Trend	Target	Performance RAG
IP7.1.1M06 Road safety initiatives to reduce the risk of collisions of high risk groups: Motorcyclists	51	63	▲	108	 RED
<p>Lead Officer: Anthony Stanford - Highways Strategy Manager Reporting Officer: Lee Shone - Road Safety Officer Aspirational Target: Progress Comment: Target stipulated represents maximum funding available. Price per head allocation will enable a maximum of 108 persons trained.</p> <p>Actual number of persons trained will be dependant on BikeSafe Trainer's time allocation for Training within Flintshire. Nominated North Wales Police BikeSafe Trainer conducts initiative throughout all North Wales Authorities. Difficult to achieve a significant number during the winter months</p> <p>Last Updated:</p>					

KPI Title	Previous Year Actual	Actual	Performance Indicator Trend	Target	Performance RAG
IP7.2.1M07 (EEF/LM1) Carbon reduction Commitment - Reduce our carbon footprint through delivery of our Carbon Reduction Strategy (non-domestic portfolio)	0.43	1.14	▲	5	 AMBER
<p>Lead Officer: Will Pierce - Energy Manager Reporting Officer: - Aspirational Target: Progress Comment: Staff shortages at the start of the year meant the Energy Unit was not able to monitor energy use effectively resulting in an initial increase. However once the posts were filled this trend was reversed, with final year end Carbon figures showing a 1.14% improvement on 2014/15 figures. Electricity and gas usage were both down by approx. 4% though LPG and Oil usage increased. This is not considered to be related to additional energy use, but more accurate measurement of the fuels used, following the installation of Oil and LPG meters. Whilst this is well short of the 5% target, the anticipated reductions relating to Asset rationalisation and large scale Renewable Energy systems are the primary reasons for not achieving the 5% target. With two medium sized solar farms about to commence and the CAT programme gathering pace it is anticipated the shortfall will diminish over the coming year. In Absolute terms the County's Carbon emissions reduced by 3.46% helped by a mild winter.</p> <p>Last Updated:</p>					

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KPI Title	Previous Year Actual	Actual	Performance Indicator Trend	Target	Performance RAG
IP7.2.1M08 (WMT/009(b)) The percentage of municipal waste collected by local authorities and prepared for reuse and/or recycled, including source segregated bio wastes that are composted or treated biologically in another way	55	58.49	▲	59	 AMBER
<p>Lead Officer: Harvey Mitchell - Waste and Ancillary Services Manager Reporting Officer: Danielle Richards - Area Recycling Officer Aspirational Target: 60.00 Progress Comment: In Q4, we have seen an increase in the overall tonnage of waste being sent for recycling/reuse. However, the tonnage is lower than previously predicted.</p> <p>This is due to the Incinerator Bottom Ash (IBA) recovered from the residual treatment process not being recycled as anticipated. The performance for the year has improved from last year thus a reduction to landfill is achieved.</p> <p>Last Updated: 15-Jun-2016</p>					

KPI Title	Previous Year Actual	Actual	Performance Indicator Trend	Target	Performance RAG
IP7.2.1M09 (WMT/011) The percentage of local authority municipal waste received at all local authority household waste amenity sites that is prepared for reuse, recycled or of source segregated bio waste that is composted or treated biologically in another way	No Data	69.34	N/A	63	 GREEN
<p>Lead Officer: Harvey Mitchell - Waste and Ancillary Services Manager Reporting Officer: Danielle Richards - Area Recycling Officer Aspirational Target: Progress Comment: The overall performance of HWRC sites continues to increase reflecting the improvements made across sites.</p> <p>Last Updated:</p>					

RISKS

Strategic Risk



RISK TITLE	LEAD OFFICER	SUPPORTING OFFICERS	INITIAL RISK RATING	CURRENT RISK RATING	TREND ARROW	RISK STATUS
Sufficient funding is not found to ensure our highways infrastructure remains safe and capable of supporting economic growth.	Stephen Jones - Chief Officer - Streetscene and Transportation	Barry Wilkinson - Highways Networks Manager	Amber	Amber	↔	Open
<p>Potential Effect: Deterioration of the condition of highways in Flintshire.</p> <p>Management Controls:</p> <p>Progress Comment: The network has been inspected by Technical Officers within the service and the required repairs have been prioritised and programmes developed to meet the available funding. All of the works will be completed in the 2015/16 financial year.</p> <p>Last Updated: 01-Jun-2016</p>						

RISK TITLE	LEAD OFFICER	SUPPORTING OFFICERS	INITIAL RISK RATING	CURRENT RISK RATING	TREND ARROW	RISK STATUS
Sustainable transport options do not remain attractive to users.	Stephen Jones - Chief Officer - Streetscene and Transportation	Katie Wilby - Transportation and Logistics Manager	Amber	Amber	↔	Open
<p>Potential Effect: Increase in individual car usage. Increase in deterioration of the highway. Not meet the requirements of the Active Travel Wales bill.</p> <p>Management Controls: Develop initiatives around fares, ticketing interoperability, transport integration, vehicle standards, accessibility (low floor vehicles), safety and security measures (e.g. CCTV mandatory), driver training, quality of passenger transport information, marketing and promotion of services</p> <p>Progress Comment:</p>						

RISK TITLE	LEAD OFFICER	SUPPORTING OFFICERS	INITIAL RISK RATING	CURRENT RISK RATING	TREND ARROW	RISK STATUS
Sufficient funding will not be found to continue to provide subsidised bus services.	Stephen Jones - Chief Officer - Streetscene and Transportation	Katie Wilby - Transportation and Logistics Manager	Amber	Green	↓	Open



Potential Effect: Decrease in bus services to residents, particularly in rural areas.
Management Controls: Develop services so that they become more commercially viable
Progress Comment: Business Planning within the service has identified a gradual reduction in grant funding for the existing subsidised service. Community Transport arrangements are being developed and supported within the local Community to replace the services once they are received.

Last Updated: 01-Jun-2016

RISK TITLE	LEAD OFFICER	SUPPORTING OFFICERS	INITIAL RISK RATING	CURRENT RISK RATING	TREND ARROW	RISK STATUS
Agreement and funding for the renewable energy schemes is not secured.	Andrew Farrow - Chief Officer - Planning and Environment	Will Pierce - Energy Manager	 Amber	 Amber	↔	Open

Potential Effect: Schemes cannot move forward and carbon reduction targets can not be met.
Management Controls:
Progress Comment: A number of potentially suitable sites for large scale renewable energy schemes have been identified, of which two, following a cabinet report were given approval to proceed to full planning applications. However, the U.K. Government have recently announced a consultation on the level of future subsidies for Solar and Wind projects, which has brought uncertainty to the likely financial returns. Consequently the business cases cannot be concluded until the outcome of the consultation is known, in a couple of months' time. All projects are therefore on hold and the risk level remains unchanged.
 Whilst the projects themselves are on hold, due to the very tight timeframes involved (if we wait for the Governments consultation response there will be insufficient time to obtain planning and tender the works), planning applications have been developed and will be submitted. Mini tender documents have been developed with an intention to go out to tender as soon as the APSE framework contract is available. Once the projects have been tendered we will have the information to determine the business case for them and then obtain both final approval from Cabinet and funding probably through prudential borrowing. All actions are however subject to any Government announcements that might derail the financial case.

Last Updated: 01-Jun-2016

RISK TITLE	LEAD OFFICER	SUPPORTING OFFICERS	INITIAL RISK RATING	CURRENT RISK RATING	TREND ARROW	RISK STATUS
Funding for the waste transfer station is not secured.	Stephen Jones - Chief Officer - Streetscene and Transportation	Harvey Mitchell - Waste and Ancillary Services Manager	 Amber	 Green	↓	Closed

Potential Effect: Delay in implementation of project, funding would need to be sought from elsewhere.
Management Controls: Planning submitted, meeting with WG planned for August, meeting with NRW who have agreed in principle to the proposal
Progress Comment: Funding has now been secured from the WG CCP programme. This risk is now closed.

Last Updated: 01-Jun-2016

RISK TITLE	LEAD OFFICER	SUPPORTING OFFICERS	INITIAL RISK RATING	CURRENT RISK RATING	TREND ARROW	RISK STATUS
Planning approval for the waste transfer station is not secured.	Stephen Jones - Chief Officer - Streetscene and Transportation	Harvey Mitchell - Waste and Ancillary Services Manager	Amber	Green	↓	Closed

Potential Effect: Invest to save project efficiencies are not realised. A temporary permit for tipping from NRW would be required if the project does not go ahead.
Management Controls:
Progress Comment: Funding for the scheme has been received from Welsh Government.

Last Updated: 01-Jun-2016

RISK TITLE	LEAD OFFICER	SUPPORTING OFFICERS	INITIAL RISK RATING	CURRENT RISK RATING	TREND ARROW	RISK STATUS
Recycling programmes are not supported by the public and employees.	Stephen Jones - Chief Officer - Streetscene and Transportation	Harvey Mitchell - Waste and Ancillary Services Manager	Amber	Yellow	↓	Open



Potential Effect: Decreasing income from resale of recyclates. Increased infraction charges. Carbon reduction targets not met.
Management Controls:
Progress Comment: Residents continue to recycle and the authority is on track to meet the statutory in year target.

Last Updated: 26-Nov-2015

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8 Modern and Efficient Council



Actions

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
8.1.1.1 Develop the Community and Social Sector through developing and growing social enterprises in Flintshire, in turn supporting and creating new forms of local business	Ian Bancroft - Chief Officer - Organisational Change 1	In Progress	01-Apr-2015	31-Mar-2016	35.00%	 GREEN	 AMBER

ACTION PROGRESS COMMENTS:

The Community Asset Transfer (CAT) scheme and Alternative Delivery Model (ADM) programme will result in development of new or stronger community organisations and social enterprises. A number of these should be 'starting up' in 2016. 8.1.1.5 details progress on Community Asset Transfers including the number nearing completion. The ADM programme has proposals for 5 services to develop ADMs by 2017. With final business plans and transition plans having being robustly considered and scrutinised a number of risks that will need to be addressed in transition could affect the timescale for outcome, hence the change of the outcome RAG to Amber. The 35% complete relates to this being a three year plan of work.



Last Updated: 03-May-2016

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
8.1.1.2 Encourage volunteers and active citizens	Ian Bancroft - Chief Officer - Organisational Change 1	In Progress	01-Apr-2015	31-Mar-2016	80.00%	 AMBER	 GREEN

ACTION PROGRESS COMMENTS:

Work has started in a number of services to develop and implement localised approaches to volunteering. The aim will be to take best practice to these approaches from best practices from elsewhere to finalise a volunteering policy. The Policy will include the following documents: A Policy Framework; A Guide for Volunteers, A Guide for Supervisors of Volunteers and an Application to Volunteer form. These documents are now finalised and ready for launch in May 2016



Last Updated: 03-May-2016

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
8.1.1.3 Ensure community benefit through our commissioning of goods and services	Arwel Staples - Strategic Procurement Manager	Completed	01-Apr-2015	31-Mar-2016	100.00%	 GREEN	 GREEN

ACTION PROGRESS COMMENTS:

A revised draft version of the Contract Procedure Rules (CPR's) have been developed and are currently out for consultation, The new CPR's that will make it mandatory that all projects above £1m to deliver community benefits - A new draft Commissioning Form has also been developed, so that Community Benefits can be fully considered at procurement planning stages. - A Community Benefits Project Board has been set up which will monitor the progress of ensuring Community Benefits are implemented and that the benefits are recorded and captured



Last Updated: 29-May-2016

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
8.1.1.4 Design and implement alternative delivery models to sustain important services to meet future need	Ian Bancroft - Chief Officer - Organisational Change 1	In Progress	01-Apr-2015	31-Mar-2016	50.00%	 GREEN	 AMBER

ACTION PROGRESS COMMENTS:

Feasibility studies have been completed for 5 services, estimating a 5 year saving in these services as a result of delivering alternative models. Final business plans have been presented to cabinet with agreement to establish 2 new models of delivery in Facility Management and Adult Social Care. Leisure and Libraries will go back to Cabinet in May.



Last Updated: 03-May-2016

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
8.1.1.5 Empower communities to run and manage facilities in their locality through Community Asset Transfers	Ian Bancroft - Chief Officer - Organisational Change 1	In Progress	01-Apr-2015	31-Mar-2016	35.00%	 GREEN	 AMBER

ACTION PROGRESS COMMENTS:

Eight assets have been transferred or are currently in the final stages of legal completion. These include - Gwernymynydd Village Hall - Trelogan Community Centre - Mynydd Isa Community centre and Library - Mancot Library - Connahs Quay Swimming Pool - Bagillt War Memorial - Gwespyr Pipay Area - Connhas Quay Allotments To date 103 expressions of interest have been received in total relating to 208 assets. We are on target for the time period that has elapsed, but the risks are quite high for achieving the desired outcomes by the end of the three year plan, hence the amber outcome RAG status.



Last Updated: 03-May-2016

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
8.1.1.6 Ensure our Armed Forces Community and their families are not disadvantaged when accessing Council Services	Sharron Jones - Executive Manager	In Progress	01-Apr-2014	31-Mar-2018	60.00%	 AMBER	 GREEN

ACTION PROGRESS COMMENTS:

There are no further updates at this time due to the longer term nature of the outstanding action. The position as reported in the last quarter is as follows; A working group has been established to review the Community Covenant Action Plan periodically. The work programme focuses on 6 key work streams as outlined in the Council's Covenant. The majority of planned tasks within the work streams have been completed, for example the establishment of an on-line service library of organisations with a remit to provide assistance and support to members of the Armed Forces Community and training of front line staff. The service library is accessible for members of the Armed Forces Community to find the assistance they need and is for use by council staff as a signposting resource. One of the key areas within the action plan is to "define" the Armed Forces Community with Flintshire; this is one area of the Action Plan that has not yet been completed as it will take time to build up the statistics for a number of reasons. The Working Group has a number of processes in place to begin to build this picture for example, on face to fact contact, service users will be asked if they or any member of their family is in the Armed Forces and / or a Veteran of the Armed Forces. The Working Group is also reviewing the completion of portfolio forms for members of the public to add this question to the form and build up a clearer position. This will probably take a couple of years to determine subject to the practices being applied.

Last Updated: 10-Feb-2016



ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
8.2.1.1 Develop and implement a four year financial plan that reflects anticipated funding, costs and efficiencies to support strategic decision making.	Gary Ferguson - Corporate Finance Manager	In Progress	01-Apr-2015	31-Mar-2016	50.00%	 AMBER	 RED

ACTION PROGRESS COMMENTS:

Part 1 of the Medium Term Financial Strategy (MTFS) was reported to Cabinet in June and Corporate Resources Overview and Scrutiny Committee in July. Part 1 forecasts the resources the Council is likely to have available over the next 3 years and details the cost pressures needing to be met from this reduced funding. Part 2 of the MTFS sets out the solutions and options for organisational efficiency and service changes, to work to close the challenging financial gap. This was published in September. The Council has been able to set a balanced budget for 2016/17 by applying the MTFS Part 2 solutions and taking a balanced risk approach to managing cost pressures and fluctuations in-year. Based on the risk assessment reported to Council when recommending the annual budget the risk of non-achievement of the 2016/17 budget and its planned financial efficiencies and controls can best be described as an amber risk. However, the achievement of the MTFS objectives and financial targets for 2017/18 (the third and final year of the current version) and then for 2018/19 (as the third and final year for the new version which is to be published for a rolling three year period 2016/17-2018/19) is classed as a red risk. This is due to the non-availability of an indicative Governmental budget for local government for the medium term, the lack of commitment by Governments to fund emerging and major cost pressures such as workforce costs and the rising costs in the care sector, and the uncertainty of UK budget forecasts and fiscal policy which will underpin the coming Chancellor's budget statement. Local government cannot plan with any certainty within these public sector funding conditions. Therefore, any financial planning by Flintshire County Council or any other council cannot be done with a sufficient level of certainty and assurance. This position is recognised by the Welsh Local Government Association (WLGA) as the representative body for local government, and independent

commentators such as the Independent Commission for Local Government Finance in Wales. Flintshire is particularly exposed to financial risk as a Council which is low funded per capita and one which has minimal reserves having followed a responsible policy on avoiding accumulating excessive reserves and using balances to fund services wherever possible.



Last Updated: 03-May-2016

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
8.2.1.2 Implement the People Strategy to ensure the council has sufficient capability and capacity to operate effectively as a smaller organisation	Sharon Carney - Lead Business Partner	In Progress	01-Apr-2015	31-Mar-2016	35.00%	 AMBER	 AMBER

ACTION PROGRESS COMMENTS:

A new people strategy has been developed and agreed in principle. An outline action plan in support of the strategy has been drafted, further work is required to finalise, target for completion of action plan - end of December 2015. Some of the component parts of the strategy have been agreed and piloted (for example, new appraisal process including talent management assessment with Chief Officer's direct reports).

Last Updated: 03-Dec-2015



ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
8.2.1.3 Rationalise the Council's use of corporate accommodation	Lisa McLellan - Asset Manager	In Progress	01-Apr-2015	31-Mar-2018	17.00%	 AMBER	 GREEN

ACTION PROGRESS COMMENTS:

The Council has been working through this activity on a number of levels as follows:- the intensification of use of our office accommodation, County Offices Flint being a good example of such use; - the demolition of accommodation no longer fit for purpose. The most recent asset in this area is Connahs Quay Offices which have now been demolished, - the rationalisation of space. The current work around this relates to County Hall and work to consolidate services into Phases 1 and 2. Delays in the works being undertaken by contractors to meet fire regulations will result in some service moves (from Phase 4 to Phase 1), being delayed until the first quarter of 2016/17.

Last Updated: 16-Feb-2016



ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
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8.2.1.4 Optimise purchasing efficiencies through the use of regional and national procurement collaborations and through the increased use of electronic solutions	Arwel Staples - Strategic Procurement Manager	In Progress	01-Apr-2015	31-Mar-2016	75.00%	 AMBER	 AMBER
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ACTION PROGRESS COMMENTS:

The Proactis e-sourcing portal is currently being rolled-out to service areas that procure the most. The use of the e-sourcing portal will allow service areas to potentially deliver greater cashable savings by undertaking greater market competition especially on low value procurement projects. The National Procurement Service to date has delivered 22 individual framework agreements. The Collaborative Procurement Service is currently benchmarking these arrangements to determine if they provide value for money and to determine the level of cashable savings. Further discussions have taken place with the National Procurement Service regarding supporting the Council to undertake mini competitions on various framework agreements, in order to obtain further cashable savings Q4 update - 45 officers in FCC have now been trained on the Proactis e-sourcing solution. Ongoing dialogue with the National Procurement Service is continuing and further benchmarking of the framework agreements delivered to date is also ongoing. However, there are still concerns regarding cashable efficiencies arising from the use of the NPS framework agreements.

