



Annual Performance 2016/17 Progress Report

Skills and Learning

Flintshire County Council



Print Date: 15-Jun-2017

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.	Jeanette Rock - Principal Education Officer Inclusion	Completed	01-Apr-2016	31-Mar-2017	100.00%	 GREEN	 GREEN

ACTION PROGRESS COMMENTS:

Work has continued to build on the progress made in the previous year. The Flintshire Apprenticeship Academy is established and partnership working with Future Works is underway. Opportunities to capitalise on apprenticeships, traineeships and work experience are being maximised through a range of forums, events and partnership working. Flintshire Business Week (September 2016) had a specific seminar focusing on this priority. Information promoting local and regional opportunities for young people is published as a Careers Wales newsletter which is circulated regularly to Flintshire schools. The European Social Funded Project (TRAC) began in April 2016. This focuses on providing bespoke intervention to young people between the ages of 11 and 19 who are at risk of becoming Not in Education, Employment or Training (NEET). Careers Wales is a partner agency for this project whom have supported improved access to suitable opportunities based on information gained from both employers, education establishments and young people themselves. Coleg Cambria are also a partner agency within TRAC which has facilitated and prompted regular discussion towards the suitability of opportunities on offer and, identification of barriers to access. Alongside TRAC the Council has targeted its resources at supporting young people to maintain their engagement, either through individual personal support or coordination of the provision and liaison between relevant partners. Additional Welsh Government funding has now been allocated to Careers Wales to further increase opportunities for apprenticeships in Wales and, a number of events have been scheduled in partnership with schools in response to this. These include frequent workshop/information sharing opportunities to ensure pupils, teachers and parents/carers are well informed of opportunities offered through apprenticeships. A high impact Interactive Careers Fair was held during February 2017 focusing on raising the parity of esteem between work-based learning and traditional academic routes, and a further event 'Into the Future' focused on Key Stage 5 pupils, explores the apprenticeship as an alternative to higher education. The Construction Industry Training Board (CITB) is embarking on a pilot project which links construction companies with schools. The aim is to raise awareness of the significant range of career opportunities available within the industry and promote these as viable options given the perceived future level of need for skilled employees in this field. Two Flintshire Secondary Schools have been identified to participate in the initial pilot for this academic year. The range of activities undertaken by Flintshire County Council alongside partner agencies in 2017/18 has served to raise awareness of the opportunities available to young people through apprenticeships, traineeships and work experience. Key stakeholder groups including teachers and parents have been targeted under the umbrella of 'Influencing the Influencers' to ensure that young people are receiving accurate and appropriate information from a range of sources regarding the most suitable Post 16 option for them. The circulation of the Careers Wales Labour Market Information newsletter by the Engagement Progression Co-ordinator to local services/providers has supported the signposting of young people to the range of local opportunities available to them. Data provided via Careers Wales demonstrates an overall increase in Year 11 pupils entering employment, traineeships or apprenticeships in 2016 (8.5%) Post 16 as compared with 2015 (8.22%). The partnership working established between Flintshire County Council and Future Works in 2016/17 provides a platform going forward to maximise the apprentice opportunities offered through projects commissioned by the Council.

Last Updated: 13-Jun-2017

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
4.1.1.2 Increase training and apprenticeship opportunities through the Future Works Flintshire Apprenticeship Academy and Major Capital programmes.	Sean O'Donnell - Contract Surveyor	Completed	01-Apr-2016	31-Mar-2017	100.00%	 GREEN	 GREEN

ACTION PROGRESS COMMENTS:

All programmes have continued into the new financial year due to rolling Welsh Housing Quality Standard (WHQS) Programmes. As a direct result of this, training and apprenticeship opportunities that were created have been retained. It is positive to note that the number of jobs and apprenticeships continue to improve and future progress will be maintained through the new Flintshire Apprentice Academy. The placement support Coordinator will ensure the Apprentice & Training requirements with our WHQS Contractors is moving forward. They will attend monthly progress meetings and will also monitor and collate the contractors apprentice data. Year 2 of the Capital Programme is now completed. Year 3 commenced on the 3rd April 2017.

Last Updated: 15-May-2017

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.	Niall Waller - Enterprise and Regeneration Manager	Completed	01-Apr-2016	31-Mar-2017	100.00%	 GREEN	 GREEN

ACTION PROGRESS COMMENTS:

A Jobs Fair and an Information and Skills event were held at the Civic Hall Connah's Quay. 424 people attended the event which was held over two days and supported with over 300 job vacancies. Promotion of the Enterprise Club was also undertaken at the event. The Lead Officer is promoting and developing the Enterprise Programme through fortnightly Enterprise Clubs and, piloting a project called Pathway 2 Business. The workshops provide training on business plan development. The Enterprise Programme is being piloted in two junior and two high schools and made up of three separate strands: Education, Employment and, Enterprise, with an overarching aim to help young people understand who they are and what they want to be. Through specially designed workshops that support, mentor and inspire young people, helping them in education to cope with school life, identify their skills and interests and explore exciting career options.

Last Updated: 13-Jun-2017

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
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<p>4.1.1.4 Further develop the Youth Engagement and Progression work programme for learners in danger of disengaging through:</p> <ul style="list-style-type: none"> • Targeting vocational and employability skills • Enhancing personal support, including coaching, mentoring and help with transition • Realise the benefits of regional European Social Fund Programmes • Increasing the use of release on temporary licence (ROTL) to better engage with post-custody education, training and employment prior to release.` 	<p>Jeanette Rock - Principal Education Officer Inclusion</p>	<p>Completed</p>	<p>01-Apr-2016</p>	<p>31-Mar-2017</p>	<p>100.00%</p>	 <p>GREEN</p>	 <p>GREEN</p>
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ACTION PROGRESS COMMENTS:

Work continues in line with the Welsh Government Youth Engagement and Progression Framework requirements. Regular meetings are scheduled with schools and other education providers, and attended by a range of appropriate support agencies. The Learner Profiling Tool is used to identify young people at risk. A range of options are considered and a package of support determined. A database of local and regional services/provision has been developed and maintained to facilitate access to a range of varied opportunities, focusing on the development of interpersonal and employability skills. A menu of vocational courses has also been established with the local college and work-based learning providers. Funding is available to support bespoke packages for individuals with more significant needs. Additional support, guidance and provision is now available through the European Social Funded project TRAC which began in April 2016. This targets young people between the ages of 11 and 19 who are at risk of disengagement. TRAC is a 2 year partnership project between Wrexham County Council, Coleg Cambria and, Careers Wales providing resources to deliver a range of effective support to targeted young people. Coleg Cambria provided a Summer Academy. Pupils at risk of not engaging with an outcome at the start of Year 12 were identified by schools and other partner agencies and supported to access the academy which provided a range of activities throughout the Summer break. This proved to be highly successful in facilitating a successful transition for these pupils into their chosen Year 12 placement. Since September 2016, 87 placements have been offered to Key Stage 4 learners in Flintshire on the following vocational courses - Hair & Beauty, Motor Vehicle, Small Animal Care and, Construction. Pupils access the courses following interview to ensure that they will benefit from the opportunity provided. A further 43 places have been taken up on the military preparation courses, with 14 preparing for their second year of the course. The TRAC project is operational and has established links with all Flintshire secondary schools and Pupil Referral Units. A total of 163 pupils have been referred to the project to date for additional intervention. Overall the Not in Education, Employment or Training (NEET) figure for Flintshire Post 16 young people has risen slightly from 1.3% in 2015 to 1.7% in 2016. The data shows a doubling of the percentage (0.31% to 0.63%) of those who were unable to engage due to abstractions such as illness or custodial sentence which has impacted on the overall figure. In response to the presenting needs, a number of actions have been taken forward in 2017/18. These include engagement in the European Social Funded project ADTRAC which targets 16-24 year olds who are NEET; continued commissioning of the Resilience project through Families First funding which support 16-18 year olds into engagement and, the new Kickstart course to be offered at Coleg Cambria which will offer a more individualised tailored programme as a stepping stone onto other opportunities such as traineeships. These initiatives in addition to existing provision such as TRAC, will support engagement. The ADTRAC project will be a welcome addition to local provision given that Betsi Cadwallader Heath University Board is a partner, with a focus on supporting young people with mental health difficulties.

Last Updated: 13-Jun-2017

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
4.1.2.1 Working effectively with the Regional School Improvement Service (GwE) to: <ul style="list-style-type: none"> • Develop leadership capacity in schools through school modernisation and regional working; • Share best teaching practice and resources across schools most in need; • Identify and target support for those schools most in need; • Develop the capacity of schools to respond to national initiatives and curriculum reforms; and • Improve skills in digital literacy, literacy and numeracy 	Claire Homard - Senior Manager - School Improvement	Completed	01-Apr-2016	31-Mar-2017	100.00%	 GREEN	 GREEN

ACTION PROGRESS COMMENTS:

Flintshire Council and GwE officers continue to monitor schools and target appropriate support. Schools are targeted based on the outcomes of national categorisation and outcomes from Estyn inspections. Evidence of the impact of the support and challenge provided by the LA and GwE is observed in Accelerated Improvement Board (AIB) reviews within schools which are attended by senior officers of LA and GwE and also through the School Performance Monitoring Group meetings hosted by the LA involving Head Teachers, Chairs of Governors, Elected Members and Officers. Where schools do not make the appropriate progress, despite high levels of support, the Council can take action under the guidance for Schools Causing Concern e.g. issuing warning notices. Schools are increasing their participation in local and regional training events which enable the sharing of best practice, improve leadership capacity across all curriculum areas and in particular, the national priorities of literacy, numeracy, and digital competence. Through the GwE Challenge and Support Programme, schools are encouraged to work in networks and clusters to disseminate best practice.

Last Updated: 13-Jun-2017

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
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”	Ann Roberts - Families First Lead / Youth Services Manager	Completed	01-Apr-2016	31-Mar-2017	100.00%	 GREEN	 GREEN

ACTION PROGRESS COMMENTS:

For 2016 to 2017 we set out to achieve Welsh Government (WG) Funding to enable the Council to re-commission a full Families First Programme. The funding (approx 1.6 million) has now been achieved. The Council have followed the new guidance proposals to de-commission elements of the programme which are no longer viable which was achieved by developing a competitive dialogue process. The third sector has been key to delivery and is engaged in all provision. Flintshire County Council procurement service are also supporting

the full re-commissioning process. Following the WG agreed transition time, the full programme is now being commissioned for delivery with effect from April 2018. This is on track and will be delivered fully and within financial budget. The programme has ensured that the new provision is a resource for the Early Intervention Hub, which is an innovation emerging multi-agency approach to deliver on the Well-being Act. The Families First programme also feeds in to the Well-being act requirements. The commissioning progress is on track as firm guidance from WG has now been received and the Council are complying with the guidance to move towards delivery phase in April 2018.

Last Updated: 13-Jun-2017

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	Ongoing	01-Apr-2016	31-Mar-2017	-	 GREEN	 AMBER

ACTION PROGRESS COMMENTS:

Following a period of reduced performance in 2015/16 due to staffing issues, a renewed focus has been given to delivering Education, Training and Employment (ETE) options. Activities have included an action plan delivered by the Executive Management Board and supported by Youth Justice Board Cymru. An internal review of recording and monitoring procedures has embedded robust recording into the system data collection. The confirmation of the Proactive Education Coordinator in post within the new Integrated Youth Provision service (IYP), the enhanced role of the educational panel within the IYP and improved partnerships with the 3rd sector Symud Ymlaen organisation has enhanced delivery. Supporting delivery of this project were: i) The Youth Engagement Progression Framework (YEPF) ii) Key workers in the resilience project as part of IYP iii) The YEPF coordinator and TRAC team as part of the 14-19 Network. Update Oct 16: The Youth Justice Service (YJS) has been able to sustain financing of the targeted youth worker position to support out of court disposal and other diversionary processes in order to maintain reduced entry into the Criminal Justice system. The wider application of the enhanced case management framework is being explored including its application as part of an exit strategy post court orders and for Looked After Children (LAC), including out-of-county. The Management Board has had access to the Lord Lamming report "Keeping Children in Care and Out of Trouble" and will be considering its key recommendations. The Reintegration & Resettlement Panel has now been operational for over 12 months and is reviewing all LAC cases into/out of the County and the range of interventions/contacts needed. The Integrated Youth Services provision is also looking at greater joint resourcing and training in order to further utilise the range of community youth service resources more effectively post exit for YJS young people. The mentoring project utilising volunteers to have contacts with young people post exit from the service continues to develop. Update Jan 17. The integrated youth provision has over Q1-Q3 worked with 12 LAC cases including 2 from other Local Authorities and 5 Flintshire cases resident in other LA areas in England and Wales. The continued development and effective working of the Resettlement and Reintegration Panel is contributing to improved outcomes for this cohort. Of the cohort 10 are engaging and concluded successfully, and 2 have been breached resulting in a custodial outcome. The service is currently working with Children Services on an appeal plea concern for one young person, and actively contributing to effective resettlement and reduced offending in various locations. Nine young people are actively engaged in education training and employment with the remaining 3 disengaged from provisions that are being offered and are available. The development of the Agored framework within the service is a further opportunity for all young people to enhance their employability. The service is increasing its capacity to deliver Restorative Justice in the community including a pilot at Holywell High School and developments with placement providers. This initiative is expected to prevent unnecessary entry into the Criminal justice System and support placements that may be compromised or at risk as a consequence of challenging and offending behaviours. The successful recruitment of the targeted sessional youth worker is contributing to diversionary activities and partnerships with Action for Children and other third sector providers are being considered in terms of prevention and intervention relating to social media and sexual offending. Update Q4- improved opportunities for consultation and participation into service delivery - integrated provision participation officer role being developed and YJS delivering review to Childrens Forum Flintshire and updates shared with Senior management team Social Services. Continuing to support LAC yp post Custody after the age of 18yrs rather than immediate transfer to Probation and supporting effective transition to Probation when assessed as appropriate.