Last Updated: 06-Jun-2016



ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
8.2.1.5 Extend and improve customer access to Council information and services using technology and our Flintshire Connects Centres.	Jenni Griffith - Flintshire Connects Manager	Completed	01-Apr-2015	31-Mar-2016	100.00%	 GREEN	 GREEN

ACTION PROGRESS COMMENTS:

Digital Successes/Technology: Applicants for Nursery school admissions were all notified of outcome electronically. Applications for primary and secondary school in 2016 launched and results to be sent electronically in early 2016. Revenues & Benefits eforms reviewed. High level digital strategy being developed and actions prioritised. Live Chat launched on Flintshire's website thus improving digital access to Council services. SOCITM review of Streetscene (Waste & Recycling) web pages outcome 4* - cited as best practice in SOCITM's annual survey of Council websites. Flintshire Connects: 5th Flintshire Connects Centre in Mold now open. Increased number of services available in local communities such as Housing Benefits, Council Tax, Access to Housing, Waste and recycling, Payment Facilities and Blue Badges. Flintshire Connects Centres offer public access computers and actively encourage and support customer's to make applications for council services on line rather than via paper based forms to help enable the efficiencies that can be realised through digital access. A good example of this is Housing Benefits and Council Tax where paper forms are no longer held on site and are printed on demand where a paper copy is needed. Tablets purchased and now located in two out of the five centres to demonstrate the use of mobile technology such as the Flintshire App to enable staff to support and encourage customers to use this software to make their reports and requests for Council services.

Last Updated: 02-Jun-2016

Performance Indicators

KPI Title	Previous Year Actual	Actual	Performance Indicator Trend	Target	Performance RAG
IP8.1.1M01 The number of new social enterprises developed	1	5	↑	2	 GREEN
<p>Lead Officer: Ian Bancroft - Chief Officer - Organisational Change 1 Reporting Officer: Mike Dodd - Social Enterprise Development Lead Officer Aspirational Target: 3.00 Progress Comment: 1 social enterprise established with within the Communities First Area with targeted support and in addition 4 across Flintshire as a whole that have been developed through the Community Asset Transfer programme. The 5 are listed below.</p> <ul style="list-style-type: none"> - Cambrian Aquatics - Cafe Isa - Mancot Community Library - Connahs Quay Nomads - New Beginnings <p>Last Updated: 14-Jun-2016</p>					
KPI Title	Previous Year Actual	Actual	Performance Indicator Trend	Target	Performance RAG
IP8.1.1M02 The number of social enterprises supported to thrive and prosper	7	12	↑	7	 GREEN

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Lead Officer: Ian Bancroft - Chief Officer - Organisational Change 1
Reporting Officer: Mike Dodd - Social Enterprise Development Lead Officer
Aspirational Target:
Progress Comment: Of which 7 were supported in Communities First areas and these include

- New Beginnings
- Pepperpot Childcare
- Rainbow Biz
- Parkfields Community Association
- West Flintshire Community Enterprises
- New 'Mindfulness' social enterprise
- Number 1 Health Strength Performance CIC

and an additional five were supported across Flintshire as whole a number of these through through the Community Asset Transfer programme

- Flintshire counselling
- Cambrian Aquatics
- Cafe Isa
- Mancot Community Library
- Connahs Quay Nomads

Last Updated: 14-Jun-2016

KPI Title	Previous Year Actual	Actual	Performance Indicator Trend	Target	Performance RAG
IP8.1.1M03 Number of volunteers in volunteering placements	480	541	↑	N/A	

Lead Officer: Ian Bancroft - Chief Officer - Organisational Change 1
Reporting Officer: Louise Mackie - Policy & Performance Support Officer
Aspirational Target:
Progress Comment: Flintshire Local Voluntary Council directly placed at least 541 individuals into new placements in 2015/16

Last Updated: 14-Jun-2016


KPI Title	Previous Year Actual	Actual	Performance Indicator Trend	Target	Performance RAG
IP8.1.1M04 Percentage of community benefit clauses included in new procurement contracts (including those under £2m)	No Data	220	▲	N/A	
<p>Lead Officer: Arwel Staples - Strategic Procurement Manager Reporting Officer: - Aspirational Target: Progress Comment: A new Commissioning Form has been developed and is out to consultation as part of updating the current Contract Procedure Rules. The Form will ensure that community benefits is considered for all contracts above £25k.</p> <p>Last Updated: 29-May-2016</p>					

KPI Title	Previous Year Actual	Actual	Performance Indicator Trend	Target	Performance RAG
IP8.1.1M05 The level of efficiencies alternative delivery models (ADMs) have supported	No Data	0	N/A	N/A	
<p>Lead Officer: Ian Bancroft - Chief Officer - Organisational Change 1 Reporting Officer: Dawn Holt - Alternative Delivery Models and Transforming Social Services Programme Manager Aspirational Target: Progress Comment: Target not applicable - Business Plans completed during 15/16 identifying £2m savings from 2017/18. Moving into transition phase ready for April 2017 implementation.</p> <p>Last Updated:</p>					

KPI Title	Previous Year Actual	Actual	Performance Indicator Trend	Target	Performance RAG
IP8.1.1M06 The number of services sustained through delivery via alternative models	N/A	0	N/A	N/A	

Lead Officer: Ian Bancroft - Chief Officer - Organisational Change 1
Reporting Officer: Dawn Holt - Alternative Delivery Models and Transforming Social Services Programme Manager
Aspirational Target:
Progress Comment: Target not applicable - 5 services sustained through 3 ADMs from 2017/18


Last Updated:

KPI Title	Previous Year Actual	Actual	Performance Indicator Trend	Target	Performance RAG
IP8.1.1M07 The number of public assets transferred to the community	4	8	▲	5	 GREEN

Lead Officer: Neal Cockerton - Chief Officer - Organisational Change 2
Reporting Officer: Lisa McLellan - Asset Manager
Aspirational Target:
Progress Comment: 8 Community Asset Transfers completed or in final stages of legal completion. Other applications are at various stages of maturity. The 8 Assets:-

- Tonna's Quay Allotments, South Site
- Swernymyndd Village Hall
- Tonna's Quay Swimming Pool
- Mancot Library
- Trellogan Village Hall
- Gwespyr Play Area
- Bagillt War Memorial
- Myndd Isa Community Centre and Library

Last Updated: 14-Jun-2016

KPI Title	Previous Year Actual	Actual	Performance Indicator Trend	Target	Performance RAG
IP8.2.1M08 Amount of efficiency targets achieved.	7688000	10612000	▲	12874000	 RED

Lead Officer: Helen Stappleton - Chief Officer - People and Resources
Reporting Officer: Gary Ferguson - Corporate Finance Manager
Aspirational Target:
Progress Comment: The position as at Month 12 is that £10.612m of efficiencies have been achieved which equates to 82%.

Last Updated: 09-Jun-2016

KPI Title	Previous Year Actual	Actual	Performance Indicator Trend	Target	Performance RAG
IP8.2.1M09 Percentage of appraisals completed using the renewed appraisal system	No Data	No Data	N/A	N/A	


Lead Officer: Sharon Carney - Lead Business Partner
Reporting Officer: Andrew Adams - Business Information and Compliance Adviser
Aspirational Target:
Progress Comment:

KPI Title	Previous Year Actual	Actual	Performance Indicator Trend	Target	Performance RAG
IP8.2.1M10 Number of interventions being undertaken: capability process (from the point of intervention from HR)	No Data	0	N/A	N/A	

Lead Officer: Sharon Carney - Lead Business Partner
Reporting Officer: Andrew Adams - Business Information and Compliance Adviser
Aspirational Target:
Progress Comment:


KPI Title	Previous Year Actual	Actual	Performance Indicator Trend	Target	Performance RAG
IP8.2.1M13 CHR/002 The number of working days/shifts per full-time equivalent (FTE) local authority employee lost due to sickness absence	10.6	10.4		9.6	 AMBER

Lead Officer: Andrew Adams - Business Information and Compliance Adviser
Reporting Officer: -
Aspirational Target: 8.30
Progress Comment:

KPI Title	Previous Year Actual	Actual	Performance Indicator Trend	Target	Performance RAG
IP8.2.1M14 The percentage reduction in the floor space (m2) of office accommodation occupied	No Data	19.9	N/A	20	 RED


Lead Officer: Neal Cockerton - Chief Officer - Organisational Change 2
Reporting Officer: Lisa McLellan - Asset Manager
Aspirational Target:
Progress Comment: Reflects the closure of Connahs Quay Offices, reducing floor space at Flint and disposal of the Reference Library in Mold Campus.

Last Updated: 14-Jun-2016

KPI Title	Previous Year Actual	Actual	Performance Indicator Trend	Target	Performance RAG
IP8.2.1M15 Reduction in the running costs of corporate accommodation	No Data	19.9	N/A	20	 GREEN


Lead Officer: Neal Cockerton - Chief Officer - Organisational Change 2
Reporting Officer: Lisa McLellan - Asset Manager
Aspirational Target:
Progress Comment: Relates to Connahs Quay Offices, Mold reference library, rationalisation/office moves at County Hall and increased space utilisation in Flint Offices

Last Updated: 14-Jun-2016

KPI Title	Previous Year Actual	Actual	Performance Indicator Trend	Target	Performance RAG
IP8.2.1M16 Agile working - desk provision as a percentage of staff (County Hall)	No Data	No Data	N/A	98	

Lead Officer: Neal Cockerton - Chief Officer - Organisational Change 2
Reporting Officer: Lisa McLellan - Asset Manager
Aspirational Target:
Progress Comment: Relates to County Hall

Last Updated: 14-Jun-2016

KPI Title	Previous Year Actual	Actual	Performance Indicator Trend	Target	Performance RAG
IP8.2.1M17 Achievement of efficiency savings achieved due to the use of National, Regional and Sectoral procurement frameworks	530263	796470	↑	550000	 GREEN


Lead Officer: Arwel Staples - Strategic Procurement Manager

Reporting Officer: -

Aspirational Target:

Progress Comment: The total cashable efficiencies for 15/16 is still being verified. However, based on the information collated to date the target has been exceeded.

Last Updated: 29-May-2016

KPI Title	Previous Year Actual	Actual	Performance Indicator Trend	Target	Performance RAG
IP8.2.1M18 Efficiencies achieved through the use of end to end electronic purchasing	N/A	200000	↑	N/A	

Lead Officer: Arwel Staples - Strategic Procurement Manager


Reporting Officer: -


Aspirational Target:



Progress Comment: We are still awaiting for Welsh Government to provide access to the Benefits Realisation tool that will the Council to track efficiencies from electronic purchasing.

Last Updated: 29-May-2016

KPI Title	Previous Year Actual	Actual	Performance Indicator Trend	Target	Performance RAG
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IP8.2.1M19 Digital take up of services via Connects	No Data	5056	N/A	1250	 GREEN
<p>Lead Officer: Katie Clubb - Community Support Services Manager Reporting Officer: Jenni Griffith - Flintshire Connects Manager Aspirational Target: Progress Comment: Connects continue to promote digital access to services and offer help and support to customers to do this in the centres using the self service facilities.</p> <p>Last Updated:</p>					

KPI Title	Previous Year Actual	Actual	Performance Indicator Trend	Target	Performance RAG
IP8.2.1M20 Review of existing services (36) available at Connects Centres to ensure they are fully transactional	No Data	4	N/A	N/A	
<p>Lead Officer: Katie Clubb - Community Support Services Manager Reporting Officer: Jenni Griffith - Flintshire Connects Manager Aspirational Target: Progress Comment: Review of Bond Scheme has been undertaken to identify possible efficiencies that could be achieved through joint working with Connects. It has been agreed that Housing Benefit Support and Affordability Checks will be done by Connects to increase availability of access to the service and also to generate efficiencies within the service area. Training has commenced with a view to be implemented in April 16.</p> <p>Last Updated:</p>					

KPI Title	Previous Year Actual	Actual	Performance Indicator Trend	Target	Performance RAG
IP8.2.1M21 The percentage of customers who successfully found what they were looking for on our website: Desktop	54	45		55	 AMBER

Lead Officer: Katie Clubb - Community Support Services Manager
Reporting Officer: Rebecca Jones - Customer Services Team Leader
Aspirational Target:
Progress Comment: Over 1.4 million web pages were viewed on the Council’s website in Q4 and there were 210,298 unique visitors to the site. The number of people choosing to complete the online customer satisfaction survey remains very low (253 surveys) representing the views of less than 0.5% of the people who used the website. From this, 45% of people said they successfully found what they were looking for using Desktop. Customer Services continue to monitor and improve the Council’s website content based on customer feedback.

Last Updated:



KPI Title	Previous Year Actual	Actual	Performance Indicator Trend	Target	Performance RAG
IP8.2.1M22 The percentage of customers who successfully found what they were looking for on our website: Mobile	52	57	▲	55	 GREEN

Lead Officer: Katie Clubb - Community Support Services Manager
Reporting Officer: Rebecca Jones - Customer Services Team Leader
Aspirational Target:
Progress Comment: Over 1.4 million web pages were viewed on the Council’s website in Q4 and there were 210,298 unique visitors to the site. The number of people choosing to complete the online customer satisfaction survey remains very low (132 surveys) representing the views of less than 0.5% of the people who used the website. From this, 57% of people said they successfully found what they were looking for using a mobile device. Customer Services continue to monitor and improve the Council’s website content based on customer feedback.

Last Updated:

RISKS

Strategic Risk

RISK TITLE	LEAD OFFICER	SUPPORTING OFFICERS	INITIAL RISK RATING	CURRENT RISK RATING	TREND ARROW	RISK STATUS
The capacity and appetite of the community and social sectors	Ian Bancroft - Chief Officer - Organisational Change 1	Dawn Holt - Alternative Delivery Models and Transforming Social Services Programme Manager	 Amber	 Yellow	▼	Open

Potential Effect: No increase in the number and strength in community and social sectors, which in turn will mean no increase in the support to local communities to help them become more resilient.

Management Controls:

Progress Comment: This has now resulted in 8 Community Assets being transferred or in final stages of legal completion. The 8 Assets are:

- Connahs Quay Allotments, South Site
- Gwernymyndd Village Hall
- Connahs Quay Swimming Pool
- Mancot Library
- Trelogan Village Hall
- Gwespyr Play Area
- Bagillt War Memorial
- Myndd Isa Community Centre and Library

Last Updated: 14-Jun-2016

RISK TITLE	LEAD OFFICER	SUPPORTING OFFICERS	INITIAL RISK RATING	CURRENT RISK RATING	TREND ARROW	RISK STATUS
the willingness of the workforce and trade unions to embrace change	Ian Bancroft - Chief Officer - Organisational Change 1	Dawn Holt - Alternative Delivery Models and Transforming Social Services Programme Manager	Red	Amber	↔	Open

Potential Effect: No increase in strength of community and social sectors and few asset transfers of Alternative Delivery Models established.

Management Controls:

Progress Comment: Alternative Delivery Model (ADM) work in a number of services has resulted in completed business plans which managers have lead the development of and where appropriate engaged staff. The next phase of work will further engage the workforce in transition phase leading to implementation. Meetings with Unions have agreed a fortnightly meeting to update on ADMs and services are putting in place full staff engagement plans.

Last Updated: 27-Apr-2016

RISK TITLE	LEAD OFFICER	SUPPORTING OFFICERS	INITIAL RISK RATING	CURRENT RISK RATING	TREND ARROW	RISK STATUS
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Market conditions which the new alternative delivery models face	Ian Bancroft - Chief Officer - Organisational Change 1	Dawn Holt - Alternative Delivery Models and Transforming Social Services Programme Manager	Amber	Amber	↔	Open
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Potential Effect: New Alternative Delivery Models will see a decrease in income and ultimately be un-sustainable.
Management Controls:
Progress Comment: No changes from Q3to Q4.
 Completed Alternative Deliver Model (ADM) business plans contain some initial considerations of market conditions but further more detailed planning market analysis work will be completed in the transitional phase for those business plans approved by Cabinet. Final Community Asset Transfer (CAT) plans are on the whole progressing. At the end of this, planning market analysis work will be tested with CATs.
 Last Updated: 27-Apr-2016

RISK TITLE	LEAD OFFICER	SUPPORTING OFFICERS	INITIAL RISK RATING	CURRENT RISK RATING	TREND ARROW	RISK STATUS
Limitations on public funding to subsidise alternative models	Ian Bancroft - Chief Officer - Organisational Change 1	Dawn Holt - Alternative Delivery Models and Transforming Social Services Programme Manager	Red	Amber	↔	Open

Potential Effect: Alternative Delivery Models become unsustainable as it can't meet costs with reduced funding from the Council.
Management Controls: Properly plan for reduced levels of council funding for each Alternative Delivery Model and to have worse case scenario plans for both ADM and council if funding decreases to unsustainable levels.
Progress Comment: The "Is the Feeling Mutual" report published on behalf of Welsh Government identified the need to support Alternative Delivery Models (ADMs) and Community Asset Transfers (CATs) with national support and resource. The Action Plan for this work has been published for consultation and identified some funding to support local authorities and new ADMs. As a Council we responded stating the need for this funding to be put in place quickly to help offset this risk. Welsh Government have now launched their ADM action plan and we will know after elections what level of funding this may or may not provide to support the work.
 Last Updated: 27-Apr-2016

RISK TITLE	LEAD OFFICER	SUPPORTING OFFICERS	INITIAL RISK RATING	CURRENT RISK RATING	TREND ARROW	RISK STATUS
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The scale of the financial challenge.	Helen Stappleton - Chief Officer - People and Resources	Gary Ferguson - Corporate Finance Manager				Open
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Potential Effect: The Council does not have the ability and appetite to make big and challenging decisions for the future.

Management Controls:

Progress Comment: Part 2 of the MTFS 'Meeting the Financial Challenge' was published in September 2015, setting out how the Council plans to meet the challenge. The Welsh Government published the Provisional Local Government Settlement for the 2016/17 financial year on 9 December. The detail and implications of the Settlement for Flintshire were summarised in a report to Cabinet on 19 January 2016. The average reduction in funding across Wales was 1.4% with Flintshire being advised of a reduction of 1.5%. Although this was still a significant reduction in core funding for Flintshire, it was less than had been assumed in the initial forecast and had the effect of improving the overall position by £3.770m. The Settlement also notified of some intended reductions in specific grants such as the Single Environment Grant and the Families First Grant which will add further pressure to specific service areas. The announcement is later than previous years due to the next UK Spending Review and notification of the final amount of funding will not be known until the Welsh budget is approved in March 2016. However, it is not envisaged that there will be any significant change to the funding notified at the provisional stage and the budget for 2016/17 will be set based on the provisional settlement figures.

Last Updated: 01-Jun-2016

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	Helen Stappleton - Chief Officer - People and Resources	Sharon Carney - Lead Business Partner				Open

Potential Effect:

Management Controls:

Progress Comment: The extensive programme to consider alternative delivery models across a range of services will continue to impact on available resources across portfolios and support services. Support services will need to be prioritised for those services progressing to the feasibility stage, although the numbers progressing to feasibility at this time is lower than originally anticipated. Additional/external support may be needed to support the services and support services as we near the commissioning stage.

Last Updated: 01-Jun-2016

RISK TITLE	LEAD OFFICER	SUPPORTING OFFICERS	INITIAL RISK RATING	CURRENT RISK RATING	TREND ARROW	RISK STATUS
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The pace of procurement collaborations and our limited control over their development.	Gareth Owens - Chief Officer - Governance	Arwel Staples - Strategic Procurement Manager	Amber	Amber	↔	Open
<p>Potential Effect: Procurement efficiencies will not be realised.</p> <p>Management Controls: Engagement with the NPS where contracts do not represent value for money so that they can drive better value with the contractors, and if necessary securing opt outs from NPS contracts.</p> <p>Progress Comment: The National Procurement Service to date have developed 31 framework agreements. However, concerns are still on going whether the framework agreements actually provide the Council with cashable efficiencies when comparing current arrangements in place.</p> <p>?</p> <p>Last Updated: 29-May-2016</p>						

RISK TITLE	LEAD OFFICER	SUPPORTING OFFICERS	INITIAL RISK RATING	CURRENT RISK RATING	TREND ARROW	RISK STATUS
Public attitude to accessing services on-line.	Clare Budden - Chief Officer - Community and Enterprise	Katie Clubb - Community Support Services Manager, Rebecca Jones - Customer Services Team Leader	Yellow	Yellow	↔	Open
<p>Potential Effect: Targeted efficiencies to be achieved through people switching to accessing services will not be met.</p> <p>Management Controls:</p> <p>Progress Comment: There is evidence to support customers are shifting to accessing Council services electronically - see IP8.2.1M17</p> <p>Last Updated: 01-Jun-2016</p>						

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CORPORATE RESOURCES OVERVIEW & SCRUTINY COMMITTEE

Date of Meeting	Thursday 14 July 2016
Report Subject	Revenue Budget Monitoring (Outturn) and Capital Programme Monitoring (Outturn)
Cabinet Member	Leader of the Council and Cabinet Member for Finance
Report Author	Corporate Finance Manager
Type of Report	Operational

EXECUTIVE SUMMARY

The purpose of this report is to provide Members with the Revenue Budget Monitoring 2015/16 (Outturn) Report and the Capital Programme 2015/16 (Outturn) Report.

RECOMMENDATIONS

1	That the committee considers and comments on the Revenue Budget Monitoring 2015/16 (Outturn) report. Any specific matters for attention will be noted and reported verbally to the Cabinet when it considers the report.
2.	That the committee considers and comments on the Capital Programme 2015/16 (Outturn) report. Any specific matters for attention will be noted and reported verbally to the Cabinet when it considers the report.

REPORT DETAILS

1.00	EXPLAINING THE REVENUE BUDGET MONITORING POSITION 2015/16 (OUTTURN) AND CAPITAL PROGRAMME 2015/16 (OUTTURN)
1.01	The Revenue Budget Monitoring 2015/16 (Outturn) report will be presented to Cabinet on Tuesday 19 July 2016. A copy of the report is attached as Appendix A to this report.
1.02	The Capital Programme 2015/16 (Outturn) report will be presented to Cabinet on Tuesday 19 July 2016. A copy of the report is attached as Appendix B to this report.

2.00	RESOURCE IMPLICATIONS
2.01	As set out in Appendix A; Revenue Budget Monitoring 2015/16 (Outturn) and in Appendix B; Capital Programme 2015/16 (Outturn).

3.00	CONSULTATIONS REQUIRED / CARRIED OUT
3.01	None required.

4.00	RISK MANAGEMENT
4.01	As set out in Appendix A; Revenue Budget Monitoring 2015/16 (Outturn) and in Appendix B; Capital Programme 2015/16 (Outturn).

5.00	APPENDICES
5.01	Appendix A; Revenue Budget Monitoring 2015/16 (Outturn). Appendix B; Capital Programme 2015/16 (Outturn).

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

7.00	GLOSSARY OF TERMS
7.01	<p>(1) Revenue: a term used to describe the day to day costs of running Council services and income deriving from those services. It also includes charges for the repayment of debt, including interest, and may include direct financing of capital expenditure.</p> <p>(2) Budget: a statement expressing the Council's policies and service levels in financial terms for a particular financial year. In its broadest sense it includes both the revenue budget and capital programme and any authorised amendments to them.</p> <p>(3) Capital Programme: The Council's financial plan covering capital schemes and expenditure proposals for the current year and a number of future years. It also includes estimates of the capital resources available to finance the programme.</p>

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CABINET MEETING

Date of Meeting	Tuesday, 19 July 2016
Report Subject	Revenue Budget Monitoring 2015/16 (Outturn)
Portfolio Holder	Leader of the Council and Cabinet Member for Finance
Report Author	Corporate Finance Manager
Type of Report	Operational

EXECUTIVE SUMMARY

This report provides the outturn revenue budget monitoring position for 2015/16 for the Council Fund and Housing Revenue Account (subject to audit).

The final year end position is as follows:

Council Fund

- Net in year expenditure was £1.489m lower than budget
- A contingency reserve balance at 31 March 2016 of £4.375m

Housing Revenue Account (HRA)

- Net in year expenditure was £0.059m higher than budget
- A closing balance as at 31 March 2016 of £1.178m

RECOMMENDATIONS

1	Note the overall report and the Council Fund contingency sum as at 31 st March 2016.
2	Note the final level of balances on the Housing Revenue Account.

REPORT DETAILS

1.00	THE REVENUE BUDGET MONITORING POSITION FOR OUTTURN - 2015/16																																																																											
1.01	<p><u>Council Fund Latest In Year Forecast</u></p> <p>The table below shows the final position by portfolio.</p> <table border="1"> <thead> <tr> <th>TOTAL EXPENDITURE AND INCOME</th> <th>Original Budget</th> <th>Revised Budget</th> <th>Projected Outturn</th> <th>In-Year Over/ (Under) spend</th> </tr> <tr> <td></td> <th>£m</th> <th>£m</th> <th>£m</th> <th>£m</th> </tr> </thead> <tbody> <tr> <td>Social Services</td> <td>59.696</td> <td>59.146</td> <td>59.194</td> <td>0.048</td> </tr> <tr> <td>Community & Enterprise</td> <td>12.598</td> <td>12.923</td> <td>11.822</td> <td>(1.101)</td> </tr> <tr> <td>Streetscene & Transportation</td> <td>27.782</td> <td>28.461</td> <td>29.360</td> <td>0.899</td> </tr> <tr> <td>Planning & Environment</td> <td>4.887</td> <td>5.427</td> <td>5.512</td> <td>0.085</td> </tr> <tr> <td>Education & Youth</td> <td>13.760</td> <td>12.145</td> <td>12.205</td> <td>0.060</td> </tr> <tr> <td>Schools</td> <td>82.670</td> <td>84.969</td> <td>84.969</td> <td>0.000</td> </tr> <tr> <td>People & Resources</td> <td>4.595</td> <td>4.624</td> <td>4.496</td> <td>(0.128)</td> </tr> <tr> <td>Governance</td> <td>8.689</td> <td>8.712</td> <td>8.784</td> <td>0.072</td> </tr> <tr> <td>Organisational Change</td> <td>9.569</td> <td>8.854</td> <td>8.661</td> <td>(0.193)</td> </tr> <tr> <td>Chief Executive</td> <td>3.296</td> <td>3.087</td> <td>2.965</td> <td>(0.122)</td> </tr> <tr> <td>Central & Corporate Finance</td> <td>23.915</td> <td>23.109</td> <td>22.000</td> <td>(1.109)</td> </tr> <tr> <td></td> <td></td> <td></td> <td></td> <td></td> </tr> <tr> <td>Total</td> <td>251.457</td> <td>251.457</td> <td>249.968</td> <td>(1.489)</td> </tr> </tbody> </table>	TOTAL EXPENDITURE AND INCOME	Original Budget	Revised Budget	Projected Outturn	In-Year Over/ (Under) spend		£m	£m	£m	£m	Social Services	59.696	59.146	59.194	0.048	Community & Enterprise	12.598	12.923	11.822	(1.101)	Streetscene & Transportation	27.782	28.461	29.360	0.899	Planning & Environment	4.887	5.427	5.512	0.085	Education & Youth	13.760	12.145	12.205	0.060	Schools	82.670	84.969	84.969	0.000	People & Resources	4.595	4.624	4.496	(0.128)	Governance	8.689	8.712	8.784	0.072	Organisational Change	9.569	8.854	8.661	(0.193)	Chief Executive	3.296	3.087	2.965	(0.122)	Central & Corporate Finance	23.915	23.109	22.000	(1.109)						Total	251.457	251.457	249.968	(1.489)
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1.02	The reasons for the variances occurring are summarised within appendix 2 with movements between periods summarised in appendix 1.																																																																											
1.03	<p>Significant budget movements between month 12 to outturn</p> <p>The significant budget movements between month 12 and outturn is due to the allocation of the property and maintenance budget from Organisational Change to other portfolios to reflect actual expenditure.</p>																																																																											
1.04	<p>Brief Overview of the Year – Council Fund</p> <p>Early challenges were experienced within Streetscene with a projected overspend of £0.808m due to delays in the achievement of in year efficiencies and emerging pressure due to recycling income being at a lower level due to economic factors.</p>																																																																											
1.05	However, this was more than offset by a number of significant variances including an underspend of £0.573m within Social Services due to a new pressure for the Independent Living Fund being funded by a Welsh Government grant, and some further projected underspends within Community																																																																											

	and Enterprise in relation to Council Tax Reduction Scheme (CTRS) and Central and Corporate as a result of lower levels of centrally held inflation required. The net effect of this was an early projected underspend of £0.212m.
1.06	At Month 4 the forecast was revised to project an overspend of £0.425m mainly due to additional care packages within Social Services and an increase in the pressures being experienced within Streetscene
1.07	The monthly position continued to project an overspend until Month 7 when the projection once again moved the Council fund into an underspend position of £0.387m which was mainly due to savings from interest costs due to a delay in capital expenditure together with additional savings from a delay in filling vacancies and higher than anticipated levels of income in certain areas.
1.08	Between Month 8 and Month 9, this projected underspend increased to £1.242m as the Council benefited from lower than anticipated requests for non-standard inflation and a reduction in its audit and banking fees. Lower than anticipated expenditure on the Council tax reduction scheme and an additional surplus on Council tax collection also contributed to this improving position.
1.09	The Month 11 projection increased the underspend to £1.574m mainly as a result of additional income from Welsh Government and from Health although this reduced to £1.372m in Month 12 as a result of additional costs relating to Out of County placements which were not previously incorporated into projections.
1.10	This final outturn report shows an increased underspend to £1.489 which is due to a reduction in the final Out of County placement costs and an increased return on interest and investment income. This reduction has been offset by reduced support service recharge income.
1.11	Throughout 2015/16, the Council had an obligation to maintain security and operation of the orphaned chemical site in Sandycroft which incurred running costs of £0.336m.
1.12	Programme of Efficiencies The 2015/16 budget contained £12.874m of specific efficiencies and Appendix 3 provides detail on the final position where there was a variation to the level of efficiency achieved compared to the budget.
1.13	This shows that that £10.677m (83%) was achieved resulting in a net underachievement of £2.197m. The underachieved efficiencies are included within the final outturn figure.
1.14	Inflation Included within the 2015/16 budget were provisions for pay (£1.304m), targeted price inflation (£0.421m), non-standard inflation (£0.102m) and

	income (£0.254m). There was also an amount of £0.240m remaining from the 2014/15 financial year which was also held centrally																		
1.15	The final position is an underspend of £0.125m comprising of £0.064m for food inflation and a surplus of £0.061m remaining from inflation set aside for pay. The balance of the 2014/15 inflation and £0.110m from the in-year inflation have been included as an efficiency within the 2016/17 budget.																		
	Reserves and Balances																		
1.16	Unearmarked Reserves The 2014/15 outturn reported to Cabinet on 14 th July 2015 showed unearmarked reserves at 31 March 2015 (above the base level of £5.769m) of £4.746m.																		
1.17	Taking into account previous allocations and the final underspend the balance on the contingency reserve at 31 st March 2016 is £4.375m.																		
1.18	Earmarked Reserves The Council adopted a reserves protocol in September 2015 which set out the principles around how the council determines, manages and reviews its level of reserves. Within the protocol was reference to regular reporting of the latest position to Cabinet and Corporate Resources Overview and Scrutiny Committee.																		
1.19	The table below gives a summary of earmarked reserves as at 31 st March 2016. A full analysis of the movement in reserves from 1 st April 2015 to 31 st March 2016 is contained within the Statement of Accounts.																		
1.20	Council Fund Earmarked Reserves 2015/16																		
	<table border="1"> <thead> <tr> <th>Reserve Type</th> <th>Month 12 Actual 31/03/2016 £</th> </tr> </thead> <tbody> <tr> <td>Schools</td> <td>2,306,721</td> </tr> <tr> <td>Specific Reserves:</td> <td></td> </tr> <tr> <td>Single Status/Equal Pay</td> <td>7,548,813</td> </tr> <tr> <td>General Reserve - Review of Reserves</td> <td>4,460,118</td> </tr> <tr> <td>General Reserve - Investment in Organisational Change (Flintshire Futures)</td> <td>1,268,651</td> </tr> <tr> <td>Self Insurance Funds</td> <td>1,221,558</td> </tr> <tr> <td>Benefits Equalisation Reserve</td> <td>192,699</td> </tr> <tr> <td>Supporting People Reserve</td> <td>832,163</td> </tr> </tbody> </table>	Reserve Type	Month 12 Actual 31/03/2016 £	Schools	2,306,721	Specific Reserves:		Single Status/Equal Pay	7,548,813	General Reserve - Review of Reserves	4,460,118	General Reserve - Investment in Organisational Change (Flintshire Futures)	1,268,651	Self Insurance Funds	1,221,558	Benefits Equalisation Reserve	192,699	Supporting People Reserve	832,163
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	County Elections	193,857
	Winter Maintenance	250,000
	Waste Disposal Sites	370,859
	Car Park Reserve	86,284
	Unitary Development Plan	646,982
	Building Control Trading	90,611
	Flintshire Enterprise Reserve	72,892
	Design Fees	200,000
	Other Specific Reserves of less than £0.025m	39,214
	Cash Receipting Review	241,295
	EARMARKED-S106 Grants & Contributions	2,737,077
	Service Balances	4,985,529
	Total	27,745,323
	Housing Revenue Account	
1.21	On 17 February 2015 the Council approved a Housing Revenue Account (HRA) budget for 2015/16 of £30.776m. The budget provided for a closing balance of £1.396m.	
1.22	The 2014/15 Outturn Report to Cabinet on 14 July 2015 showed a closing balance at the end of 2014/15 of £1.510m.	
1.23	The outturn report for the HRA states final expenditure to be £0.059m higher than budget and a closing balance as at 31 March 2016 of £1.178m, which at 4.3% of total expenditure satisfies the prudent approach of ensuring a minimum level of 3%.	
1.24	<p>Brief Overview of the Year - HRA</p> <p>In 2015/16 the HRA generated £31m income. £8m was spent on repairs and maintenance. £5m contributed towards capital financing costs relating existing borrowing and self-financing. The HRA budget also provided a total revenue contribution of £11.288m towards the funding of capital expenditure (CERA) an increase of £4.404m on the previous year. The closing balance on reserves was £1.178m at 31st March 2016. A balance of £0.241m was also rolled forward to implement Job Scheduling.</p>	
1.25	<p>The continued improvement in the financial management of the HRA during 2015/16 has helped to enable delivery of the following service developments and achievements.</p> <ul style="list-style-type: none"> • Delivered £21m first year programme of the 6 year Welsh Housing Quality Standard (WHQS) delivery plan • Introduced Total Mobile for Responsive Repairs teams • Amended Call Out hours in line with revised single status agreement 	

	<ul style="list-style-type: none"> • Introduced flexible working for trades staff • Minimised borrowing in year by £0.711m through delivering higher than anticipated revenue savings • Delivered c£1m of efficiency savings including voids security costs, material efficiencies and staffing efficiencies • Outperformed all Responsive Repair targets throughout the year • Achieved an average of 99.8% for Gas Safety certificates • Developed a WHQS Compliance Policy • Introduced a revised fleet of vehicles for all trades staff • Developed a revised Housing Management structure and service policies and procedures • Relocated all Council Housing service teams into one area at County Offices Flint • Purchased and installed solar panels on approximately 600 properties which has generated savings for tenants and income for the HRA which is being ring-fenced for further energy efficiency measures. • Completed 497 disabled adaptations which enable tenants to return home from hospital or maintain independence. The team works closely with the WHQS team so that WHQS work is completed at the same time and disruption is kept to a minimum.
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2.00	RESOURCE IMPLICATIONS
2.01	The Budget Monitoring Report reflects the planned use of the financial resources of the Council for the current financial year and details the variations occurring to date.