Last Updated: 10-Apr-2017

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
4.1.2.4 Continuing to implement Band A of the 21st Century Schools Programme.	Damian Hughes - Senior Manager, School Planning & Provision	In Progress	01-Apr-2016	31-Mar-2017	60.00%	 GREEN	 AMBER

ACTION PROGRESS COMMENTS:

Band A - 21st Century Schools Programme (Programme 2014 – 2019) The construction projects at Coleg Cambria (Deeside 6th and at Holywell Learning Campus were completed in August 2016. A revised Strategic Outline Programme (SOP) for the remainder of the agreed funding envelope for Band A has been presented and approved in principal by Welsh Government (WG). Proposed Capital projects at Connah's Quay High School and Penyffordd were approved by Cabinet on 18th October 2016 and now form the remainder of the Band A programme. Remaining projects within Band A are being progressed in line with programme timelines. A combined Strategic Outline Case (SOC) and Outline Business Case (OBC) has been submitted and approved in principal by WG for the proposed project at Penyffordd. Wynne Construction have been engaged through the North Wales Construction Framework (NWCF). Design development work has started and will enable a Full Business Case to be completed and submitted to WG for release of capital funding. Kier Construction have been commissioned for the proposed project at Connah's Quay high school, design development is advancing with the draft combined SOC and OBC with WG for comment. Design development completion will enable FBC submission to WG to release capital funding. School Organisation summary: John Summers High school: Cabinet Secretary determined closure of 16-18 from 31st August 2016, and closure of 11-16 from 31st August 2017; Ysgol Maes Edwin and Ysgol Llanfynydd closed 31st August 2016; Ysgol Mornant, Picton federated with Ysgol Maes Garmon in November 2016. Review at Nercwys VA School – 18th November 2016, Cabinet determined a "Pause and Review" to allow options for collaboration to be considered. Review at Brynford, Lixwm and Rhosesmor – 13th December 2016, Cabinet determined that Rhosesmor, Ysgol Rhos Helyg was a sustainable school in its own right and that statutory consultation should be undertaken on options for Brynford and Lixwm during the Autumn of 2017. The closure of Llanfynydd C.P. School, and Ysgol Maes Edwin has further removed 156 surplus pupil places

Last Updated: 13-Jun-2017

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
4.1.2.5 Developing and implementing a plan for the next phase of Schools Modernisation, through the 21st Century Schools (Band B) programme.	Damian Hughes - Senior Manager, School Planning & Provision	In Progress	01-Apr-2016	31-Mar-2017	60.00%	 GREEN	 AMBER

ACTION PROGRESS COMMENTS:

This is a long term programme extending to 2024. School change projects can take 3-5 years from inception to delivery. Welsh Government (WG) has confirmed its commitment that there will be a Band B 21st Century programme to follow band A, which is expected to be programmed between 2019 and 2024. Local Authorities (LA) in Wales are awaiting further confirmation and detail from WG, in terms of the available funding, criteria and intervention rate. Modelling and preparatory work around options and affordability of a forward band B

programme is currently being undertaken. It is expected that the WG will ask LA's to review their Strategic Outline Programmes (SOP's) in July 2017

Last Updated: 26-May-2017

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
4.1.2.6 Securing a sustainable strategy for repairs and maintenance of school buildings.	Damian Hughes - Senior Manager, School Planning & Provision	In Progress	01-Apr-2016	31-Mar-2017	30.00%	 GREEN	 AMBER

ACTION PROGRESS COMMENTS:

Annual budgetary increase for repair and maintenance is not viable in the context of Council finance. Repair and Maintenance backlog is a long term programme linked to the School Modernisation Programme. Additionally, business cases for capital improvement and Repairs and Maintenance (R & M) projects in schools will be submitted via the Council's business case process for consideration. The annual R&M allocation together with the continuation of the Council's capital programme through two funding streams will support the following: reduction in unfilled spaces; securing a sustainable strategy for repairs and maintenance (i.e. will reduce backlog maintenance); provide an efficient school estate; remove mobile classroom; improve condition and suitability of the school estate; ensure the right number of schools and are in the right places. As an example, removal of Perth Y Terfyn Infants County Primary (CP), Ysgol Fron Junior CP and Holywell High School as part of the Holywell Learning Campus project has effectively removed £400K of backlog maintenance (costs based on a five year cycle) from the schools portfolio. As the Council's band B programme has yet to be considered and or approved the outcome RAG status is classified as amber. The Council's Capital Programme in terms of the annual scheduled Repairs and Maintenance Programme also partially contributes to the reduction of R & M backlog. The Council's Capital Programme for major building projects will significantly impact upon the reduction of R & M backlog.

Last Updated: 20-Apr-2017

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
4.1.2.7 Securing a sustainable set of transport policies and efficient delivery practices.	Damian Hughes - Senior Manager, School Planning & Provision	Completed	01-Apr-2016	31-Mar-2017	100.00%	 GREEN	 GREEN

ACTION PROGRESS COMMENTS:

Consultants were engaged by the Council to provide options for efficiencies for home to school transport, both operational and via policy change. A task and finish group was set up to consider options and reported back through the democratic process. The Cabinet meeting held on the 21st June 2016 considered recommendations from the School Transport Task & Finish Group. The determination was not to proceed, however, should discretionary transport provision and potential policy change be considered in the future, the recommendations would be supported.

Last Updated: 23-Feb-2017

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
4.1.2.8 Developing an effective local approach to national inclusion reforms.	Jeanette Rock - Principal Education Officer Inclusion	Completed	01-Apr-2016	31-Mar-2017	100.00%	 GREEN	 GREEN
<p>ACTION PROGRESS COMMENTS:</p> <p>The Welsh Government (WG) programme of reforms for Additional Learning Needs (ALN) continues to develop. The bill was presented during the Autumn Term 2016 with changes to be implemented by 2018. At this time, Person Centred Planning (PCP) is the only area of the reforms that has been confirmed and funding has been allocated by WG to support a training programme for this. Flintshire's Education Psychology Service have developed and implemented a training programme to ensure all schools have accessed initial training (this was completed in July 2016). The next stage of the programme has been to identify Beacon schools who are fully embracing and embedding PCP into their practice and these are being supported so that their effective practice and expertise can be shared across the county. The draft Code of Practice for ALN was released during the Autumn Term 2016 and in conjunction with the the bill will inform the next steps in terms of preparing schools for reform. WG have identified funding to support Local Authorities (LAs) and schools to prepare for the reforms. LAs have been tasked to work regionally to identify appropriate projects and Flintshire Officers have decided to focus on Post 16 provision mapping and the role of the Additional Learning Needs Coordinator. The North Wales regional plan was ratified by WG in December and information in terms of secondment opportunities for practising Additional Learning Needs Coordinators (ALNCs) was circulated to Flintshire Schools. Interviews were scheduled for the 12th January and this initial project focusing on the role of the ALNC and future provision mapping continued until the 31st March 2017. Flintshire County Council will be working in collaboration with Wrexham County Borough Council to complete this piece of work on behalf of the region. Additional funding to cover the release of staff was built into the plan and should facilitate the engagement of the relevant people. The projects commissioned through the use of WG ALN Innovation Funding were completed by 31st March 2017. Additional funding has been allocated by WG for further projects in the 2017/18 financial year. The findings of the previous work undertaken has formed the basis for this work including a focus on developing effective transition using the Person Centred Planning approach and the development of an ALNCo Handbook and support network.</p> <p>Last Updated: 13-Jun-2017</p>							

Performance Indicators

KPI Title	Previous Year Actual	Actual	Performance Indicator Trend	Target	Performance RAG
IP4.1.1M01 Number of training and apprenticeship opportunities: Apprenticeships	No Data	12	N/A	0	 GREEN

Lead Officer: Melville Evans - Strategic Housing and Regeneration Programme (SHARP) Programme Manager

Reporting Officer: Denise Naylor - Customer Services Manager

Aspirational Target:

Progress Comment: Wates Residential, Flintshire's development partners for SHARP, has reported that 12 apprenticeship opportunities were created during 2016/17. Eleven of these are based at the on-going development at The Walks, Flint and one at the Custom House development that was completed in December 2016. Four of these apprenticeships were created via Futureworks Flintshire, Flintshire's partners that deliver the shared apprenticeship scheme and the remaining 8 are assigned to contractors and sub contractors.

Last Updated: 13-Jun-2017

KPI Title	Previous Year Actual	Actual	Performance Indicator Trend	Target	Performance RAG
IP4.1.1M02 Number of training and apprenticeship opportunities: Traineeships	No Data	32	N/A	0	 GREEN

Lead Officer: Melville Evans - Strategic Housing and Regeneration Programme (SHARP) Programme Manager

Reporting Officer: Denise Naylor - Customer Services Manager

Aspirational Target:

Progress Comment: As part of the conditions attached to the contract to deliver the Strategic Housing and Regeneration Programme (SHARP) the development partner delivers community benefits which include the provision of traineeships on the construction sites. Working closely with Flintshire's Communities First team, the developers, Wates Residential, have provided 24 out of a total of 32 traineeships to help people get into employment.

Last Updated: 27-Apr-2017

KPI Title	Previous Year Actual	Actual	Performance Indicator Trend	Target	Performance RAG
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IP4.1.1M03 Increase number of training and apprenticeship opportunities through Futureworks Flintshire Apprenticeships Academy and our major capital programmes (WHQS & SHARP)	12	5	↓	10	 AMBER
<p>Lead Officer: Melville Evans - Strategic Housing and Regeneration Programme (SHARP) Programme Manager Reporting Officer: Denise Naylor - Customer Services Manager Aspirational Target: Progress Comment: The partnership between Flintshire County Council and Futureworks Flintshire was established to introduce and manage a shared apprenticeship scheme to support contractors required to take on apprentices in the construction industry relating to the major capital programmes - Strategic Housing and Regeneration Programme (SHARP) and Welsh Housing Quality Standard (WHQS). Five apprentices have been appointed under this scheme.</p> <p>Last Updated: 13-Jun-2017</p>					

KPI Title	Previous Year Actual	Actual	Performance Indicator Trend	Target	Performance RAG
IP4.1.1M04 The number of entrepreneurs supported through the Flintshire BEN	No Data	64	N/A	0	 GREEN
<p>Lead Officer: Niall Waller - Enterprise and Regeneration Manager Reporting Officer: Sharon Jones - Communities First Cluster Delivery Manager East Aspirational Target: Progress Comment: This programme is successfully focussing and delivering business planning sessions ensuring that the enterprise club members objectives and goals are being met through the support of the Business Entrepreneur Network (BEN).</p> <p>Last Updated: 13-Jun-2017</p>					

KPI Title	Previous Year Actual	Actual	Performance Indicator Trend	Target	Performance RAG
IP4.1.1M05 Improved local skills base to improve employability and earning prospects through improved qualifications: Number of Flintshire residents qualified to NVQ Level 2	No Data	76.3	N/A	0	 GREEN

Lead Officer: Kim Brookes - Business Support Manager
Reporting Officer: Scarlett Buckley - Flintshire Trainee
Aspirational Target:
Progress Comment: Statistic provided by the Stats Wales Website.

Last Updated: 13-Jun-2017

KPI Title	Previous Year Actual	Actual	Performance Indicator Trend	Target	Performance RAG
IP4.1.1M06 Improved local skills base to improve employability and earning prospects through improved qualifications: Number of Flintshire residents qualified to NVQ Level 3	No Data	51.5	N/A	0	 GREEN

Lead Officer: Kim Brookes - Business Support Manager
Reporting Officer: Scarlett Buckley - Flintshire Trainee
Aspirational Target:
Progress Comment: Statistic provided by the Stats Wales Website.

Last Updated: 13-Jun-2017

KPI Title	Previous Year Actual	Actual	Performance Indicator Trend	Target	Performance RAG
IP4.1.1M07 Improved local skills base to improve employability and earning prospects through improved qualifications: Number of Flintshire residents qualified to NVQ Level 4	No Data	29.2	N/A	0	 GREEN

Lead Officer: Kim Brookes - Business Support Manager
Reporting Officer: Scarlett Buckley - Flintshire Trainee
Aspirational Target:
Progress Comment: Statistic provided by the Stats Wales Website.

Last Updated: 13-Jun-2017

KPI Title	Previous Year Actual	Actual	Performance Indicator Trend	Target	Performance RAG
IP4.1.1M08 Increased numbers of learners achieving the Level 1 threshold	96.2	95.3	↓	97.1	 AMBER
<p>Lead Officer: Jeanette Rock - Principal Education Officer Inclusion Reporting Officer: Kim Brookes - Business Support Manager Aspirational Target: Progress Comment: We recognise that performance has gone down from 2015/16 and also hasn't met target for 2016/17. We have put actions in place to support vulnerable learners to achieve qualifications through bespoke provision.</p> <p>Last Updated: 13-Jun-2017</p>					
KPI Title	Previous Year Actual	Actual	Performance Indicator Trend	Target	Performance RAG
IP4.1.1M09 Securing high levels of 16 year olds in education, employment and training	98.7	96.33	↓	98.8	 AMBER
<p>Lead Officer: Jeanette Rock - Principal Education Officer Inclusion Reporting Officer: Kim Brookes - Business Support Manager Aspirational Target: Progress Comment: Flintshire continues to maintain high levels of 16 year olds in education, employment and training and we are still one of the best achievers in Wales.</p> <p>Last Updated: 07-Jun-2017</p>					
KPI Title	Previous Year Actual	Actual	Performance Indicator Trend	Target	Performance RAG
IP4.1.1M10 Reducing the percentage of 18 – 24 year olds claiming Jobseekers Allowance	5	3	↑	5.1	 GREEN

Lead Officer: Jeanette Rock - Principal Education Officer Inclusion
Reporting Officer: Jeanette Rock - Principal Education Officer Inclusion
Aspirational Target:
Progress Comment: Data confirmed on NOMIS indicates a reduction in the percentage of 18-24 year olds claiming Jobseekers Allowance as compared with the previous year.