3.00	CONSULTATIONS REQUIRED / CARRIED OUT
3.01	None Required.

4.00	RISK MANAGEMENT
4.01	As we are nearing the closure of the 2015/16 accounts it is not anticipated that there are any significant risks to the Final Outturn which will be reported to Cabinet on 19 July 2016. The summary of in-year risks are not included as in previous month's reports as they have now been projected through to year end.

5.00	APPENDICES
5.01	<p>Council Fund – Movement in Variances from Month 12 – Appendix 1</p> <p>Council Fund – Budget Variances – Appendix 2</p> <p>Council Fund – Programme of Efficiencies – Appendix 3</p> <p>Council Fund – Movement on unearmarked reserves – Appendix 4</p>

Housing Revenue Account Variances – Appendix 5	
6.00	LIST OF ACCESSIBLE BACKGROUND DOCUMENTS
6.01	<p>None required</p> <p>Contact Officer: Sara Dulson Finance Manager</p> <p>Telephone: 01352 702287</p> <p>E-mail: sara.dulson@flintshire.gov.uk</p>
7.00	GLOSSARY OF TERMS
7.01	Budget: a statement expressing the Council's policies and service levels in financial terms for a particular financial year. In its broadest sense it includes both the revenue budget and capital programme and any authorised amendments to them.
7.02	Council Fund: the fund to which all the Council's revenue expenditure is charged.
7.03	Financial Year: the period of twelve months commencing on 1 April.
7.04	Housing Revenue Account: the Housing Revenue Account (HRA) is a local authority account showing current income and expenditure on housing services related to its own housing stock. The account is separate from the Council Fund and trading accounts and is funded primarily from rents and government subsidy.
7.05	Projected Outturn: projection of the expenditure to the end of the financial year, made on the basis of actual expenditure incurred to date.
7.06	Reserves: these are balances in hand that have accumulated over previous years and are held for defined (earmarked reserves) and general (general reserves) purposes. Councils are required to regularly review the level and purpose of their reserves and to take account of the advice of the Chief Finance Officer.
7.07	Revenue: a term used to describe the day-to-day costs of running Council services and income deriving from those services. It also includes charges for the repayment of debt, including interest, and may include direct financing of capital expenditure.
7.08	Underspend: when referring to expenditure the actual expenditure incurred is less than budget. Shown as a –ve. When referring to income the actual income achieved exceeds the budget. Shown as a –ve.

7.09	Variance: difference between latest budget and actual income or expenditure. Can be to date if reflecting the current or most up to date position or projected, for example projected to the end of the month or financial year.
7.10	Virement: the transfer of budget provision from one budget head to another. Virement decisions apply to both revenue and capital expenditure heads, and between expenditure and income, and may include transfers from contingency provisions. Virements may not however be approved between capital and revenue budget heads.



COUNCIL FUND - REVENUE BUDGET 2015/16
FLINTSHIRE COUNTY COUNCIL

Budget Monitoring (Outturn)
Summary of Movement from Month 12

	£m	£m
Month 12		
Portfolios	(0.266)	
Central and Corporate Finance	(1.106)	
Variance as per Cabinet Report		<u>(1.372)</u>
Outturn		
Portfolios	(0.380)	
Central and Corporate Finance	(1.109)	
Variance as per Directorate Returns		<u>(1.489)</u>
Change Requiring Explanation		<u><u>(0.117)</u></u>
<u>Social Services</u>		
Services For Adults		
Minor variances of less than £0.025m		
• Resources & Regulated Services - minor movement	0.001	
Subtotal: Services for Adults		<u>0.001</u>
Children's Services		
Other minor variances -of less than £0.025m		
• Out of County placements - further adjustments upon final review of accruals	(0.013)	
• Flying Start - minor movement	0.002	
Subtotal: Children's Services		<u>(0.011)</u>
Total: Social Services		<u><u>(0.010)</u></u>
<u>Community & Enterprise</u>		
Minor changes of less than £0.025m.		
• Customer & Housing Services	(0.001)	
• Revenues & Benefits	(0.001)	
Total minor variances of less than £0.025m		<u>(0.002)</u>
Total: Community & Enterprise		<u><u>(0.002)</u></u>
<u>Streetscene & Transportation Portfolio</u>		
Minor variances of less than £0.025m		
• Highway Network	0.004	
• Transport & Logistics	0.005	
Total minor variances of less than £0.025m		<u>0.009</u>
Total: Streetscene & Transportation		<u><u>0.009</u></u>
<u>Planning & Environment Portfolio</u>		
Minor variances of less than £0.025m		
• Development	0.005	
• Planning Control & Enforcement	0.005	
• Minerals & Waste	(0.003)	
Total minor variances of less than £0.025m		<u>0.007</u>
Total: Planning & Environment		<u><u>0.007</u></u>
<u>Education & Youth</u>		
Inclusion Services		
• Out of County Placements	(0.114)	
Subtotal: Inclusion Services		<u>(0.114)</u>
Minor variances of less than £0.025m		
• Secondary School Services	0.001	
• Commissioning & Performance - Business Support	(0.001)	
• School Management Information	0.001	
Total minor variances of less than £0.025m		<u>0.001</u>
Total: Education & Youth		<u><u>(0.113)</u></u>

People & Resources

Minor variances of less than £0.025m		
• Corporate Finance	0.001	
Total minor variances of less than £0.025m		0.001
Total: People & Resources		0.001

Governance

Minor variances of less than £0.025m		
• Legal Services	(0.001)	
• Records Management	(0.001)	
Total minor variances of less than £0.025m		(0.002)
Total: Governance		(0.002)

Organisational Change

Minor variances of less than £0.025m		
• Valuation & Estates	(0.001)	
• Facilities Services	(0.003)	
Total minor variances of less than £0.025m		(0.004)
Total: Organisational Change		(0.004)

Central & Corporate Finance

• Increased Return on Interest & Investment Income	(0.079)	
• Year end Support Service calculation	0.086	
• Minor variances	(0.010)	
Total: Central & Corporate Finance		(0.003)

Total Changes**(0.117)**

OUTTURN - SUMMARY

Service	Revised Budget (£m)	Projected Outturn (£m)	Variance Outturn (£m)	Variance Month 12 (£m)	Cause of Major Variance	Action Required
Social Services Locality Teams (Localities)	14.689	14.171	(0.518)	(0.518)	<p>Domiciliary Care There are some significant compensating variances in this area. The main area of pressure is Domiciliary Care, which is still being influenced by clients returning to the service following successful past rehabilitation, the changing demographic profile, increased complexity of need and increasing numbers of people with dementia. The current level of projected overspend is £0.559m which has significantly reduced from the 2014/15 outturn position of £0.837m, which has been partly influenced by the cessation of one complex package.</p> <p>Residential Care The significant overspend on Domiciliary care was more than offset by an underspend of (£0.766m) on residential care, which includes, an underspend of (£0.346m) on payments to care home providers, an underspend of (£0.385m) due to an increase in the level of property related income, plus further increases in income above budget including (£0.035m) for free nursing.</p> <p>Professional Support A further area of significant underspend is the professional support within the area Localities teams. There is a total projected underspend of (£0.240m) which relates to staffing due to Social Worker vacancies, which includes a total of (£0.119m), relating to the Hospital Social Work team which has transferred into Localities from Intake & Reablement (Resources and Regulated Services).</p> <p>Other Other minor variances amount to a net (£0.071m) within Day care and other services.</p>	<p>Recommend budget realignment adjustments to use underspends elsewhere in service to address pressures.</p>

OUTTURN - SUMMARY

Service	Revised Budget (£m)	Projected Outturn (£m)	Variance Outturn (£m)	Variance Month 12 (£m)	Cause of Major Variance	Action Required
Reablement Services (Intake and Reablement)	0.429	0.200	(0.229)	(0.229)	The projected under spend is mainly due to the reallocation of an officer to another service promoting Continuing Health Care independence, and additional CHC funding being utilised.	
Community Equipment contribution	0.476	0.392	(0.084)	(0.084)	Reduction in requirement for funding of the Council's contribution to the partnership following review of the financial arrangements within the Section 33 partnership agreement.	
Resources & Regulated Services (Disability Services)	15.246	15.849	0.603	0.602	This service is now reflecting the transfer of budget in relation to the Independent Living fund (ILF) to Central and Corporate as a one off efficiency. The remaining element is in relation to the additional administration capacity needed to manage the payments to service users and for obligations to fund employer liability insurance payments for service users who employ carers. recent increases in the projected overspend relate to additional costs of domiciliary care within externally provided Supported Living, including new service users and the impact of a new block contract.	Recommend budget realignment adjustments to use underspends elsewhere in service to address pressures.
Vulnerable Adults and Disability Service (Disability Services)	2.299	1.997	(0.302)	(0.302)	Reflects current care packages for 2015/16. The projection now includes a revised commitment for new/additional transition clients. Previous commitments in terms of expected costs for service users have now been significantly reduced following service review and revised outcomes.	
Residential and Domiciliary Service (Mental Health & Substance Misuse Service)	0.813	1.183	0.370	0.370	Increases in Residential and Domiciliary packages alongside additional new package costs.	
Forensic Budget (Mental Health & Substance Misuse Service)	0.317	0.202	(0.115)	(0.115)	Reflects current care packages for 2015/16.	Potential volatility due to changes in client numbers and demands at short notice from prison or courts.

OUTTURN - SUMMARY

Service	Revised Budget (£m)	Projected Outturn (£m)	Variance Outturn (£m)	Variance Month 12 (£m)	Cause of Major Variance	Action Required
Other Services for Adults variances (aggregate)	10.900	10.791	(0.109)	(0.109)	Various minor variances. Since period 10, the potential available funding from Supporting People is not required to be drawn down from reserves based on the current projected outturn position for Older People.	Not expected to be recurrent.
Business Services - Charging Policy Income	(1.673)	(1.877)	(0.204)	(0.204)	Impact of an increase by Welsh Government in the level of the maximum charge cap from £55 per week to £60 per week.	Recommend budget realignment adjustments to use underspends elsewhere in service to address pressures.
Training	0.132	0.164	0.032	0.032	The base budget for this service had reduced as a consequence of the combined impact of Single Status outcomes and EVRVR determinations. As a consequence the match funding element of the budget had fallen below the level required to meet the grant conditions for the Social Care Workforce Development Programme Grant (SCWDP). In month 11 a budget from realignment within Social Services was undertaken to top up to the level required.	Not expected to be recurrent.
Other Development & Resources variances (aggregate)	2.418	2.431	0.013	0.013	Various minor variances.	Not expected to be recurrent.
Family Placement (Children's Services)	2.227	2.474	0.247	0.247	The £0.247m overspend is a result of an increase in the number of foster care placements within the service. Part of this is also due to the increasing number of court orders for Residence and Special Guardianship orders which invariably attract an ongoing allowance for the carers.	A review of the Family Placement Team has been undertaken, the outcome of which is being considered and will inform future planning and possible efficiencies.

OUTTURN - SUMMARY

Service	Revised Budget (£m)	Projected Outturn (£m)	Variance Outturn (£m)	Variance Month 12 (£m)	Cause of Major Variance	Action Required
Professional Support	5.037	5.229	0.192	0.192	There is a projected overspend of £0.198m on agency pay costs within the Duty & Assessment team, which is due to the need to deploy staff to address key risks within this area of the service. This overspend has been partly mitigated by way of an allocation of £0.100m from the contingency reserve as approved by Cabinet when considering the Month 7 budget monitoring report. There is a further pressure of £0.113m which relates to the Children's and Young Adults Support team (CYAST). This is due to pressures within payments to external providers of £0.119m and Transport £0.047m, with some offsetting underspends against pay budgets due to vacancies. There is a contribution of £0.029m to the cost of the Emergency Duty team. There are offsetting net underspends of (£0.148m) elsewhere within Children's Services Professional Support, including a significant underspend on staffing within the Family Intervention team.	Recommend budget realignment adjustments to use underspends elsewhere in service to address pressures.
Out of County Placements	3.416	3.467	0.051	0.064	Reflects current care packages for 2015/16.	
Other Services for Children variances (aggregate)	2.420	2.521	0.101	0.099	Various minor variances.	Not expected to be recurrent.
Total Social Services	59.146	59.194	0.048	0.058		

OUTTURN - SUMMARY

Service	Revised Budget (£m)	Projected Outturn (£m)	Variance Outturn (£m)	Variance Month 12 (£m)	Cause of Major Variance	Action Required
Community & Enterprise Customer & Housing Services	1.669	1.442	(0.227)	(0.226)	Additional in-year efficiency identified in respect of Homeless Accommodation (£0.092m). Recharge in respect of Community Support Services lower than anticipated £0.029m. Community Centres additional efficiency (£0.049m). Underspend on the Flintshire Connects service provision (£0.098m). Switchboard in-year underspend (£0.027m). Other minor variances £0.0010m.	
Council Fund Housing	(0.033)	(0.125)	(0.092)	(0.092)	Telecare income lower than anticipated £0.061m. Procurement of telecare equipment £0.062m. Additional Savings in respect of the Community Based Accommodation Support Service (£0.230m). Other minor variances £0.015m.	
Regeneration	0.582	0.568	(0.014)	(0.014)	Estimated shortfall of £0.038m in markets due to income targets increasing in line with inflation each year, where charges have not increased at the same rate. Further capitalisation of costs and maximisation of Grant Income (£0.041m). Other minor variances (£0.011m).	
Revenues & Benefits	10.633	9.791	(0.842)	(0.841)	Anticipated surplus on the Council Tax Collection Fund currently stands at (£0.504m) higher than initially estimated. Staffing savings (£0.058m). Projected underspend on the budgeted provision for the Council Tax Reduction Scheme (£0.406m). Housing Benefit Subsidy budgeted shortfall of £0.270m. Additional New Burdens funding from DWP (£0.128m). Other minor variances of (£0.016m).	
Housing Programmes	0.072	0.146	0.074	0.074	Expenditure of £0.106m to enable the Strategic Housing and Renewal Programme (SHARP) to move forward with the development of the Over Arching Legal Agreement with Wales Living Space. This expenditure has supported the expedient development of schemes on The Walks, Flint and Custom House School, Connah's Quay which will both be on site by March 2016. Staff recharges and maximisation of grant income (£0.032m).	
Total Community & Enterprise	12.923	11.822	(1.101)	(1.099)		

OUTTURN - SUMMARY

Service	Revised Budget (£m)	Projected Outturn (£m)	Variance Outturn (£m)	Variance Month 12 (£m)	Cause of Major Variance	Action Required
Streetscene & Ancillary Services & Performance - Waste Disposal & Waste Collection	6.592	7.519	0.927	0.927	<p>Reduced electricity sales from gas engines following equipment breakdown and fluctuating levels of gas extraction is now estimated at £0.160m.</p> <p>Further options are being considered and consultation undertaken in relation to the proposed closure of Hope recycling centre. In addition, changes to the later than expected introduction of new operating times at Connah's Quay and Flint sites will result in a total projected shortfall on the budgeted efficiency of £0.160m.</p> <p>Delayed implementation of delivery service for waste containers £0.050m and introduction of charge for second waste bin £0.025m.</p> <p>Under achievement in the recycling market due to a volatile period with fluctuating re-cycle sale values £0.375m. No compost income has been received from Denbighshire CC (£0.060m budget) as they will not be using the composting facilities at Greenfield until the 2016/17 financial year.</p> <p>Additional costs of £0.040m for hire of loading shovels at Greenfield HRC Site, protective clothing costs and equipment purchase and increase in estimated waste treatment tonnages of £0.043m through to the 31st March.</p> <p>£0.010m of increase relating to NE Hub Food Waste. The food waste contractor requesting additional funds due to a change in law due to the withdrawal of the Levy Exemption Certificates which ceased from 31/07/15.</p>	<p>Potential for investment to upgrade/install new extraction wells and new management arrangement.</p> <p>Reported through Programme Board Efficiency Tracker.</p> <p>Reported through Programme Board Efficiency Tracker.</p> <p>Monitor recycling market closely and amend projections accordingly.</p> <p>Monitor Supplies & services and implement commitment challenge.</p>

OUTTURN - SUMMARY

Service	Revised Budget (£m)	Projected Outturn (£m)	Variance Outturn (£m)	Variance Month 12 (£m)	Cause of Major Variance	Action Required
Ancillary Services & Performance - Parking & Enforcement	0.114	0.193	0.079	0.079	Shortfall from Business Planning proposals following delays in the implementation of car parking charges and Penalty Charge Notice (PCN) enforcement across the County.	Monitor Car Parking Income closely and amend projections accordingly.
Bereavement Services	0.280	0.240	(0.040)	(0.040)	Increased income in burial fees for the last quarter of the year.	
Ancillary Services & Performance - Other Variances	0.519	0.516	(0.003)	(0.003)	Minor Variances.	Reported through Programme Board Efficiency Tracker.
Logistics & Resource Services - Fleet	4.807	4.737	(0.070)	(0.070)	Projected reduction in annual fuel costs, due to reducing fuel prices and more efficient usage of vehicles.	
Transportation & Logistics - other Variances	8.552	8.437	(0.115)	(0.120)	Reduced cost of transport for Social Services, Schools and Bus Services.	Reported through Programme Board Efficiency Tracker.
Highways Strategy & Network	7.406	7.527	0.121	0.117	Delay in the full externalisation of grass cutting service offset by some additional income for hedge cutting £0.030m. Delay in the implementation of the reduced cleansing standards and zero tolerance on littering £0.090m. Reduced Ground Work operations following transition into winter related work and additional staff recharges (£0.040m). Additional patching works of £63k following flood damage are reported at Period 12. Due to the below average winter up to the end of March 2016, it is anticipate there will be an underspend of (£0.050m) within winter maintenance.	Reported through Programme Board Efficiency Tracker. Reported through Programme Board Efficiency Tracker. Monitor Employee Costs.
Highway Network - other Variances	0.191	0.191	0.000	0.000	No Variance.	
Total Streetscene & Transportation	28.461	29.360	0.899	0.890		

OUTTURN - SUMMARY

Service	Revised Budget (£m)	Projected Outturn (£m)	Variance Outturn (£m)	Variance Month 12 (£m)	Cause of Major Variance	Action Required
Planning & Environment Pest Control Dog Warden	0.043	0.056	0.013	0.013	Potential Shortfall in the self financing position.	Monitor level of services provided and adjust income projections as appropriate.
Licensing	0.002	0.008	0.006	0.006	3 year and 5 year licence income carried forward as a PIA into 2016/17.	Monitor level of services provided and adjust income projections as appropriate.
Community - Aggregate of other Variances	0.691	0.724	0.033	0.033	Commitment challenge successful in reducing the level/value of future projected expenditure.	Continue to monitor committed expenditure and reduce/remove where possible.
Animal Health & Defra	0.126	0.155	0.029	0.029	Reduced DEFRA Grant Funding, resulting in the partnership with Wrexham CBC ending in December 2015 and the income target remaining within the service. Offset by the receipt of the Animal Feed Service Grant of £0.017m from the Food Standards Agency.	Investigate ways to reduce Grant Income target through potential budget realignment as total funding will cease from 2016/17.
Business - Aggregate of other Variances	1.485	1.475	(0.010)	(0.010)	Food controls budget funding reduction from 2015/16 was not provided as anticipated.	Continue to monitor committed expenditure and reduce/remove where possible.
Planning Control & Enforcement	(0.133)	(0.025)	0.108	0.103	Shortfall from Planning Application fees not being increased by 15% until October, 2015 under the Planning (Wales) Bill. This was originally proposed for April, 2015 and reflected in Business Planning efficiencies. This was offset with the level of Pre Planning Application Fee Income being higher than expected.	Planning Fee Income levels will be closely monitored.
Development - Aggregate of other Variances	0.133	0.113	(0.020)	(0.025)	Commitment challenge successful in reducing the level/value of future projected expenditure.	Continue to monitor committed expenditure and reduce/remove where possible.
Portfolio Aggregate of other Variances	3.080	3.006	(0.074)	(0.071)	Commitment challenge successful in reducing the level/value of future projected expenditure.	Continue to monitor committed expenditure and reduce/remove where possible.
Total Planning & Environment	5.427	5.512	0.085	0.078		

OUTTURN - SUMMARY

Service	Revised Budget (£m)	Projected Outturn (£m)	Variance Outturn (£m)	Variance Month 12 (£m)	Cause of Major Variance	Action Required
Education & Youth						
Primary & Early Years Education	0.868	0.864	(0.004)	(0.004)	Minor Variances.	
Secondary, 14-19 & Continuing Education	1.067	1.073	0.006	0.005	Minor Variances.	
Inclusion Services	7.489	7.664	0.175	0.289	Following further reconciliation of the Out of County accounts and review of year end accruals, the final outturn has now been amended.	
Access (School Planning & Provision)	0.498	0.476	(0.022)	(0.022)	Variance change due to higher personal injury claims than predicted. Other minor variances also effect this.	
21st Century Schools	0.196	0.196	0.000	0.000	No Variance.	
Youth Services	1.475	1.462	(0.013)	(0.013)	Minor Variances.	
Commissioning & Performance	0.338	0.321	(0.017)	(0.016)	Vacancy savings following a Senior Management Restructure with Education and Youth Portfolio.	
School Management & Information Team	0.214	0.149	(0.065)	(0.066)	Vacancy savings following a Senior Management Restructure with Education and Youth Portfolio. Shared salary costs have now been agreed with Transportation.	
Total Education & Youth	12.145	12.205	0.060	0.173		

OUTTURN - SUMMARY

Service	Revised Budget (£m)	Projected Outturn (£m)	Variance Outturn (£m)	Variance Month 12 (£m)	Cause of Major Variance	Action Required
Schools						
Primary & Early Years Education	44.924	44.924	0.000	0.000	No Variance.	
Secondary, 14-19 & Continuing Education	36.112	36.112	0.000	0.000	No Variance.	
Inclusion Services	3.933	3.933	0.000	0.000	No Variance.	
Total Schools	84.969	84.969	0.000	0.000		
People & Resources						
HR&OD	2.263	2.230	(0.033)	(0.033)	A 2015/16 budget efficiency of £0.105m is being reported as not achievable, in addition to this there is an overspend on the Disclosure & Disbarring Service of £0.009m and Software of £0.020m. These overspends are being partially offset by workforce underspends of (£0.155m). There are minor underspend variances of (£0.012m).	The efficiencies are expected to be achieved in full next year. Workforce underspends are in-year only.
Corporate Finance	2.361	2.266	(0.095)	(0.096)	A 2015/16 budget efficiency is being reported as being partially achieved with a shortfall of £0.019m. This is being offset by temporary workforce underspends of (£0.123m). There are minor overspend variances of £0.009m.	The efficiencies are expected to be achieved in full next year. Workforce underspends are in-year only.
Total People & Resources	4.624	4.496	(0.128)	(0.129)		

OUTTURN - SUMMARY

Service	Revised Budget (£m)	Projected Outturn (£m)	Variance Outturn (£m)	Variance Month 12 (£m)	Cause of Major Variance	Action Required
Governance						
Legal Services	0.610	0.548	(0.062)	(0.061)	A grant from Welsh Government has been awarded for (£0.092m) as a contribution to costs incurred in dealing with claims from personal search companies for refunds of Local Land Charges Register (LLCR) search fees charges. There are minor variances of £0.030m.	Underspend is not expected to be recurrent.
Democratic Services	1.908	1.986	0.078	0.078	The overspend is due a delay in achieving an efficiency of £0.110m which was agreed within the 2014/15 budget. An underspend of (£0.032m) is due to minor variances.	The efficiency is expected to be achieved in full next year.
Internal Audit	0.416	0.410	(0.006)	(0.006)	Minor Variances.	Underspend is not expected to be recurrent.
Procurement	0.138	0.253	0.115	0.115	This overspend is due to the non-achievement of an efficiency of £0.116m within 2015/16 and a minor underspend of (£0.001m).	Overspend is not expected to be recurrent. The efficiency is expected to be achieved in full next year.
Business Support	0.739	0.711	(0.028)	(0.028)	Minor Variances.	Underspend is not expected to be recurrent.
Records Management	0.175	0.184	0.009	0.010	Minor Variances.	Overspend is not expected to be recurrent.
ICT	4.726	4.692	(0.034)	(0.034)	Minor Variances.	Underspend is not expected to be recurrent.
Total Governance	8.712	8.784	0.072	0.074		

OUTTURN - SUMMARY

Service	Revised Budget (£m)	Projected Outturn (£m)	Variance Outturn (£m)	Variance Month 12 (£m)	Cause of Major Variance	Action Required
Organisational Change						
Public Libraries & Arts, Culture & Events	1.794	1.787	(0.007)	(0.007)	Minor Variances.	
Museums Service	0.064	0.064	0.000	0.000	No Variance.	
County Archives	0.266	0.266	0.000	0.000	No Variance.	
Leisure Services	4.038	4.033	(0.005)	(0.005)	£0.070m Deeside Ice Rink income pressure offset by premises & supplies cost savings of (£0.075m).	
Community Assets	0.018	0.023	0.005	0.005	Minor Variances.	
Valuation & Estates	(0.808)	(0.779)	0.029	0.030	£0.029m shortfall in industrial estate rental income.	
Property Design & Consultancy	1.828	1.711	(0.117)	(0.117)	(£0.072m) of Projected costs relating to the demolition of Connah's Quay office has been met through alternative funding. (£0.035m) of energy savings on Admin buildings. Underspend of (£0.010m) on statutory monitoring.	This financial year Maintenance and Design have exceeded income expectation, next year there will potentially be a shortfall as more feasibility works have been commissioned which are non chargeable. Also the service is subject to a restructure, resulting in a new method of fee charging.
Engineering Services	0.000	0.000	0.000	0.000	No Variance.	
Facilities Services	1.654	1.556	(0.098)	(0.095)	Careful monitoring of provisions and additional income anticipated over and above income target from increased uptake in school meals of (£0.069m). Additional income of (£0.033m) achieved on cleaning. Other minor variances of £0.004m.	
Total Organisational Change	8.854	8.661	(0.193)	(0.189)		

OUTTURN - SUMMARY

Service	Revised Budget (£m)	Projected Outturn (£m)	Variance Outturn (£m)	Variance Month 12 (£m)	Cause of Major Variance	Action Required
Chief Executives	3.087	2.965	(0.122)	(0.122)	The underspend is due to workforce savings of (£0.092m) and also a reduction in Core Funding Agreements of (£0.028m). There is an underspend of (£0.042m) relating to the budget required for performance related increments. There are minor overspend variances of £0.040m.	The employee savings of (£0.092m) are expected to be in-year only.
Total Chief Executives	3.087	2.965	(0.122)	(0.122)		

OUTTURN - SUMMARY

Service	Revised Budget (£m)	Projected Outturn (£m)	Variance Outturn (£m)	Variance Month 12 (£m)	Cause of Major Variance	Action Required
Central & Corporate Finance	23,109	22,000	(1,109)	(1,106)	There is no need to borrow this financial year, as capital expenditure is later than planned, resulting in short term savings from interest costs built into the budget. There has also been an increased return on Investment income of (£0.059m). Balance of unused Non Standard Inflation from previous year (£0.240m) and current year (£0.125m). Pension Actuarial Review (£0.912m) due to lower than anticipated costs of additional contributions. Projected under-recovery of contribution to pension fund £0.159m. Coroners projected 2015/16 overspend of £0.028m. Estimated Workforce Efficiency of £0.300m considered unachievable in year. One off identified efficiencies (£0.300m) in relation to the Independent Living Fund (ILF). Higher than projected income as a result of Rent Review for Unilever (£0.191m). External Audit Fees are anticipated to be lower than budget (£0.099m) this is under review with Wales Audit Office. Received no charge on three quarters of the year in relation to corporate Bank Charges (£0.047m). Reduced Carbon Allowances as a result of reduced emissions in 15/16 of (£0.047m). One off / time limited, Unbudgeted costs of £0.336m in relation to former Euticals Ltd - Sandycroft site. Support Service Recharge, which is only known at year end £0.086m. Minor Variances of £0.002m.	Review of CLIA has mitigated this position. Reviewed as part of Medium Term Finance Strategy, Corporate Financing Options.
Total Central & Corporate Finance	23,109	22,000	(1,109)	(1,106)		
TOTAL	251,457	249,968	(1,489)	(1,372)		

2015/16 Efficiencies Month Outturn - Under or Over Achieved

Portfolio	Original Efficiency	Revised Efficiency	(Under)/Over
	2015/16 £(m)	2015/16 £(m)	Achievement 2015/16 £(m)
People & Resources			
Review of specialist finance functions to identify efficiencies in process	0.170	0.166	(0.004)
Ensure continuation of grant maximisation opportunities identified in 2014/15	0.100	0.081	(0.019)
Review of specialist human resources functions to identify efficiencies in process	0.105	0.000	(0.105)
Total People & Resources	0.375	0.247	(0.128)
Governance			
Procurement Supplier Charging	0.116	0.000	(0.116)
	0.116	0.000	(0.116)
Central and Corporate Finance			
Workforce efficiency proposal	0.300	0.000	(0.300)
Central Loans and Investment Review	1.830	1.230	(0.600)
Total Central & Corporate Finance	2.130	1.230	(0.900)
Social Services			
Develop means testing approach for minor adaptations	0.100	0.000	(0.100)
Review model/costs contracts for catering	0.050	0.000	(0.050)
Rationalise the number of sites where In-House short term care is provided	0.075	0.110	0.035
Develop a 'progression' model for Supported Living	0.250	0.145	(0.105)
Review commissioning with Action for Children	0.075	0.015	(0.060)
Regional approach to advocacy	0.053	0.000	(0.053)
Review and realign funding to voluntary sector	0.203	0.065	(0.138)
Total Social Services	0.806	0.335	(0.471)
Community & Enterprise			
Close the personal answering service for main switchboard telephone	0.099	0.125	0.026
Welfare Rights Team Review	0.020	0.035	0.015
Community Centres	0.048	0.096	0.048
Community Based Accommodation Support Service	0.030	0.090	0.060
Telecare Charging	0.200	0.139	(0.061)
Stopping sending remittance advices to Landlords	0.054	0.013	(0.041)
In-house bailiff service	0.100	0.070	(0.030)
Removal of Post Office as payment option	0.028	0.017	(0.011)
Review Single Person Discount	0.150	0.270	0.120
Senior Management Restructure	0.100	0.074	(0.026)
Total Community & Enterprise	0.829	0.929	0.100
Streetscene & Transportation			
Introduce non-generic Streetscene roles (3 year plan)	0.080	0.115	0.035
Rationalise HRC Sites	0.400	0.240	(0.160)
Removing the Waste Containers delivery service	0.150	0.100	(0.050)
Introduce Charge for 2nd Garden Waste Bin	0.050	0.025	(0.025)
Develop Energy Production at Landfill	0.050	0.000	(0.050)
Cease real time information system at bus stops	0.020	0.025	0.005
Charge Maintenance of Bus Shelters to Community & Town Councils	0.005	0.000	(0.005)
Remove Demand Responsive Transport & review all other subsidised rou	0.075	0.050	(0.025)
Externalise grass cutting service	0.075	0.025	(0.050)
Reduced Street Lighting resource	0.050	0.038	(0.013)
Remove second grass cut for highway verges	0.030	0.025	(0.005)
Car Parking Charges	0.400	0.290	(0.110)
Part night street lighting in residential areas	0.020	0.030	0.010
Winter Maintenance (Car Parks and standard)	0.150	0.170	0.020
Reduce Cleansing standards zero tolerance litter	0.150	0.060	(0.090)
Total Streetscene & Transportation	1.705	1.193	(0.513)
Planning & Environment			
Staffing & Collaboration	0.024	0.048	0.024
Animal & Pest Control	0.030	0.007	(0.023)
Increased Planning Fees (15% WG increase)	0.135	0.050	(0.085)
Increase in number of Planning Applications	0.060	0.050	(0.010)
Additional elements of charging (discharge of conditions)	0.050	0.030	(0.020)
Pre-Planning Advice PDM111952P	0.020	(0.036)	(0.056)
Total Planning & Environment	0.319	0.149	(0.170)
		%	£
Total 2015/16 Budget Efficiencies		100	12.874
Total Projected 2015/16 Budget Efficiencies Underachieved		17	2.197
Total Projected 2015/16 Budget Efficiencies Achieved		83	10.677

APPENDIX 4

Movements on Council Fund Unearmarked Reserves

	£m	£m
Total Reserves as at 1 April 2015	10.515	
Less - Base Level	(5.769)	
Total Reserves above base level available for delegation to Cabinet		4.746
Less - Allocation from the Contingency Reserve for the costs of the speed limit review		(0.210)
Less - Allocation from the Contingency Reserve for the contribution to meet the estimated increase in levy required to meet past and future claim liabilities in relation to the former Municipal Mutual Insurance company		(0.800)
Less - Allocation from the Contingency Reserve to meet the resource requirements for specialist social work for child protection		(0.100)
Less - Allocation from the Contingency Reserve to renew invest to save finds to support organisational change		(0.750)
Plus final Outturn (Subject to Audit)		1.489
Total Contingency Reserve as at 31st March 2016 (Subject to Audit)		4.375

HRA Major Variance Report - Outturn

Service	Revised Budget (£m)	Projected Outturn (£m)	Variance (£m)	Variance Last Month (£m)	Cause of Variance	Action Required
Estate Management	1,634	1,521	(0.113)	(0.113)	(£0.067m) relates to an underspend on salary costs. (£0.012m) relates to an underspend on printing costs. Court costs and Giro Charges have contributed an underspend of (£0.055m). Rechargeable works create a pressure of £0.019m due to non payment of invoices. Tenants Incentive scheme has contributed a saving of (£0.017m). The remaining £0.019m relates to other minor variances.	
Rent Income	(29,377)	(29,600)	(0.223)	(0.223)	(£0.259m) relates to an adjustment in the expected bad debt provision for Rent Income based on the final outturn of aged debt as at year end compared to an earlier projection in quarter 3. The costs associated with the water surplus are expected to rise by £0.018m based on what has been recovered vs actual spend. £0.030m relates to additional expenditure on Garden Services. The remaining (£0.012m) relates to other minor efficiencies. (£0.324m) of the projected underspend relates to salaries as a result of in-year vacancies and budgeting at the top of scale.	
Repairs & Maintenance	8,394	8,105	(0.289)	(0.276)	(£0.087m) of the projected underspend relates to materials. £0.029m profit share relating to last year and careful monitoring has contributed to this underspend. £0.042m relates to a pressure on transport and fleet costs. £0.074m relates to unachieved income recharges. The remaining £0.019m relates to minor variances.	
Finance & Support	2,427	2,413	(0.014)	(0.246)	Removal of the projection for delivering the Handyman Service releases a (£0.038m) underspend. (£0.029m) of the projected underspend relates to consultancy and conferences. Redistribution of salaries across departments and services has realised a (£0.124m) underspend. Agile working equipment for HRA is projected to cost £0.027m. Insurance Reserve has increased by £0.065m. relates to a change to the reporting for Support Service Recharges which is offset by a saving below. £0.040m relates to an overspend on Support Service Recharges. The remaining (£0.031m) relates to other minor efficiencies.	A 2015/16 budget allocation of £0.244m will be carried forward to 2016/17 to fund the Implementation of Job Scheduling. This is one of the priorities in the HRA Business Plan.

HRA Major Variance Report - Outturn

Service	Revised Budget (£m)	Projected Outturn (£m)	Variance (£m)	Variance Last Month (£m)	Cause of Variance	Action Required
Landlord Services	0.882	1.002	0.120	0.119	Cleaning charges and utility costs for the community centres brought into the HRA from Council Fund have received a charge in the amount of £0.096m which was an unexpected cost. Garden Charges have underspent by (£0.064m) due to staff vacancies and lower contractor costs. A review of communal area costs has resulted in an in-year pressure of £0.090m through contractor work. Vehicle hire has reduced by (£0.003m) on receipt of full year costs. Minor variances amount to £0.001m.	
HRA Subsidy	0.000	0.122	0.122	0.122	£0.122m relates to a post audit adjustment relating to Housing Subsidy.	
Other variances (aggregate)	16.274	16.730	0.456	0.524	£0.711m relates to the additional balance contributed towards capital expenditure. This will contribute towards demolition costs for the Walks and Leas sites in Flint. Funding costs this way delays borrowing for 12 months and avoids unnecessary interests charges. (£0.179m) relates to reduced Capital Financing recharges. (£0.076m) relates to a change in accounting for Support Services Recharges which offsets the pressure above.	
Total :	0.234	0.293	0.059	(0.093)		



CABINET MEETING

Date of Meeting	Tuesday 19 July 2016
Report Subject	Capital Programme Monitoring 2015/16 (Outturn)
Portfolio Holder	Leader of the Council and Cabinet Member for Finance
Report By	Corporate Finance Manager
Strategic / Operational	Operational

EXECUTIVE SUMMARY

The report provides a summary of changes made to the Capital Programme during the last quarter of 2015/16.