Last Updated: 13-Jun-2017

KPI Title	Previous Year Actual	Actual	Performance Indicator Trend	Target	Performance RAG
IP4.1.1M11 (European Social Fund TRAC) Number of people gaining a qualification or work relevant certification	No Data	No Data	N/A	N/A	N/A

Lead Officer: Jeanette Rock - Principal Education Officer Inclusion
Reporting Officer: Kim Brookes - Business Support Manager
Aspirational Target:
Progress Comment: This measure was discontinued in April 2016 and no data is available.

Last Updated: 02-Jun-2017

KPI Title	Previous Year Actual	Actual	Performance Indicator Trend	Target	Performance RAG
IP4.1.1M12 (European Social Fund TRAC) Number of people completing a work experience placement or volunteering opportunity	No Data	No Data	N/A	N/A	N/A

Lead Officer: Jeanette Rock - Principal Education Officer Inclusion
Reporting Officer: Kim Brookes - Business Support Manager
Aspirational Target:
Progress Comment: This measure was discontinued in April 2016 and no data is available.

Last Updated: 02-Jun-2017

KPI Title	Previous Year Actual	Actual	Performance Indicator Trend	Target	Performance RAG
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IP4.1.1M13 (European Social Fund Adtrac) Number of people gaining a qualification or work relevant certification	No Data	No Data	N/A	N/A	N/A
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Lead Officer: Jeanette Rock - Principal Education Officer Inclusion

Reporting Officer: Jeanette Rock - Principal Education Officer Inclusion

Aspirational Target:

Progress Comment: This measure was discontinued in April 2016 and no data is available.

Last Updated: 02-Jun-2017

KPI Title	Previous Year Actual	Actual	Performance Indicator Trend	Target	Performance RAG
IP4.1.1M14 (European Social Fund Adtrac) Number of people completing a work experience placement or volunteering opportunity	No Data	No Data	N/A	N/A	N/A

Lead Officer: Jeanette Rock - Principal Education Officer Inclusion

Reporting Officer: Kim Brookes - Business Support Manager

Aspirational Target:

Progress Comment: This measure was discontinued in April 2016 and no data is available.

Last Updated: 02-Jun-2017

KPI Title	Previous Year Actual	Actual	Performance Indicator Trend	Target	Performance RAG
IP4.1.1M15 (European Social Fund Opus) Number of people gaining a qualification or work relevant certification	No Data	No Data	N/A	N/A	N/A

Lead Officer: Gail Bennett - Early Intervention Services Manager

Reporting Officer: Caryl Adams - Project Coordinator

Aspirational Target:

Progress Comment: This measure was discontinued in April 2016 and no data is available.

Last Updated: 01-Jun-2017

KPI Title	Previous Year Actual	Actual	Performance Indicator Trend	Target	Performance RAG
IP4.1.1M16 (European Social Fund Opus) Number of people completing a work experience placement or volunteering opportunity	No Data	No Data	N/A	N/A	N/A
<p>Lead Officer: Gail Bennett - Early Intervention Services Manager Reporting Officer: Caryl Adams - Project Coordinator Aspirational Target: Progress Comment: This measure was discontinued in April 2016 and no data is available.</p> <p>Last Updated: 02-Jun-2017</p>					
KPI Title	Previous Year Actual	Actual	Performance Indicator Trend	Target	Performance RAG
IP4.1.1M17 (Communities 4 Work) Number of people gaining a qualification or work relevant certification	No Data	2	N/A	N/A	N/A
<p>Lead Officer: Sharon Jones - Communities First Cluster Delivery Manager East Reporting Officer: - Aspirational Target: Progress Comment: Communities for Work is an European Union funded programme operating in Flintshire since January 2017. The programme is at an early stage of progression and we do not to date have a full complement of Staff, we are however in a position to start recruiting.</p> <p>Last Updated: 13-Jun-2017</p>					
KPI Title	Previous Year Actual	Actual	Performance Indicator Trend	Target	Performance RAG
IP4.1.1M18 (Communities 4 Work) Number of people completing a work experience placement or volunteering opportunity	No Data	2	N/A	N/A	N/A

Lead Officer: Sharon Jones - Communities First Cluster Delivery Manager East

Reporting Officer: -

Aspirational Target:

Progress Comment: This is a new European Funded project which started in January 2017 and will continue into the next financial year.

Last Updated: 13-Jun-2017

KPI Title	Previous Year Actual	Actual	Performance Indicator Trend	Target	Performance RAG
IP4.1.2.1M01 The percentage of learners achieving the Foundation Phase Indicator	87	86.9	↓	87.9	 AMBER

Lead Officer: Jeanette Rock - Principal Education Officer Inclusion

Reporting Officer: Kim Brookes - Business Support Manager

Aspirational Target:

Progress Comment: Missed target by 1%. Foundation phase remains a local and regional priority.

Last Updated: 13-Jun-2017

KPI Title	Previous Year Actual	Actual	Performance Indicator Trend	Target	Performance RAG
IP4.1.2.1M02 Percentage of Key Stage 4 learners achieving improved outcomes in Mathematics	69.4	69.4	↔	74.4	 AMBER

Lead Officer: Claire Homard - Senior Manager - School Improvement

Reporting Officer: Kim Brookes - Business Support Manager

Aspirational Target:

Progress Comment: Performance has remained static for 2016/17 against 2015/16 actuals.