The Capital Programme has decreased by £2.178m in the period (changes £1.452m, M9 approved rollover (£3.538m) and additional savings (£0.092m)) due to the impact of:-

- Reductions at outturn to grant funded schemes now re-profiled into the new financial year (2016/17) including; Vibrant & Viable Places (£0.460m), energy schemes (HRA) (£0.425m) and Townscape Heritage Initiatives (£0.115m) and other aggregated decreases (£0.305m);
- Pre-approved Rollover into 2016/17 (£3.538m); and
- Additional savings re Flintshire Connects (£0.092m)

Offset by :-

- Increases for grant and revenue funded schemes introduced at outturn to fund expenditure incurred in year including; Town Centre Regeneration (£0.294m), Play Areas (£0.274m), Private Sector Renewal & Improvement (£0.229m), Local transport Grant (£0.200m) and Highways (£0.149m);
- Purchase of equipment - Leisure Centres (£0.388m) and Waste Services (£0.282m); and
- Other Aggregate Increases (£0.387m).

Resources available for funding future capital expenditure currently c£3.168m.

RECOMMENDATIONS

(1)	Approve the Report.
(2)	Approve the rollover adjustments at 1.12.
(3)	Approve the funding for the closed landfill site scheme as outlined in 1.22 - 1.24
(4)	Approve the funding for the ICT Data Storage scheme as outlined in 1.25 - 1.26

REPORT DETAILS

1.00	EXPLAINING THE CAPITAL PROGRAMME MONITORING POSITION AT OUTTURN - 2015/16
	Background
1.01	The Council approved a Housing Revenue Account (HRA) capital programme for 2015/16 of £21.200m and a Council Fund (CF) capital programme of £50.359m at its meeting of 17 th February, 2015.
1.02	For presentational purposes the capital programme is shown as a whole, with sub-totals for the Council Fund and HRA. In reality the HRA programme is ring fenced and can only be used for HRA purposes.

Changes since Budget approval

1.03 Table 1 below sets out how the programme has changed during 2015/16. More detailed cumulative information relating to each Portfolio is provided in Appendix A:-

Table 1

REVISED PROGRAMME	Original Budget 2015/16 £m	Rollover from 2014/15 £m	2015/16 Previously Reported			Changes - This Period £m	Revised Budget 2015/16 £m
			Changes £m	Rollover to 2016/17 £m	Savings £m		
Chief Executives	0.020	0.006	0	0	0	0	0.026
People & Resources	0.075	0.086	(0.018)	0	0	0	0.143
Governance	0.170	0.753	0	(0.165)	0	0	0.758
Education & Youth	45.022	1.942	(19.309)	(0.866)	0	(0.012)	26.777
Social Care	0	0	0	0	0	0	0.000
Community & Enterprise	2.841	0.857	5.107	0	(0.613)	0.030	8.222
Planning & Environment	0.551	1.147	0.112	(0.685)	0	(0.026)	1.099
Transport & Streetscene	0.860	0.104	2.274	(0.182)	0	0.727	3.783
Organisational Change 1	0	0.042	0.265	0	0	0.662	0.969
Organisational Change 2	0.820	0.318	0.540	(0.920)	0	0	0.758
Council Fund Total	50.359	5.255	(11.029)	(2.818)	(0.613)	1.381	42.535
HRA Subsidy Buyout	0	0	79.248	0	0	0	79.248
Housing Revenue Account	21.200	0.512	0.095	(1.500)	0	0.071	20.378
Housing Revenue Account Total	21.200	0.512	79.343	(1.500)	0.000	0.071	99.626
Programme Total	71.559	5.767	68.314	(4.318)	(0.613)	1.452	142.161

Rollover from 2014/15

1.04 Rollover sums from 2014/15 to 2015/16, totalling £5.767m (CF £5.255m, HRA £0.512m), were approved by Cabinet.

Changes during this period

1.05 Changes during this period have resulted in a net decrease in the programme total of £1.452m (CF (£1.381m, HRA £0.071m). A summary of the changes, showing major items, is in Table 2 below:-

Table 2

CHANGES DURING THIS PERIOD		£m
<u>COUNCIL FUND</u>		
Increases		
Leisure Centres - Purchase of Equipment		0.388
Town Centre Regeneration - Grant funding to match expenditure		0.294
Waste Services - Purchase of Equipment		0.282
Play Areas - Grant/Revenue Funding to match expenditure		0.274
Private Sector Renewal/Improv't - Grant funding to match expenditure		0.229
Local Transport Grant - Grant funding to match expenditure		0.200
Highways - Grant/Revenue Funding to match expenditure		0.149
Other Aggregate Increases		0.387
		2.203
Decreases		
Vibrant & Viable Places - Programme underspend re-profiled to 2016/17		(0.460)
Townscape Heritage Initiatives - Grant funded scheme re-profiled to 2016/17		(0.115)
Other Aggregate Decreases		(0.247)
		(0.822)
Total		1.381
<u>HRA</u>		
Increases		
WHQS Improvements - Grant/Revenue/PB Funding to match expenditure		0.351
Accelerated Programmes - Grant/Revenue/PB Funding to match expenditure		0.103
Major Works - Grant/Revenue/PB Funding to match expenditure		0.100
		0.554
Decreases		
Energy Schemes - Revenue funding to match expenditure		(0.425)
Other Aggregate Decreases		(0.058)
		(0.483)
Total		0.071

1.06 During the final quarter of the year there a number of adjustments made to schemes that are funded from grants, revenue and prudential borrowing. Reflecting the need to re-profile funding between financial years to align expenditure incurred with the relevant funding source. This is the case with the majority of the movements above, including the HRA.

1.07 During the year Portfolios will have purchased equipment which is classed as capital expenditure. Portfolios have revenue budgets to fund the costs which are charged over the useful life of the equipment. An option appraisal to assess the best funding method is undertaken comparing leasing with prudential borrowing. Prudential borrowing was the most suitable option for the gym and waste collection equipment purchased during 2015/16 which has been added to the capital programme at outturn.

1.08 **Capital Expenditure compared to Budget**
 Actual outturn expenditure across the whole of the capital programme is £140.287m. The breakdown of expenditure is analysed in Table 3 below, along with the percentage spend against budget. This shows that 97.02% of the budget has been spent (CF 95.59%, HRA 100%). Corresponding figures for 2014/15 outturn were 92.90% (CF 91.68%, HRA 95.90%). These figures exclude the HRA Subsidy Buyout (£79.248m) which was paid in its entirety early in the financial year.

1.09 The table also shows an outturn of £140.287m. This indicates a projected underspend of £1.874m on the Council Fund and a break even position on the HRA.

Table 3

EXPENDITURE	Revised Budget	Outturn	Variance Budget v Outturn (Under)/Over	Percentage Spend v Budget
	£m	£m	£m	%
Chief Executives	0.026	0.026	0.000	100
People & Resources	0.143	0	(0.143)	0
Governance	0.758	0.674	(0.084)	88.92
Education & Youth	26.777	26.599	(0.178)	99.34
Social Care	0	0	0.000	0
Community & Enterprise	8.222	7.588	(0.634)	92.29
Planning & Environment	1.099	0.879	(0.220)	79.98
Transport & Streetscene	3.783	3.227	(0.556)	85.30
Organisational Change 1	0.969	0.943	(0.026)	97.32
Organisational Change 2	0.758	0.725	(0.033)	95.65
Council Fund Total	42.535	40.661	(1.874)	95.59
Housing Revenue Account	20.378	20.378	0.000	100.00
Programme Total (Excl HRA Subsidy)	62.913	61.039	(1.874)	97.02
HRA Subsidy Buyout	79.248	79.248	0.000	100.00
Programme Total	142.161	140.287	(1.874)	98.68

1.10 Details of the variances for individual programme areas are listed in Appendix B, which includes the reasons, and required remedial actions which may be required where those variances exceed +/- 10% of the revised budget. In addition, where rollover into 2016/17 has been identified, this is also included in the narrative.

1.11 **Rollover into 2016/17**
At outturn rollover of £1.874m (CF £1.874m, HRA £Nil) has been identified which reflects reviewed spending plans across all programme areas; these committed amounts have been identified as now required to meet the cost of programme works in 2016/17.

1.12 Information relating to each programme area is contained in Appendix B and summarised in Table 4 below:-

Table 4

ROLLOVER INTO 2016/17	Month 4 £m	Month 6 £m	Month 9 £m	Outturn £m	Total £m
People & Resources				0.143	0.143
Governance	0	0	0.165	0.084	0.249
Education & Youth	0.345	0.068	0.453	0.178	1.044
Community & Enterprise				0.634	0.634
Planning & Environment	0	0	0.685	0.220	0.905
Transport & Streetscene	0	0	0.182	0.556	0.738
Organisational Change 1				0.026	0.026
Organisational Change 2	0	0.367	0.553	0.033	0.953
Council Fund	0.345	0.435	2.038	1.874	4.692
Housing Revenue Account	0	0	1.500	0	1.500
TOTAL	0.345	0.435	3.538	1.874	6.192

If approved this will bring the total amount rolled over into 2016/17 to £6.192m (£5.767 in 2014/15). Whilst this is more than 2014/15, as a percentage of the overall budget it is much less (13.24% 2014/15 against 9.84% in 2015/16), this excludes the subsidy buyout but reflects the fact that the programme in 2015/16 was much larger.

1.13 **Savings**
Further savings of £0.012m have been identified in the Flintshire Connects budget as a final outturn figure.

Financing

1.14 The capital programme is financed as summarised in Table 5 below:-

Table 5

FINANCING RESOURCES	General Financing ¹	Specific Financing ²	Total Financing
	£m	£m	£m
Latest Monitoring			
Council Fund	5.618	36.917	42.535
Housing Revenue Account	5.110	94.516	99.626
Total Financing Resources	10.728	131.433	142.161

1 Supported Borrowing / General Capital Grant / Capital Receipts / MRA
2 Grants & Contributions / CERA / Reserves / Prudential & Other Borrowing

1.15 Given the continuing uncertainty over the realisation of asset disposals, no capital receipts were assumed for 2015/16 budget setting purposes. However, any assets realised in year would be available for capital investment (see Sections 1.21 to 1.23 below).

Funding of 2015/16 Approved Schemes

1.16 The outturn position is summarised in Table 6 below:-

Table 6

FUNDING OF APPROVED SCHEMES	£m	£m
	Surplus from 2014/15	
Increases		
Previously reported	0.881	0.881
Decreases		
Actual In year receipts	(1.789)	
Identified Savings (Previously reported)	(0.601)	
Additional Savings - Flintshire Connects	(0.012)	
Unallocated Headroom	(0.333)	(2.735)
Funding Available		(3.168)

1.17	<p>The final outturn surplus from 2014/15 was £1.314m (£1.322m as per outturn report to Cabinet 14 July, 2015).</p> <p>Additional allocations in year, as previously reported, amount to £0.881m.</p> <p>Savings in the resources required for Flintshire Connects, as previously reported, amount to £0.601m, whilst an additional £0.012m has been identified in this period.</p> <p>Actual capital receipts in year amount to £1.789m and unallocated headroom remains unaltered at £0.333m.</p> <p>Taken as a whole this indicates that c£3.168m is available to fund future capital schemes.</p>
1.18	<p>The figure of £3.168m above is a budget figure representing the position were all schemes currently committed to come in on time and on budget. This is very rarely the case and when allocating funding to new schemes, the Council would need to be prudent and give consideration to outturn projections of existing schemes.</p>
	<p>2016/17 and Future Year's Capital Programmes</p>
1.19	<p>Portfolios through their business plans have identified significant capital investment needed to improve services and achieve revenue efficiencies. Business cases are in the process of being written, the intention being to bring additional capital schemes to Cabinet for approval in future financial years.</p>
1.20	<p>Cabinet on 17th May 2016 approved the building of 92 homes on the site of The Walks Flint as part of the Strategic Housing and Regeneration Programme (SHARP). 30 homes will be built for rent at social housing rent levels, financed through borrowing in the HRA, which has already been built into the HRA 2016/17 Capital Programme.</p>
1.21	<p>The remaining 62 homes will be built for rent at affordable rent levels by the Council's wholly owned company NEW Homes, financed by loans from the Council to NEW Homes. The loans, in accounting terms, are classed as capital expenditure and included within the Council's Capital Programme. Cabinet has approved the inclusion of £7.400m of loans to NEW Homes in the Capital Programme funded from prudential borrowing which is estimated to be split £4.100m in 2016/17, £3.200m in 2017/18 and £0.100m in 2018/19.</p>
1.22	<p>In accordance with the provisions of Part 2A of the Environmental Protection Act 1990 and the Council's Contaminated Land Inspection Strategy, former waste disposal sites within the county are being considered and assessed in due course. The assessments may conclude that liability for carrying out some or all of any necessary remediation works will be the Council's responsibility.</p>
1.23	<p>Assessment at 2 sites are nearing conclusion, and are indicating that remediation work may be necessary, though it is not possible at this stage to confirm what exactly the work would entail or costs. Options for remediation works will be developed once the outcomes of the assessments are known.</p>

1.24	Given that remediation works may be necessary at the 2 sites above, and that capital funding is available, it would be considered prudent to set aside some funding towards future costs. Cabinet are asked to approve setting aside £0.250m of funding for remedial works at former landfill sites in the 2016/17 Capital Programme, and note that actual costs could be higher or lower dependent on the outcomes of the ongoing assessments.
1.25	The Council uses virtual storage technologies which are the most cost effective way of allocating storage against all systems used by the Council, from business applications to general filesharing. The current systems were purchased 3 years ago including 3 years maintenance and support. This period has now ended and replacement systems are urgently required. There is no revenue budget available to fund ongoing support and maintenance of the existing systems, for which the costs per annum would be over a third of the cost for a like for like replacement.
1.26	Cabinet are asked to approve a sum of £0.590m in the 2016/17 Capital Programme which will procure replacement technology with increased capacity, together with 5 years support and maintenance. Due to discounts available this sum is lower than that paid for the existing 3 year provision.

2.00	RESOURCE IMPLICATIONS
2.01	Financial implications - As set out in the body of the report.
2.02	Personnel implications - None directly as a result of this report.

3.00	CONSULTATIONS REQUIRED / CARRIED OUT
3.01	No consultation is required as a direct result of this report.

4.00	RISK MANAGEMENT
4.01	As this is an outturn report there are no risks associated with the information contained in this report.

5.00	APPENDICES
5.01	Appendix A: Capital Programme - Changes during 2015/16
5.02	Appendix B: Variances

6.00	LIST OF ACCESSIBLE BACKGROUND DOCUMENTS
6.01	<p>Capital Programme monitoring papers 2015/16.</p> <p>Contact Officer: Andrew Elford Accountant</p> <p>Telephone: 01352 702291</p> <p>E-Mail: andrew.elford@flintshire.gov.uk</p>

7.00	GLOSSARY OF TERMS
7.01	<p>Capital Programme: The Council's financial plan covering capital schemes and expenditure proposals for the current year and a number of future years. It also includes estimates of the capital resources available to finance the programme.</p> <p>CERA: Capital Expenditure charged to Revenue Account. The Council is allowed to use its revenue resources to fund capital expenditure. However the opposite is not permissible.</p> <p>Council Fund (CF): The fund to which all the Council's revenue and capital expenditure is charged.</p> <p>Housing Revenue Account (HRA): The fund to which all the Council's revenue and capital expenditure relating to its housing stock is charged.</p> <p>MRA: Major Repairs Allowance. A general capital grant from WG for HRA purposes.</p> <p>Rollover: Rollover occurs when schemes due to be completed in a given financial year are delayed until a subsequent year. In this case the relevant funding is 'rolled over' to meet the delayed expenditure.</p>

APPENDIX A

CAPITAL PROGRAMME - CHANGES DURING 2015/16

	Original Budget 2015/16	Rollover from 2014/15	Previously Reported			Changes (Current)	Revised Budget 2015/16
			Changes	Rollover to 2016/17	Savings		
	£m	£m	£m	£m	£m	£m	£m
Council Fund :							
Chief Executives							
Clwyd Theatr Cymru	0.020	0.006	0	0	0	0	0.026
	0.020	0.006	0.000	0.000	0.000	0.000	0.026
People & Resources							
Corporate Finance	0.075	0.086	(0.018)	0	0	0	0.143
	0.075	0.086	(0.018)	0.000	0.000	0.000	0.143
Governance							
Information Technology	0.170	0.753	0	(0.165)	0	0	0.758
	0.170	0.753	0.000	(0.165)	0.000	0.000	0.758
Education & Youth							
Education - General	1.950	0	(1.709)	0	0	0.098	0.339
Primary Schools	0.040	0.293	0.829	(0.194)	0	0.055	1.023
Schools Modernisation	42.987	0.942	(19.318)	(0.120)	0	(0.119)	24.372
Secondary Schools	0	0.254	0.341	(0.012)	0	0.005	0.588
Special Education	0	0.444	0.548	(0.510)	0	(0.043)	0.439
Minor Works, Furn & Equip	0.045	0.009	0	(0.030)	0	(0.008)	0.016
Community Youth Clubs	0	0	0	0	0	0	0
	45.022	1.942	(19.309)	(0.866)	0.000	(0.012)	26.777
Social Care							
Partnerships & Performance	0	0	0	0	0	0	0
	0.000	0.000	0.000	0.000	0.000	0.000	0.000
Community & Enterprise							
Flintshire Connects	0.250	0.451	0	0	(0.613)	0	0.088
Community Coastal Fund	0	0	0.090	0	0	(0.028)	0.062
Town Centre Regeneration	0.130	0.349	0.561	0	0	0.294	1.334
Vibrant & Viable Places	0	0.005	4.327	0	0	(0.465)	3.867
Private Sector Renewal/Improv't	2.311	0.052	0.279	0	0	0.229	2.871
Travellers' Sites	0.150	0	(0.150)	0	0	0	0
	2.841	0.857	5.107	0.000	(0.613)	0.030	8.222
Planning & Environment							
Engineering	0.115	0.674	0	(0.600)	0	0.004	0.193
Energy Services	0.100	0	0.060	0	0	0.097	0.257
Rights of Way	0	0	0.013	0	0	0.027	0.040
Planning Grant Schemes	0	0	0.019	0	0	0.005	0.024
Ranger Services	0.027	0.347	0.020	(0.050)	0	(0.044)	0.300
Townscape Heritage Initiatives	0.309	0.126	0	(0.035)	0	(0.115)	0.285
	0.551	1.147	0.112	(0.685)	0.000	(0.026)	1.099