Last Updated: 13-Jun-2017

KPI Title	Previous Year Actual	Actual	Performance Indicator Trend	Target	Performance RAG
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IP4.1.2.1M03 Percentage of Key Stage 3 learners achieving improved outcomes in Mathematics	92	92.7	↑	93.8	 AMBER
<p>Lead Officer: Claire Homard - Senior Manager - School Improvement Reporting Officer: Kim Brookes - Business Support Manager Aspirational Target: Progress Comment: Flintshire is above the Wales and regional average for this KPI. We are ranked 5th in Wales which is 1 place above our benchmark of 6th.</p> <p>Last Updated: 07-Jun-2017</p>					

KPI Title	Previous Year Actual	Actual	Performance Indicator Trend	Target	Performance RAG
IP4.1.2.1M04 Percentage of Key Stage 2 learners achieving improved outcomes in Mathematics	90.9	92.3	↑	87.9	 GREEN
<p>Lead Officer: Jeanette Rock - Principal Education Officer Inclusion Reporting Officer: Kim Brookes - Business Support Manager Aspirational Target: Progress Comment: For 2016, Flintshire outcomes at KS2 Core Subject Indicator have improved by 2.2% to highest level in the North Wales region and improved the local authority ranked position from 11th in Wales to expected position of 6th in Wales.</p> <p>Last Updated: 18-May-2017</p>					

KPI Title	Previous Year Actual	Actual	Performance Indicator Trend	Target	Performance RAG
IP4.1.2.1M05 Percentage of Foundation phase learners achieving improved outcomes in Mathematics	90.2	90.2	↔	0	 GREEN
<p>Lead Officer: Jeanette Rock - Principal Education Officer Inclusion Reporting Officer: Kim Brookes - Business Support Manager Aspirational Target: Progress Comment: Achievement on this has remained the same as for 15/16. Although we have stayed the same, we are slightly above the national and regional average however we have dropped 2 positions on the Welsh ranking.</p> <p>Last Updated: 07-Jun-2017</p>					

KPI Title	Previous Year Actual	Actual	Performance Indicator Trend	Target	Performance RAG
IP4.1.2.1M06 Percentage of Key Stage 4 achieving improved outcomes in English	72.2	71.6	↓	88.4	 AMBER
<p>Lead Officer: Jeanette Rock - Principal Education Officer Inclusion Reporting Officer: Kim Brookes - Business Support Manager Aspirational Target: Progress Comment: Although performance has dropped by 0.6% from 2015/16, Flintshire continues to remain above the national and regional average.</p> <p>Last Updated: 13-Jun-2017</p>					
KPI Title	Previous Year Actual	Actual	Performance Indicator Trend	Target	Performance RAG
IP4.1.2.1M07 Percentage of Key Stage 3 learners achieving improved outcomes in English	91.4	91.1	↓	93	 AMBER
<p>Lead Officer: Jeanette Rock - Principal Education Officer Inclusion Reporting Officer: Kim Brookes - Business Support Manager Aspirational Target: Progress Comment: Although performance has dropped by 0.3%, Flintshire is still above the national and regional averages and have achieved a expected position of 6th in Wales.</p> <p>Last Updated: 07-Jun-2017</p>					
KPI Title	Previous Year Actual	Actual	Performance Indicator Trend	Target	Performance RAG
IP4.1.2.1M08 Percentage of Key Stage 2 learners achieving improved outcomes in English	90.1	91.2	↑	87.3	 GREEN

Lead Officer: Jeanette Rock - Principal Education Officer Inclusion
Reporting Officer: Kim Brookes - Business Support Manager
Aspirational Target:
Progress Comment: Performance in this area has increased by 1.1%, is above national and regional averages and we have improved our ranking by 3 positions to be 6th in Wales.
 Last Updated: 07-Jun-2017

KPI Title	Previous Year Actual	Actual	Performance Indicator Trend	Target	Performance RAG
IP4.1.2.1M09 Percentage of Foundation Phase learners achieving improved outcomes in English.	89	88.4	↓	86.2	 GREEN

Lead Officer: Jeanette Rock - Principal Education Officer Inclusion
Reporting Officer: Kim Brookes - Business Support Manager
Aspirational Target:
Progress Comment: Despite a drop in performance of 0.6%, Flintshire is still above the national and regional averages. We have however dropped 2 places from 9th to 11th in Wales.
 Last Updated: 07-Jun-2017

KPI Title	Previous Year Actual	Actual	Performance Indicator Trend	Target	Performance RAG
IP4.1.2.1M10 Percentage of Key Stage 4 learners achieving improved outcomes in Welsh (first language)	54.6	68	↑	74.7	 AMBER

Lead Officer: Jeanette Rock - Principal Education Officer Inclusion
Reporting Officer: Kim Brookes - Business Support Manager
Aspirational Target:
Progress Comment: Key stage 4 learners in Welsh Language has improved from the previous year albeit showing a slight reduction against the initial target of 74.7%
 Last Updated: 09-Jun-2017

KPI Title	Previous Year Actual	Actual	Performance Indicator Trend	Target	Performance RAG
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IP4.1.2.1M11 Percentage of Key Stage 3 learners achieving improved outcomes in Welsh (first language)	80	96.8	↑	92.1	 GREEN
<p>Lead Officer: Jeanette Rock - Principal Education Officer Inclusion Reporting Officer: Kim Brookes - Business Support Manager Aspirational Target: Progress Comment: Performance has improved for 2016/17 by 16.8% compared to 2105/16. We have also improved our national position in Welsh Language from 18th to 4th.</p> <p>Last Updated: 13-Jun-2017</p>					

KPI Title	Previous Year Actual	Actual	Performance Indicator Trend	Target	Performance RAG
IP4.1.2.1M12 Percentage of Key Stage 2 learners achieving improved outcomes in Welsh (first language)	86.4	84.3	↓	85.4	 AMBER
<p>Lead Officer: Jeanette Rock - Principal Education Officer Inclusion Reporting Officer: Kim Brookes - Business Support Manager Aspirational Target: Progress Comment: 2016/17 has shown a drop of 2.1% compared to 2015/16. Flintshire is below the national and regional average and the lowest ranked in Wales. However, it should be noted that this KPI is based on only 5 schools, 2 are small and 1 has a specialist resource for students with additional learning needs.</p> <p>Last Updated: 13-Jun-2017</p>					

KPI Title	Previous Year Actual	Actual	Performance Indicator Trend	Target	Performance RAG
IP4.1.2.1M13 Percentage of Foundation Phase learners achieving improved outcomes in Welsh	91.2	88.1	↓	85.6	 GREEN
<p>Lead Officer: Jeanette Rock - Principal Education Officer Inclusion Reporting Officer: Kim Brookes - Business Support Manager Aspirational Target: Progress Comment: Performance has dropped by 3.1%. Flintshire is below the wales average but slightly above the regional average. We have dropped 5 places to be ranked 20th in Wales, however again this is based on only 5 schools. Welsh at Foundation Phase remains an on-going priority for improvement.</p> <p>Last Updated: 13-Jun-2017</p>					