CAPITAL PROGRAMME - CHANGES DURING 2015/16

	Original Budget 2015/16	Rollover from 2014/15	Previously Reported			Changes (Current)	Revised Budget 2015/16
			Changes	Rollover to 2016/17	Savings		
	£m	£m	£m	£m	£m	£m	£m
Transport & Streetscene							
Waste Services	0	0	0.877	(0.182)	0	0.282	0.977
Engineering	0	0	0	0	0	0.043	0.043
Highways	0.860	0.089	0.083	0	0	0.149	1.181
Local Transport Grant	0	0.015	1.314	0	0	0.253	1.582
	0.860	0.104	2.274	(0.182)	0.000	0.727	3.783
Organisational Change 1							
Leisure Centres	0	0.034	0.045	0	0	0.388	0.467
Recreation - Other	0	0.008	0	0	0	0	0.008
Play Areas	0	0	0.220	0	0	0.274	0.494
	0.000	0.042	0.265	0.000	0.000	0.662	0.969
Organisational Change 2							
Administrative Buildings	0.820	0.318	0.040	(0.420)	0	0	0.758
Community Asset Transfers	0	0	0.500	(0.500)	0	0	0
	0.820	0.318	0.540	(0.920)	0.000	0.000	0.758
Housing Revenue Account :							
HRA Subsidy Buyout	0	0	79.248	0	0	0	79.248
Disabled Adaptations	0	0	1.000	0	0	(0.058)	0.942
Energy Schemes	0	0.512	4.250	0	0	(0.425)	4.337
Major Works	2.871	0	0.550	0	0	0.100	3.521
Accelerated Programmes	4.350	0	(3.700)	0	0	0.103	0.753
WHQS Improvements	12.979	0	(1.005)	(1.500)	0	0.351	10.825
Disabled Adaptations	1.000	0	(1.000)	0	0	0	0
	21.200	0.512	79.343	(1.500)	0.000	0.071	99.626
Totals :							
Council Fund	50.359	5.255	(11.029)	(2.818)	(0.613)	1.381	42.535
Housing Revenue Account	21.200	0.512	79.343	(1.500)	0.000	0.071	99.626
Grand Total	71.559	5.767	68.314	(4.318)	(0.613)	1.452	142.161

CHIEF EXECUTIVES

Capital Budget Monitoring 2015/16 - Outturn

Programme Area	Total Budget £m	Outturn £m	Variance (Under)/ Over £m	Variance %age %	Variance Prev Qtr £m	Cause of Variance	Action Required
Clwyd Theatr Cymru	0.026	0.026	0	0	0		
Total	0.026	0.026	0.000	0	0.000		

PEOPLE & RESOURCES

Capital Budget Monitoring 2015/16 - Outturn

Programme Area	Total Budget £m	Outturn £m	Variance (Under)/ Over £m	Variance %age %	Variance Prev Qtr £m	Cause of Variance	Action Required
Corporate Finance	0.143	0.000	(0.143)	(100)	0	Corporate provision for urgent Health & Safety works allocated when requested	Rollover - Request rollover of £0.143m
Total	0.143	0.000	(0.143)	(100)	0.000		

Variance = Budget v Outturn

GOVERNANCE

Capital Budget Monitoring 2015/16 - Outturn

Programme Area	Total Budget £m	Outturn £m	Variance (Under)/ Over £m	Variance %age %	Variance Prev Qtr £m	Cause of Variance	Action Required
Information Technology	0.758	0.674	(0.084)	(11)	(0.165)	£0.038m - Citrix Infrastructure project not completed in 2015/16 as infrastructure health check identified additional investment required to ensure the Citrix infrastructure is fit for purpose. £0.046m - Migration from Lotus Notes to Exchange not completed in 2015/16 and will continue into 2016/17	Rollover - Request rollover of £0.084m
Total	0.758	0.674	(0.084)	(11)	(0.165)		

Variance = Budget v Outturn

EDUCATION & YOUTH

Capital Budget Monitoring 2015/16 - Outturn

Programme Area	Total Budget £m	Outturn £m	Variance (Under)/ Over £m	Variance %age %	Variance Prev Qtr £m	Cause of Variance	Action Required
Education - General	0.339	0.338	(0.001)	(0)	0	Minor variance - covers retentions due 2016/17	Rollover - Request rollover of £0.001m
Primary Schools	1.023	0.960	(0.063)	(6)	(0.173)	Minor variances across the R&M programme. Includes £0.026m against Foundation Phase project at Mold, Ysgol Glanrafon, currently on site.	Rollover - Request rollover of £0.063m
Schools Modernisation	24.372	24.376	0.004	0	(0.070)	Minor variance against Hawarden Village School link scheme. EIR previously approved covers the negative carry forward.	Rollover - Request negative rollover of (£0.004m)
Community Youth Clubs	0	0	0		0		
Secondary Schools	0.588	0.518	(0.070)	(12)	0	Includes £0.034m to cover Gas Main works at CQHS (linked to 21st Century Schools project) and £0.029m for roof works at Mold, Alun.	Rollover - Request rollover of £0.070m
Special Education	0.439	0.391	(0.048)	(11)	(0.210)	Several minor variances across the DDASEN programme, all schemes on site.	Rollover - Request rollover of £0.048m
Minor Works, Furn & Equip	0.016	0.016	0	0	0		
Total	26.777	26.599	(0.178)	(1)	(0.453)		

Variance = Budget v Outturn

SOCIAL CARE

Capital Budget Monitoring 2015/16 - Outturn

Programme Area	Total Budget £m	Outturn £m	Variance (Under)/ Over £m	Variance %age %	Variance Prev Qtr £m	Cause of Variance	Action Required
Partnerships & Performance	0	0	0		0		
Total	0.000	0.000	0.000	0	0.000		

Variance = Budget v Outturn

COMMUNITY & ENTERPRISE

Capital Budget Monitoring 2015/16 - Outturn

Programme Area	Total Budget £m	Outturn £m	Variance (Under)/Over £m	Variance %age %	Variance Prev Qtr £m	Cause of Variance	Action Required
Flintshire Connects	0.088	0.088	0	0	(0.080)		
Community Coastal Fund	0.062	0.062	0	0	0		
Town Centre Regeneration	1.334	1.054	(0.280)	(21)	0	Delays to the completion of restoration works at Flint Church, completion early 2016/17	Rollover - Request rollover of £0.280m
Vibrant & Viable Places	3.867	3.867	0	0	0		
Private Sector Renewal/Improvement	2.871	2.517	(0.354)	(12)	0	Ongoing programme of Group Repair works	Rollover - Request rollover of £0.354m
Travellers' Sites	0	0	0		0		
Total	8.222	7.588	(0.634)	(8)	(0.080)		

Variance = Budget v Outturn

PLANNING & ENVIRONMENT

Capital Budget Monitoring 2015/16 - Outturn

Programme Area	Total Budget £m	Outturn £m	Variance (Under)/ Over £m	Variance %age %	Variance Prev Qtr £m	Cause of Variance	Action Required
Engineering	0.193	0.115	(0.078)	(40)	(0.600)	Majority of land drainage schemes had been delayed due to re-directing funds to the Mold FAS, however due to statutory works being prioritised these will be re-allocated to schemes such as Flour Mill, Green Park Lake	Rollover - Request rollover of £0.078m
Energy Services	0.257	0.255	(0.002)	(1)	0	Retention monies for completed schemes	Rollover - Request rollover of £0.002m
Rights of Way	0.040	0.040	0	0	0.017		
Planning Grant Schemes	0.024	0.024	0	0	0		
Ranger Services	0.300	0.300	0	0	(0.050)		
Townscape Heritage Initiatives	0.285	0.145	(0.140)	(49)	(0.035)	Outturn reflects the number of projects on site & new ones due to start early 2016/17 having recently gained the various consents. Flint THI will continue on into 2016/17	Rollover - Request rollover of £0.140m
Total	1.099	0.879	(0.220)	(20)	(0.668)		

Variance = Budget v Outturn

TRANSPORT & STREETSCENE

Capital Budget Monitoring 2015/16 - Outturn

Programme Area	Total Budget £m	Outturn £m	Variance (Under)/ Over £m	Variance %age %	Variance Prev Qtr £m	Cause of Variance	Action Required
Waste Services - Collaborative Change Programme (CCP)	0.519	0.522	0.003	1	(0.182)		
Waste Services - Standard Landfill	0.435	0.435	0	0	0.035		
Waste Services - Sandycroft HRC	0.023	0.023	0	0	0		
Engineering	0.043	0.031	(0.012)	(28)	0	WG have given approval to carry out one of the small scale flood schemes in the new financial year	Rollover - Request rollover of £0.012m
Highways	1.181	0.877	(0.304)	(26)	0	£54k Bridges - Work delayed due to high winds, then bridge could not be closed due to works at Queensferry roundabout. Works to re-commence once Queensferry is complete. £250k Resurfacing - Tender delayed until April due to resources being diverted to VVP grant funded work	Rollover - Request rollover of £0.301m
Local Transport Grant	1.582	1.339	(0.243)	(15)	0.053	WG have given approval for FCC to spend their match funding on the scheme in the new financial year. Works to be completed in May	Rollover - Request rollover of £0.243m
Total	3.783	3.227	(0.556)	(15)	(0.094)		

Variance = Budget v Outturn

ORGANISATIONAL CHANGE 1

Capital Budget Monitoring 2015/16 - Outturn

Programme Area	Total Budget £m	Outturn £m	Variance (Under)/ Over £m	Variance %age %	Variance Prev Qtr £m	Cause of Variance	Action Required
Leisure Centres	0.467	0.442	(0.025)	(5)	0	Delayed start to work on turnstiles at DLC, leading to completion in early 2016/17	Rollover - Request rollover of £0.025m
Recreation - Other	0.008	0.007	(0.001)	(13)	0	Bad weather delayed the completion of groundworks at Wepre Park pitch, completion in early 2016/17	Rollover - Request rollover of £0.001m
Play Areas	0.494	0.494	0	0	0		
Total	0.969	0.943	(0.026)	(3)	0.000		

Variance = Budget v Outturn

ORGANISATIONAL CHANGE 2

Capital Budget Monitoring 2015/16 - Outturn

Programme Area	Total Budget £m	Outturn £m	Variance (Under)/ Over £m	Variance %age %	Variance Prev Qtr £m	Cause of Variance	Action Required
Administrative Buildings	0.758	0.725	(0.033)	(4)	(0.353)	Rollover required to complete ongoing programme of DDA works	Rollover - Request rollover of £0.033m
Community Asset Transfers	0	0	0		(0.200)		
Total	0.758	0.725	(0.033)	(4)	(0.553)		

Variance = Budget v Outturn

HOUSING REVENUE ACCOUNT

Capital Budget Monitoring 2015/16 - Outturn

Programme Area	Total Budget £m	Outturn £m	Variance (Under)/ Over £m	Variance %age %	Variance Prev Qtr £m	Cause of Variance	Action Required
HRA Subsidy Buyout	79.248	79.248	0	0	0		
Disabled Adaptations	0.942	0.942	0	0	0		
Energy Services	4.337	4.337	0	0	0		
Major Works	3.521	3.521	0	0	0		
Accelerated Programmes	0.753	0.753	0	0	0		
WHQS Improvements	10.825	10.825	0	0	(1.500)		
Total	99.626	99.626	0.000	0	(1.500)		

Variance = Budget v Outturn

SUMMARY

Capital Budget Monitoring 2015/16 - Outturn

Programme Area	Total Budget £m	Outturn £m	Variance (Under)/ Over £m	Variance %age %	Variance Prev Qtr £m	Cause of Variance	Action Required
Chief Executive's	0.026	0.026	0	0	0		
People & Resources	0.143	0	(0.143)	(100)	0		
Governance	0.758	0.674	(0.084)	(11)	(0)		
Education & Youth	26.777	26.599	(0.178)	(1)	(0.453)		
Social Care	0	0	0	0	0		
Community & Enterprise	8.222	7.588	(0.634)	(8)	(0.080)		
Planning & Environment	1.099	0.879	(0.220)	(20)	(1)		
Transport & Streetscene	3.783	3.227	(0.556)	(15)	(0.094)		
Organisational Change 1	0.969	0.943	(0.026)	(3)	0.000		
Organisational Change 2	0.758	0.725	(0.033)	(4)	(0.553)		
Sub Total - Council Fund	42.535	40.661	(1.874)	(4)	(2.013)		
Housing Revenue Account	99.626	99.626	0	0	(2)		
Total	142.161	140.287	(1.874)	(1)	(3.513)		

Variance = Budget v Outturn



CORPORATE RESOURCES OVERVIEW AND SCRUTINY

Date of Meeting	Thursday 14 July 2016
Report Subject	Revenue Budget Monitoring 2016/17 (Month 2)
Cabinet Member	Leader of the Cabinet and Cabinet Member for Finance
Report Author	Corporate Finance Manager
Type of Report	Operational

EXECUTIVE SUMMARY

The purpose of this report is to provide Members with the Revenue Budget Monitoring 2016/17 (Month 2) Report.

RECOMMENDATIONS

1	That the committee considers and comments on the Revenue Budget Monitoring 2016/17 (Month 2) report. Any specific matters for attention will be noted and reported verbally to the Cabinet when it considers the report.
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REPORT DETAILS

1.00	EXPLAINING THE REVENUE BUDGET MONITORING POSITION 2016/17 (MONTH 2)
1.01	The Revenue Budget Monitoring 2016/17 (Month 2) report will be presented to Cabinet on Tuesday 19 July 2016. A copy of the report is attached as Appendix A to this report.

2.00	RESOURCE IMPLICATIONS
2.01	As set out in Appendix A; Revenue Budget Monitoring 2016/17 (Month 2).

3.00	CONSULTATIONS REQUIRED / CARRIED OUT
3.01	None required.

4.00	RISK MANAGEMENT
4.01	As set out in Appendix A; Revenue Budget Monitoring 2016/17 (Month 2).

5.00	APPENDICES
5.01	Appendix A; Revenue Budget Monitoring 2016/17 (Month 2).

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

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



CABINET

Date of Meeting	Tuesday, 19 July 2016
Report Subject	Revenue Budget Monitoring 2016/17 (Month 2)
Cabinet Member	Leader of the Council and Cabinet Member for Finance
Report Author	Corporate Finance Manager
Type of Report	Operational

EXECUTIVE SUMMARY

This report is the first and early revenue budget monitoring report of 2016/17. The report provides information on the progress of achieving planned efficiencies against the targets set.

This initial revenue monitoring update does not provide the level of detail which will follow from month 3. This report reports by exception on significant variances which may impact on the financial position in 2016/17. Full detailed budget monitoring will commence from Month 3.

RECOMMENDATIONS

1	Cabinet is recommended to review the report
2	To agree a budget virement within Social Services to realign the budget to meet service needs (refer to paragraph 1.06)
3	To agree a contribution from the Contingency Reserve of £0.111m to meet the settlement costs from historic child abuse claims (refer to paragraph 1.20)
4	To approve a contribution from the Contingency Reserve of £0.076m to meet one off-costs for the Summer Play Schemes (refer to paragraph 1.20)

1.21)

REPORT DETAILS

1.00	REVENUE BUDGET MONITORING 2016/17 (EXCEPTION REPORT)
1.01	The Council practice is for full monthly budget monitoring to begin at month 3. The professional resources of the Corporate Finance Team have to be dedicated to the closure of the accounts for the previous financial year in the April – June period. Pending the resumption of full monthly reporting an interim report is presented at the end of month 2 with reporting by exception only. For information the draft Statement of Accounts are to be presented to the Audit Committee on 13 July 2016, and the 2015/16 revenue final outturn report is included on the agenda for this Cabinet Meeting.
1.02	Work has already been undertaken to review the progress and risks with managing the pressures and efficiencies programmes included within the 2016/17 budget approved by Council.
1.03	The 2016/17 budget includes £11.282m of efficiencies from Portfolio Business Planning and Corporate Financing. It has been fully understood by Council that the budget for this financial year would include a higher degree of risk than in the past out of necessity.
1.04	Budget planning, monitoring and management is tightly controlled by accountable Service Managers and Finance Managers from the outset. Cabinet members are also fully involved in their respective portfolio areas.
1.05	This initial revenue monitoring update does not provide the level of detail which will follow from month 3. This report reports by exception on variances which may impact on the financial position in 2016/17. Full detailed budget monitoring will commence from month 3.
1.06	<p><u>Proposals for budget realignment – Social Services</u></p> <p>As referred to in the separate 2015/16 monitoring report there is a need to realign some budget provision in order that budgeted expenditure more accurately reflects current activity. The table below summarises the recommended changes arising from these considerations and paragraphs 1.07 – 1.10 provide further detail.</p> <p>It is recommended that the following permanent budget realignment adjustments are made within the revenue budgets for the Social Services portfolio.</p>