KPI Title	Previous Year Actual	Actual	Performance Indicator Trend	Target	Performance RAG
IP4.1.2.1M14 EDU/003 The percentage of learners achieving the Core Subject Indicator at Key Stage 2.	87.91	89.82	↑	87	 GREEN
<p>Lead Officer: Jeanette Rock - Principal Education Officer Inclusion Reporting Officer: Kim Brookes - Business Support Manager Aspirational Target: 89.10 Progress Comment: Performance has improved since 2015/16 by 2.2%. Flintshire is the best performing authority for this area in the GwE region, and have exceeded our benchmark position going from 11th to 5th in Wales.</p> <p>Last Updated: 07-Jun-2017</p>					
KPI Title	Previous Year Actual	Actual	Performance Indicator Trend	Target	Performance RAG
IP4.1.2.1M15 EDU/004 The percentage of learners achieving the Core Subject Indicator at Key Stage 3.	87.11	88.27	↑	86.5	 GREEN
<p>Lead Officer: Jeanette Rock - Principal Education Officer Inclusion Reporting Officer: Kim Brookes - Business Support Manager Aspirational Target: 89.30 Progress Comment: Performance in 2016/17 has seen an increase on 2015/16 by 1.3%. Flintshire is above the national and regional average in this area and has improved ranking from 7th to 6th in Wales.</p> <p>Last Updated: 07-Jun-2017</p>					
KPI Title	Previous Year Actual	Actual	Performance Indicator Trend	Target	Performance RAG
IP4.1.2.1M16 Improvement of outcomes in Capped Wider Points score, including an increasing proportion of A* and A grades	342.1	343.3	↑	362.7	 AMBER

Lead Officer: Jeanette Rock - Principal Education Officer Inclusion
Reporting Officer: Kim Brookes - Business Support Manager
Aspirational Target:
Progress Comment: Performance of e-FSM pupils dropped slightly by 1.02 points. Remains above the GwE average on this indicator.

Last Updated: 07-Jun-2017

KPI Title	Previous Year Actual	Actual	Performance Indicator Trend	Target	Performance RAG
IP4.1.2.1M17 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	60.61	61.85	↑	69.9	 AMBER

Lead Officer: Jeanette Rock - Principal Education Officer Inclusion
Reporting Officer: Kim Brookes - Business Support Manager
Aspirational Target: 65.10
Progress Comment: Performance during 2016/17 has improved against the 2015/16 outturn, but remains relatively static.

Last Updated: 13-Jun-2017

KPI Title	Previous Year Actual	Actual	Performance Indicator Trend	Target	Performance RAG
IP4.1.2.1M18 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)	92.1	94.1	↑	96.6	 AMBER

Lead Officer: Jeanette Rock - Principal Education Officer Inclusion
Reporting Officer: Kim Brookes - Business Support Manager
Aspirational Target:
Progress Comment: Schools continue to target pupils entitled to free school meals through the pupil deprivation grant.

Last Updated: 12-Jun-2017

KPI Title	Previous Year Actual	Actual	Performance Indicator Trend	Target	Performance RAG
IP4.1.2.1M19 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)	35.2	33.6	↓	43.9	 RED
<p>Lead Officer: Jeanette Rock - Principal Education Officer Inclusion Reporting Officer: Kim Brookes - Business Support Manager Aspirational Target: Progress Comment: The percentage of e-fsm pupils attaining L2+ indicator dropped by 2.5% and below the Wales and regional average. The gap between performance of e-FSM and n-FSM pupils has increased on this indicator by 2.8% to 33.6%. This is a key priority for improvement.</p> <p>Last Updated: 13-Jun-2017</p>					
KPI Title	Previous Year Actual	Actual	Performance Indicator Trend	Target	Performance RAG
IP4.1.2.1M20 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)	308.1	308.4	↑	338.7	 AMBER
<p>Lead Officer: Jeanette Rock - Principal Education Officer Inclusion Reporting Officer: Kim Brookes - Business Support Manager Aspirational Target: Progress Comment: Performance of e-FSM pupils dropped slightly by 0.03 points. Remains above the GwE average on this indicator.</p> <p>Last Updated: 08-Jun-2017</p>					
KPI Title	Previous Year Actual	Actual	Performance Indicator Trend	Target	Performance RAG
IP4.1.2.1M21 Improve performance of cohort of learners entitled to Free School Meals (FSM) in achievement of the Core Subject Indicator at Key Stage 3	71.3	76.2	↑	76.5	 AMBER

Lead Officer: Jeanette Rock - Principal Education Officer Inclusion

Reporting Officer: Kim Brookes - Business Support Manager

Aspirational Target:

Progress Comment: The performance of pupils who are entitled to Free School Meals continues to rise year on year. 2016/17 has seen a 4.9% rise.

Last Updated: 07-Jun-2017

KPI Title	Previous Year Actual	Actual	Performance Indicator Trend	Target	Performance RAG
IP4.1.2.1M22 The percentage of young people of school age in the youth justice system that are offered 25 hours ETE	80	71	↓	40	 GREEN

Lead Officer: Chris Clarke - Youth Justice Service Manager

Reporting Officer: Louisa Greenly - Performance Management & Information Officer

Aspirational Target:

Progress Comment: According to the latest data from the Youth Justice Board, 57% of Flintshire Youth Justice Service (YJS) school age young people are supervised in full time Employment, Training or Education (ETE) (Wales average is 46%). 71% are offered this level of provision. Flintshire is the 4th best performing Youth justice Service in Wales in this respect (out of 15). This is in contrast to 2 years ago when Flintshire was in 13th place. This has been as a result of the continued partnership working with our colleagues in schools and colleges to support young people in maintaining educational placements despite sometimes challenging behaviour or other difficulties. The move from Community Services to within the Education and Youth Portfolio has made the collaborative approach in this area more effective. Education attendance remains a priority for the service and is an area where there are still improvements to be made.

Last Updated: 13-Jun-2017

KPI Title	Previous Year Actual	Actual	Performance Indicator Trend	Target	Performance RAG
IP4.1.2.1M23 The percentage of young people above school age in the youth justice system that are offered 16+ ETE	75	58	↓	55	 GREEN

Lead Officer: Chris Clarke - Youth Justice Service Manager
Reporting Officer: Louisa Greenly - Performance Management & Information Officer
Aspirational Target:
Progress Comment: Engaging young people who are 16+ in education and training presents many challenges, particularly for those young people who display offending behaviours and have been involved in the criminal justice system for some time. Flintshire Youth Justice Service (YJS) performed well in the most recently published Youth Justice Board data - 1st out of 15 other services across Wales. However the number engaged in full time education, training or employment remains low and requires further joint work between the YJS and Education. Of particular concern are those young people leaving custody. The service works with these young people prior to their release date to ensure that there is education provision for them upon release.
 The YJS encourages and supports young people to engage in training opportunities, and the Unpaid Work projects that many young people are engaged in enables them to gain vocational qualifications (Agorod Cymru) and skills to increase their employability in the future.
 Last Updated: 13-Jun-2017

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	Jeanette Rock - Principal Education Officer Inclusion	Claire Homard - Senior Manager - School Improvement	Amber	Amber	↔	Open

Potential Effect: Flintshire residents are not appropriately skilled to meet the labour market requirements.
Management Controls: i) Close links with providers and employers are maintained through a variety of forums. Each of these has representation from Flintshire Officers across a range of portfolios.
 ii) The development of the Flintshire Apprenticeship Board has provided a forum to share relevant information and concerns internally between Officers and Members to inform appropriate actions.
Progress Comment: Labour Market Intelligence is feeding into the forums to provide further evidence of employee skill needs for the future. The Construction Industry Training Board (CITB) have just started a pilot project which creates direct links between local schools and construction companies to develop awareness of the range of future employment opportunities and the associated skills required.
 Last Updated: 23-Feb-2017