	Service area :	Increase in budget : £(m)	Decrease in budget : £(m)
	Adults Services (Locality teams) - Residential Care		(0.600)
	Adults Services (Locality teams) - Domiciliary Care	0.600	
	Development & Resources - charging policy income		(0.198)
	Adults Services (Older People) - Supporting People	0.198	
	Total :	0.798	(0.798)
1.07	<p>Social Services <u>Older People - Localities (Locality Teams) - Domiciliary</u> There remains a significant demand-led pressure for domiciliary care provision with the final outturn position for 2015/16 being an overspend of £0.559m. In 2016/17 early projections reflect a similar level of increased funding required. This reflects the increased priority for supporting as many people as possible at home.</p>		
1.08	<p><u>Older People - Localities (Locality Teams) - Residential</u> As was the case in 2015/16 the significant overspend on domiciliary care is offset by a projected underspend on Residential Care of £0.750m. The underspend arises from the income received exceeding the projection, and also through more use of domiciliary care instead of residential care.</p>		
1.09	<p><u>Business Units (Charging Policy Fee Income)</u> There is a projected excess of income above the level budgeted of £0.250m from charging policy fee income. Welsh Government increased the maximum charge cap to £60 per week with effect from 1st April 2015. This had a positive impact on the income recharged to service users throughout 2015/16 resulting in a final outturn excess of income above budget of £0.204m. This trend is expected to continue throughout 2016/17; early indications of income charged in the first quarter suggest further improvement on the 2015/16 position.</p>		
1.10	<p><u>Adults Services (Older People) - Supporting People grant income</u> There is a permanent pressure of £0.198m within the Older People's budget for Supporting People grant subsidy. The service is no longer able to satisfy eligibility criteria to attract grant subsidy. As a consequence, it is recommended that this income target be met by way of a budget realignment from the fee income referred to in 1.10.</p>		
1.11	<p><u>Children's Services (Family Placement)</u> There is currently a projected overspend of £0.250m on this service to meet service demand. There have been significant overspends on this service for each of the last five financial years. The final outturn for 2015/16 shows an overspend of £0.247m.</p>		
1.12	<p>Education & Youth <u>Out of County Placements</u> The Out of County budget was overspent by £0.175m in 2015/16 and based</p>		

	<p>on current forecast, it is estimated that there may be a similar level of overspend in the current year. This remains a volatile area of spend to forecast due to the high cost of individual placements and the frequent changes of packages of care to meet the complex needs of individual children. An officer task and finish group is to be re-established to review the arrangements for procuring and managing out of county placements to ensure value.</p>
1.13	<p>Community & Enterprise <u>Revenues & Benefits</u></p> <p>Council Tax Reduction Scheme; an initial review of demand levels in the early part of the year lead to a projected underspend on the budgeted provision for the Council Tax Reduction Scheme of £0.150m.</p> <p>Council Tax Collection Fund; early projections on this account show an anticipated surplus on the Council Tax Collection Fund of £0.074m.</p>
1.14	<p>Streetscene & Transportation</p> <p>This portfolio has an adverse variance of £0.730m due to certain Business Planning Efficiencies not being achievable in 2016-17. This is principally from a further review of Household Recycling Centre's (HRC's) (£0.250m), delays in implementing car park charges in Flint due to town centre regeneration and lower than anticipated levels in some other car parks (£0.135m). Various individual variances of £0.050m and under make up the remaining £0.345m shortfall across the portfolio.</p>
1.15	<p>Organisational Change <u>Leisure and Libraries</u></p> <p>Community Asset Transfers; Connah's Quay Swimming Pool and Holywell Leisure Centre are estimated to be achieved within the time periods set for transfer. As both are likely to be finalised towards the end of the estimated time period it is likely that this will result in a shortfall of the in-year planned efficiency. The original estimated efficiency was £544k. It is now estimated that £344k will be achieved in this financial year.</p>
1.16	<p>Central & Corporate Finance</p> <p>The 2016/17 budget includes an efficiency for three proposals for Workforce, Essential Car User (ECU) Allowance and Income.</p> <p>The efficiency of £0.500m for the ECU scheme is not anticipated to be achieved in full, although a partial in-year efficiency will be made once negotiations with Trade Unions are completed. Further information will be provided in the full Month 3 report.</p> <p>A further efficiency of £0.500m for a reduction in workforce costs is currently projected to achieve £0.283m with further work underway to meet the remaining £0.222m within the current financial year.</p> <p>The efficiency for additional income generating activities is currently anticipated to achieve £0.200m within this current financial year. An independent review of fees and charges income generating options is due to</p>

	begin over the summer which will continue to explore additional income maximisation opportunities.
1.17	The emerging risks and issues identified in 1.06 – 1.16 are the significant items that have been raised at this early stage in the year. A full detailed budget monitoring position will be reported for the first quarter of the year to Cabinet in September.
1.18	Housing Revenue Account There are no significant variations identified at this stage within the Housing Revenue Account.
1.19	<u>UNEARMARKED RESERVES</u> The final level of Council Fund Contingency Reserve brought forward into 2016/17 was £4.375m as detailed in the 2015/16 outturn report elsewhere on this agenda (subject to Audit).
1.20	Governance <u>Legal Services</u> A number of payments for the settlement of historic child abuse cases which pre-date Flintshire, have been paid in 2016/17. To date a total of £0.111m has been paid out. There is currently no funding available for these costs. Therefore it is recommended that these costs, along with any future costs, are met from the Contingency Reserve.
1.21	<u>Leisure</u> Summer Play Schemes; withdrawal of the Welsh Government Families First grant contribution towards Summer Play Schemes has resulted in a funding shortfall of £0.076m. The proposal is to provide one off support to communities for 2016/17 only. It is recommended that this is funded from the Contingency Reserve.

2.00	RESOURCE IMPLICATIONS
2.01	The Budget Monitoring Report reflects the planned use of the financial resources of the Council for the current financial year and details the variations occurring to date.

3.00	CONSULTATIONS REQUIRED / CARRIED OUT
3.01	None Required.

4.00	RISK MANAGEMENT
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4.01	As identified within Section 1 of the report.
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5.00	APPENDICES
5.01	None.

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

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

<p>for the repayment of debt, including interest, and may include direct financing of capital expenditure.</p> <p>Underspend: when referring to expenditure the actual expenditure incurred is less than budget. Shown as a –ve. When referring to income the actual income achieved exceeds the budget. Shown as a –ve.</p> <p>Variance: difference between latest budget and actual income or expenditure. Can be to date if reflecting the current or most up to date position or projected, for example projected to the end of the month or financial year.</p> <p>Virement: the transfer of budget provision from one budget head to another. Virement decisions apply to both revenue and capital expenditure heads, and between expenditure and income, and may include transfers from contingency provisions. Virements may not however be approved between capital and revenue budget heads.</p>



CORPORATE RESOURCES OVERVIEW AND SCRUTINY

Date of Meeting	Thursday 14 July 2016
Report Subject	Performance Appraisal Report & Progress Update
Cabinet Member	Cabinet Member for Corporate Services
Report Author	Chief Executive and Senior Manager, Human Resources and Organisational Development
Type of Report	Operational

EXECUTIVE SUMMARY

The purpose of this report is to provide committee with an overview of the completion levels of appraisals across the Corporate Services Portfolios (Governance and People and Resources).

A significant amount of work has taken place over the last few months by managers in all service areas, as part of a fundamental review of our methodology for recording and reporting on appraisal completion levels. This has provided assurance that appraisals are being undertaken in line with corporate policy.

RECOMMENDATIONS

1	That the committee notes the progress made against the target set for completion of appraisals for Corporate Services which is being presented first as a model for future reporting. A more detailed report including Service Portfolios will follow in September 2016.
2.	That the committee accepts the timeline for completion of scheduled appraisals as 30 th September 2016.

REPORT DETAILS

1.00	Performance Appraisal Report & Progress Update
1.01	The purpose of this report is to share with members a detailed update and provide assurance about completion levels of appraisals across the Corporate Services Portfolios (Governance and People and Resources).
1.02	This indicator is important because it provides reassurance that eligible employees are receiving appraisals in line with corporate policy. Regular, meaningful appraisals help to ensure that employees are clear about their objectives and what they need to deliver to enable the Council to fulfil its priorities. This is in addition to quality day to day supervision and management practices, which are fundamental to supporting our employees and enabling the delivery of quality services.
1.03	<p>Policy and Practice</p> <p>All officers with line management responsibility across the council are responsible for completing their individual employee appraisals in accordance with the most up to date guidelines, and templates. They are also responsible for updating this information directly onto the Councils system (iTrent).</p> <p>Historically, appraisal completion levels have been reported on the basis of information (data) held in iTrent. A fundamental review of the data for each portfolio has been undertaken over the last few months, the purpose of which was to validate and update the source data.</p> <p>The review identified the requirement to establish and apply an agreed set of eligibility criteria so that future reporting is both meaningful and consistent across the Council.</p>
1.04	<p>The following are currently <i>not</i> included in the eligibility criteria for this performance indicator:</p> <ul style="list-style-type: none"> • Schools based employees • Relief/casual workers • Employees on long term sick leave • Employees on maternity leave or undertaking a career break • Employees in their first 6 months of employment (new starters) • Employees working a period of notice (leavers) • Employees whose appraising manager is/has been absent for a prolonged period • Employees of Clwyd Theatre Cymru • Employees engaged on a fixed term contract of less than 12 months duration
1.05	Over recent years there have been a significant number of post and team changes across the Council. If an existing employee moves to a new post or their current post (e.g. title) changes, the system will automatically reset their appraisal timeline to start from that date. Unless the information is manually transferred to the new post, this remains the case. Equally, if the previous post is not deleted or modified for the new post holder, it can still

	<p>register as overdue once the original 12 month deadline originally set is reached.</p> <p>We will therefore be modifying existing processes and policy to ensure that we can guarantee all transfers and changes are managed in a way to avoid this happening going forward.</p>																																																																																				
1.06	<p>The annual target for completion of appraisals is 95%. At the time of writing this report the percentage of our eligible workforce in corporate services who have a current appraisal is as follows:</p> <table border="1"> <thead> <tr> <th></th> <th>Chief Executives</th> <th>HR & OD</th> <th>Finance</th> <th>Pensions</th> <th>Governance</th> </tr> </thead> <tbody> <tr> <td>Headcount (iTrent)</td> <td>56</td> <td>59</td> <td>80</td> <td>27</td> <td>131</td> </tr> <tr> <td>Recognised Exemptions:</td> <td></td> <td></td> <td></td> <td></td> <td></td> </tr> <tr> <td>Leavers</td> <td>6</td> <td>2</td> <td>0</td> <td>0</td> <td>0</td> </tr> <tr> <td>New starter</td> <td>0</td> <td>1</td> <td>0</td> <td>0</td> <td>0</td> </tr> <tr> <td>Long Term Sickness Absence</td> <td>0</td> <td>2</td> <td>1</td> <td>0</td> <td>2</td> </tr> <tr> <td>Long Term Other Absence</td> <td>0</td> <td>5</td> <td>1</td> <td>0</td> <td>6</td> </tr> <tr> <td>Fixed Term Contract > 1 year</td> <td>0</td> <td>0</td> <td>3</td> <td>0</td> <td>0</td> </tr> <tr> <td>Relief/Casual workers</td> <td>0</td> <td>0</td> <td>0</td> <td>0</td> <td>0</td> </tr> <tr> <td>Eligible posts</td> <td>50</td> <td>49</td> <td>75</td> <td>27</td> <td>123</td> </tr> <tr> <td>No of appraisals completed</td> <td>38</td> <td>38</td> <td>50</td> <td>16</td> <td>95</td> </tr> <tr> <td>% completed</td> <td>76%</td> <td>78%</td> <td>67%</td> <td>59%</td> <td>77%</td> </tr> <tr> <td>No of appraisals scheduled</td> <td>12</td> <td>11</td> <td>25</td> <td>11</td> <td>28</td> </tr> <tr> <td>% completed</td> <td>24%</td> <td>22%</td> <td>33%</td> <td>41%</td> <td>23%</td> </tr> </tbody> </table> <p>* all scheduled appraisals to be completed by 30th September 2016 and annually thereafter.</p>		Chief Executives	HR & OD	Finance	Pensions	Governance	Headcount (iTrent)	56	59	80	27	131	Recognised Exemptions:						Leavers	6	2	0	0	0	New starter	0	1	0	0	0	Long Term Sickness Absence	0	2	1	0	2	Long Term Other Absence	0	5	1	0	6	Fixed Term Contract > 1 year	0	0	3	0	0	Relief/Casual workers	0	0	0	0	0	Eligible posts	50	49	75	27	123	No of appraisals completed	38	38	50	16	95	% completed	76%	78%	67%	59%	77%	No of appraisals scheduled	12	11	25	11	28	% completed	24%	22%	33%	41%	23%
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1.07	<p>Progress against the target earlier in the year was noticeably slow. This raised concerns at the time as managers were informally reporting more progress than the figures reported on the system.</p> <p>One of the main issues which affects quarterly performance reporting is that it is reported as a cumulative figure over a set financial year. Appraisals, however, are recorded on a rolling basis and can therefore produce a deficit figure as they exceed the 12-month period from the previous financial year.</p> <p>To address this issue, managers will be required to schedule future appraisals on iTrent. This will enable us to establish a baseline forecast for those appraisals due and produce a quarterly target to performance manage against.</p>																																																																																				
1.08	<p>Service portfolios have been tasked with undertaking the same level of review and validation of their source data. A follow-up report detailing the completion levels of appraisals across the Service Portfolios will be shared with members during the Committee meeting of 15 September 2016.</p>																																																																																				

2.00	RESOURCE IMPLICATIONS
2.01	No new implications as the report captures existing arrangements only.

3.00	CONSULTATIONS REQUIRED / CARRIED OUT
3.01	None as the report captures existing arrangements only

4.00	RISK MANAGEMENT
4.01	None arising directly from this report which captures existing arrangements only.
5.00	APPENDICES
5.01	None

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

7.00	GLOSSARY OF TERMS
7.01	(1) iTrent – a fully integrated, web based HR, payroll, talent management and workforce planning solution.



CORPORATE RESOURCES OVERVIEW & SCRUTINY COMMITTEE

Date of Meeting	Thursday 14 July, 2016
Report Subject	Forward Work Programme
Cabinet Member	N / A
Report Author	Member Engagement Manager
Type of Report	Operational

EXECUTIVE SUMMARY

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

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

RECOMMENDATION

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

REPORT DETAILS

1.00	EXPLAINING THE FORWARD WORK PROGRAMME
1.01	Items feed into a Committee's Forward Work Programme from a number of sources. Members can suggest topics for review by Overview & Scrutiny Committees, members of the public can suggest topics, items can be referred by the Cabinet for consultation purposes, or by County Council or Chief Officers. Other possible items are identified from the Cabinet Work Programme and the Improvement Plan.
1.02	<p>In identifying topics for future consideration, it is useful for a 'test of significance' to be applied. This can be achieved by asking a range of questions as follows:</p> <ol style="list-style-type: none">1. Will the review contribute to the Council's priorities and/or objectives?2. Is it an area of major change or risk?3. Are there issues of concern in performance?4. Is there new Government guidance of legislation?5. Is it prompted by the work carried out by Regulators/Internal Audit?
2.00	RESOURCE IMPLICATIONS
2.01	None as a result of this report.
3.00	CONSULTATIONS REQUIRED / CARRIED OUT
3.01	Publication of this report constitutes consultation.
4.00	RISK MANAGEMENT
4.01	None as a result of this report.
5.00	APPENDICES
5.01	Appendix 1 – Draft Forward Work Programme
6.00	LIST OF ACCESSIBLE BACKGROUND DOCUMENTS
6.01	<p>None.</p> <p>Contact Officer: Robert Robins Member Engagement Manager</p> <p>Telephone: 01352 702320</p> <p>E-mail: robert.robins@flintshire.gov.uk</p>

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

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Corporate Resources Overview & Scrutiny Committee Forward Work Programme 2016/17

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DATE		O&S Focus	REPORT FROM
Thursday, 15 th September 2016 10.00	Community Safety Partnership annual report (This is meeting is designated as a statutory crime & disorder scrutiny committee meeting)	Assurance and comment	Sian Jones
	Council Fund revenue Budget 2017/18 – report back following the consideration of the specific proposals by the other Overview & Scrutiny committees, to reflect on the effects of those proposals	Assurance and comment	Gary Ferguson
	Revenue Budget monitoring 2016/17	Monitoring	Sara Dulson
	LSB and Strategic Partnership Performance – end of year report	Assurance	Karen Armstrong
	Welsh Language Standards	Information	Fiona Mocko
	Forward work Programme	Approval and development	Robert Robins
Thursday, 13 th October 2016 10.00	Revenue Budget monitoring 2016/17	Monitoring	Sara Dulson
	Forward work Programme	Approval and development	Robert Robins
Thursday 10 th November 2016 10.00	Police & Crime Commissioner: the Police & Crime Commissioner for North Wales, Mr Arfon Jones will attend the meeting to give a presentation and respond to Member's' questions.	Assurance and comment	Robert Robins
	Revenue Budget monitoring 2016/17	Monitoring	Sara Dulson
	Forward work Programme	Approval and development	Robert Robins

Corporate Resources Overview & Scrutiny Committee Forward Work Programme 2016/17

Thursday, 8 th December 2016 10.00	Revenue Budget monitoring 2016/17 Forward work Programme	Monitoring Approval and development	Sara Dulson Robert Robins
<i>Friday, 16th December 2016 10.00 Budget meeting</i>	<i>At the Annual Meeting, when the schedule of meetings for 2016/17 was approved, we had identified the specific slots for budget meetings for all committees in both December and January. A decision will be made at a later stage as to which are to be used.</i>		
<i>Monday, 19th December 2016 14.00</i>	<i>At the Annual Meeting, when the schedule of meetings for 2016/17 was approved, we had identified the specific slots for budget meetings for all committees in both December and January. A decision will be made at a later stage as to which are to be used. This is a budget process 'mop up' meeting and capital programme (All Members will be invited to this meeting)</i>		
Thursday, 12 th January 2017 10.00	Revenue Budget monitoring 2016/17 Forward work Programme	Monitoring Approval and development	Sara Dulson Robert Robins
<i>Friday 20th January 2017 10.00 budget Meeting</i>	<i>At the Annual Meeting, when the schedule of meetings for 2016/17 was approved, we had identified the specific slots for budget meetings for all committees in both December and January. A decision will be made at a later stage as to which are to be used.</i>		

Corporate Resources Overview & Scrutiny Committee Forward Work Programme 2016/17

<p>Friday, 27th January 2017 10.00</p>	<p><i>At the Annual Meeting, when the schedule of meetings for 2016/17 was approved, we had identified the specific slots for budget meetings for all committees in both December and January. A decision will be made at a later stage as to which are to be used.</i></p> <p><i>This is a budget process 'mop up' meeting and capital programme (All Members will be invited to this meeting)</i></p>		
<p>Items to be scheduled</p>	<p>Health and Well-being update</p> <p>Customer services and Call-handling update</p>	<p>Information</p> <p>Information</p>	

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By virtue of paragraph(s) 14 of Part 4 of Schedule 12A of the Local Government Act 1972.

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