RISK TITLE	LEAD OFFICER	SUPPORTING OFFICERS	INITIAL RISK RATING	CURRENT RISK RATING	TREND ARROW	RISK STATUS
Training places will not match current or future employer aspirations and needs	Jeanette Rock - Principal Education Officer Inclusion	Claire Homard - Senior Manager - School Improvement	Amber	Amber	↔	Open
<p>Potential Effect:</p> <p>Management Controls: Labour market intelligence is shared by the North Wales Economic Ambition Board and is fed into meetings held between providers, Careers Wales and FCC officers to support the development/commissioning of suitable training opportunities.</p> <p>Progress Comment: Labour Market Intelligence generated by the North Wales Economic Ambition Board is circulated to providers to raise awareness of training requirements. Discussions around the information are taking place through the existing forums.</p> <p>Last Updated: 29-Nov-2016</p>						

RISK TITLE	LEAD OFFICER	SUPPORTING OFFICERS	INITIAL RISK RATING	CURRENT RISK RATING	TREND ARROW	RISK STATUS
Timescales of European Social Fund (ESF) programmes will not meet local targets and requirements.	Jeanette Rock - Principal Education Officer Inclusion	Claire Homard - Senior Manager - School Improvement	Amber	Amber	↔	Open
<p>Potential Effect: Reduced time to make best use of the ESF funding resulting in low project impact on young people who are at risk of disengagement and becoming NEET (Not in Education, Employment or Training).</p> <p>Management Controls: Officers work collaboratively with the Regional Team to ensure information is submitted in a timely fashion to support the bid process. Staff roles within the project are designed clearly to have maximum impact on the defined cohort with the time allocated.</p> <p>Progress Comment: A training session has been held with school-based staff to review TRAC eligibility and systems. This has facilitated a greater understanding for the purpose of the project along with processes that need to be undertaken to access and exit the provision. Full employee complement and greater process awareness should facilitate increased participant involvement.</p> <p>Last Updated: 13-Jun-2017</p>						

RISK TITLE	LEAD OFFICER	SUPPORTING OFFICERS	INITIAL RISK RATING	CURRENT RISK RATING	TREND ARROW	RISK STATUS
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Schools do not receive and/or make best use of the support they need from the Council and Gwasanaeth Effeithiolrwydd (GwE)	Claire Homard - Senior Manager - School Improvement	Jeanette Rock - Principal Education Officer Inclusion	Amber	Amber	↔	Open
<p>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.</p> <p>Management Controls: Regular reviews by LA Senior Manager, GwE Senior Challenge Adviser and monitoring by LA's School Standards Monitoring Group</p> <p>Progress Comment: Schools considered to pose a risk because there is evidence they are not making best use of the support provided by the Council or GwE will be targeted as part of the School Performance Monitoring Group and challenged to engage. Persistent failure to engage could result in the issuing of a Warning Notice by the Chief Officer to the school under the Schools Causing Concern guidance from Welsh Government</p> <p>Last Updated: 26-May-2017</p>						

RISK TITLE	LEAD OFFICER	SUPPORTING OFFICERS	INITIAL RISK RATING	CURRENT RISK RATING	TREND ARROW	RISK STATUS
Numbers of school places not matching the changing demographics.	Damian Hughes - Senior Manager, School Planning & Provision	Claire Homard - Senior Manager - School Improvement	Red	Red	↔	Open
<p>Potential Effect: Higher teaching ratios, unfilled places, backlog maintenance pressures</p> <p>Management Controls: Continuation of school modernisation programme, will reduce unfilled places, reduce backlog maintenance, remove unwanted fixed costs and infrastructure</p> <p>Progress Comment: Reducing unfilled school places via school organisation change is an ongoing process. School change projects can take between three and five years from inception to delivery before reductions of unfilled places can be realised. This continues to be an ongoing process linked to the school modernisation programme. To supplement this the Council will continue to work closely with schools to consider innovative ways for reduction in capacity on a school by school basis (i.e. alternative use of school facilities by other groups) with the objective of meeting national targets of circa 10% unfilled places in all school sectors. The recent school organisation change determinations will result in a reduction in unfilled places across both primary and secondary schools. As a snapshot, the Holywell Learning Campus project has reduced unfilled places in this area by around 450 places.</p> <p>Last Updated: 17-May-2017</p>						

RISK TITLE	LEAD OFFICER	SUPPORTING OFFICERS	INITIAL RISK RATING	CURRENT RISK RATING	TREND ARROW	RISK STATUS
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Limited funding to address the backlog of known repair and maintenance works in Education & Youth assets	Damian Hughes - Senior Manager, School Planning & Provision	Claire Homard - Senior Manager - School Improvement				Open
<p>Potential Effect: The fabric of Education and Youth buildings will continue to decline.</p> <p>Management Controls: Continuation of School Modernisation Programme, Continuation of Repairs & Maintenance planned maintenance programme, Capital Business Cases for School improvement, Implementation of Band A and Band B 21st Century Schools programmes</p> <p>Progress Comment: Continuation of the School Modernisation programme is one of the strategic options available to address the repair and maintenance backlog. The programme continuation will also:</p> <ul style="list-style-type: none"> i) Support a reduction of unfilled places ii) Provide a more efficient school estate and concentrate resources on teaching by removal of unwanted fixed costs in infrastructure and leadership iii) Ensure that the condition and suitability of the school estate is improved. <p>Additionally, in future years capital business cases for improvement and repairs, and maintenance projects in schools will be submitted via the Council's business case process for consideration.</p> <p>Last Updated: 17-May-2017</p>						

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

Potential Effect: Downturn in school performance and underachievement

Management Controls: Regular Challenge Adviser monitoring visits through GwE.

Well defined and established links between senior officers in GwE and the Local Authority (LA) to support effective communication.

A comprehensive programme of training and intervention designed to support the development of leadership skills.

LA programme of School Monitoring meetings for schools causing concern, particularly in relation to leadership through the Governing Body and/or the headteacher.

Progress Comment: There are no unfilled Headteacher vacancies in Flintshire schools. When vacancies have occurred, governing bodies have been able to make strong appointments despite the national trend of reducing numbers of applications for headships. Flintshire maintains good results in senior leaders aspiring to headship gaining the National Professional Qualification for Headship which is currently mandatory in Wales, securing leaders for the future. There are two Acting Headteacher positions in Flintshire currently – one in primary and one in secondary. These are both related to school reorganisation proposals. The secondary position will cease to exist by September 2017 due to the closure of John Summers High School. School leaders in Flintshire continue to receive high levels of support from the Local Authority and the Regional School Improvement Service, GwE.

Risk rating should remain as Amber because insufficient leadership capacity has a serious impact on school performance and outcomes for learners and increases the risk of a school being placed in a serious category of concern by Estyn.

Last Updated: 07-Jun-2017