



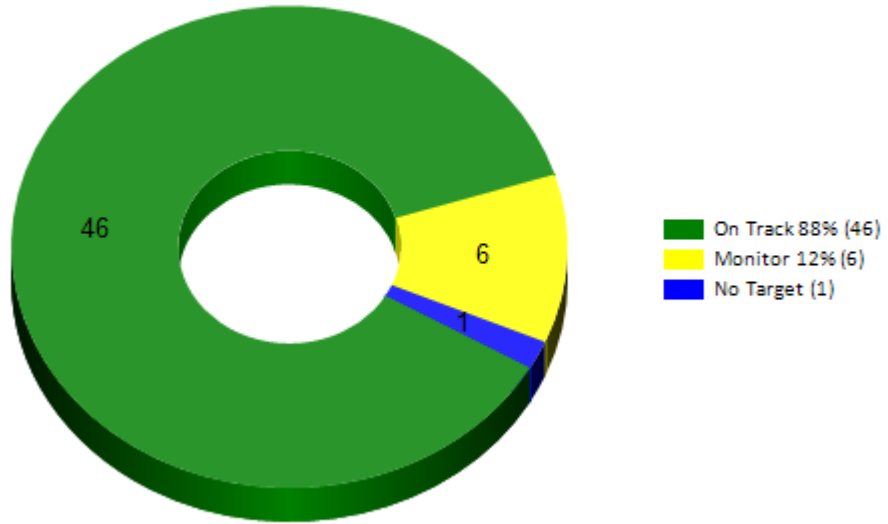
Performance Progress Report

Flintshire County Council

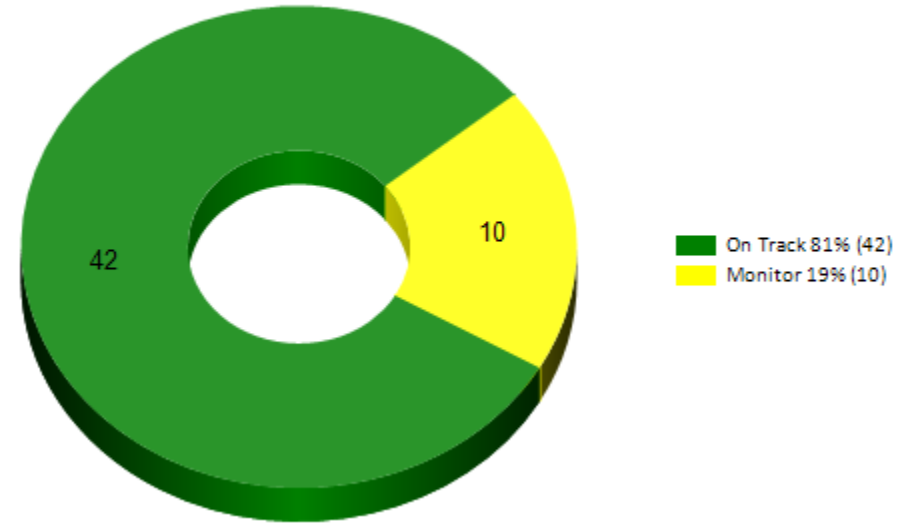


Print Date: 20-Nov-2018

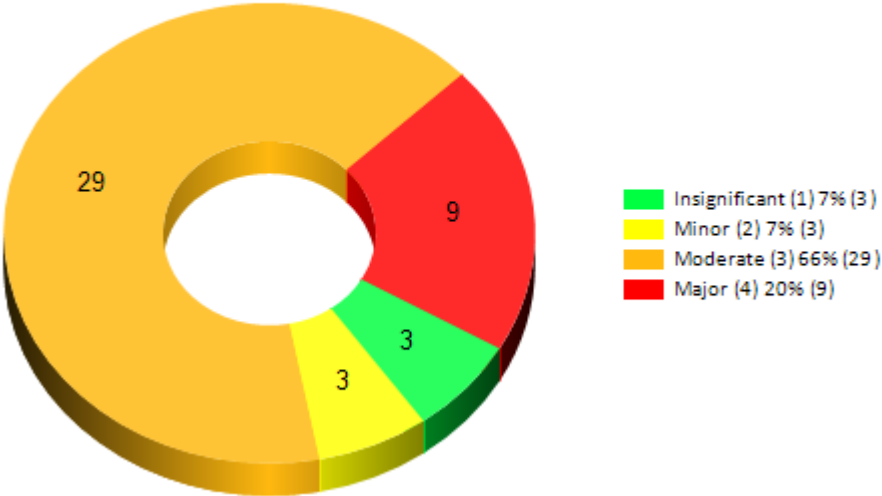
Action Progress RAG Status



Action Outcome RAG Status







Current Risk Status





1 Supportive Council

Actions

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
1.1.1.1 Provide new social and affordable homes	Melville Evans - Senior Manager - Housing Programmes	In Progress	01-Apr-2017	31-Mar-2019	50.00%	 GREEN	 GREEN
<p>ACTION PROGRESS COMMENTS: Work continues to deliver the Strategic Housing and Regeneration Programme. As at October 2018 the programme has delivered 144 new Council and affordable homes. The next phase of the programme has been approved and will deliver a further 149 new council and affordable homes across the county. Work continues to identify suitable land within the county for further developments.</p> <p>Last Updated: 02-Nov-2018</p>							



ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
1.1.1.2 Welsh Housing Quality Standard (WHQS) investment plan targets achieved	Sean O'Donnell - Contract Surveyor	In Progress	01-Apr-2017	31-Mar-2019	50.00%	 GREEN	 GREEN
<p>ACTION PROGRESS COMMENTS: All WHQS Contracts have progressed into Year 4 (2018/19) of the 6 year Capital Programme with a smooth transition into their new Capital Districts (areas of work). Year 3 of the Capital Programme was the last year where the majority of internal works were delivered through our contracts. For the past 3 years the team have procured, organised and delivered the installation of over 6,000 kitchens and over 5,500 bathrooms with only the Acceptable Fails remaining e.g. tenant refusal, no access. The Capital Programme has now introduced new work streams which will gradually replace the Internal work streams (kitchens and bathrooms) and will comprise of roofing works, window & door replacements along with wider community works such as car parking and communal footpaths. These new work streams will have an increased impact on communities as they begin to transform the aesthetics and environment by regenerating and revitalising the areas.</p> <p>Last Updated: 02-Nov-2018</p>							

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
1.1.1.3 Address the increasing frequency of unauthorised Gypsy and Traveller encampments and improve the Council's own permanent site	Melville Evans - Senior Manager - Housing Programmes	In Progress	12-Jul-2017	31-Mar-2019	50.00%	 GREEN	 GREEN

ACTION PROGRESS COMMENTS:

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



Last Updated: 02-Nov-2018

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

ACTION PROGRESS COMMENTS:

We have proactively undertaken work to ensure that landlords register with Rent Smart Wales and have been working with Rent Smart Wales to tackle those who are resistant to registering.



Last Updated: 02-Nov-2018



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



ACTION PROGRESS COMMENTS:



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



Last Updated: 20-Nov-2018

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
1.1.2.3 Meeting the housing needs of vulnerable groups	Denise Naylor - Housing Programmes Support Manager	In Progress	01-Apr-2017	31-Mar-2019	50.00%	 GREEN	 GREEN
<p>ACTION PROGRESS COMMENTS: The Council holds bi-monthly Specialist Housing Group meetings with our strategic housing partners, finding housing options for people with disabilities including adaptations, new builds to meet specific needs or acquisitions with amendments. Social Housing Grant is used for acquisitions and new builds, the Registered Social Landlords (RSLs) access Physical Adaptation Grants to adapt and the Council uses HRA funding. To date we have rehoused 35 people into appropriate housing.</p> <p>Last Updated: 02-Nov-2018</p>							



ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
1.2.1.1 Support Flintshire residents to better manage their financial commitments	Jen Griffiths - Benefits Manager	In Progress	01-Apr-2017	31-Mar-2019	50.00%	 GREEN	 GREEN
<p>ACTION PROGRESS COMMENTS: Personal budgeting support is provided to Flintshire residents via the Welfare Reform response team. The team deal with referrals from within the Council and from outside agencies or organisations such as Citizens Advice and Job Centres. The team also provide advice and support in relation to discretionary housing payments for people who are struggling to meet their rental payments. Ongoing referrals to other agencies or organisations is sometimes necessary depending on the specialist advice or support the customer may require.</p> <p>Last Updated: 02-Nov-2018</p>							



ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
1.2.1.2 Working collaboratively to minimise Universal Credit (UC) Risks	Jen Griffiths - Benefits Manager	In Progress	01-Apr-2017	31-Mar-2019	50.00%	 GREEN	 GREEN
<p>ACTION PROGRESS COMMENTS: Regular cross organisational and cross sector meetings are held to review progress with actions and also to raise issues and identify solutions. Where issues are based around the national model, there is a process in place to escalate, track progress and disseminate solutions or work arounds as and when received.</p> <p>Last Updated: 02-Nov-2018</p>							

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
1.2.1.3 .Develop skills programmes and delivery mechanisms for North Wales Growth Deal	Niall Waller - Service Manager - Enterprise and Regeneration	In Progress	01-Apr-2017	31-Mar-2019	50.00%	 GREEN	 GREEN
<p>ACTION PROGRESS COMMENTS: The Growth Vision for North Wales emphasises the importance of skills to meet the needs of the economy and facilitate growth. The Regional Skills Partnership (RSP) is tasked with identifying skills needs and steering learning provision. The RSP has now also been tasked with overseeing the employability work streams of the Growth Vision - the Information and Advice Gateway and the Employability Pathway. These are currently under development.</p> <p>Last Updated: 19-Nov-2018</p>							

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
1.2.1.4 Develop and deliver programmes to improve domestic energy efficiency to reduce Co2 emissions and fuel poverty	Niall Waller - Service Manager - Enterprise and Regeneration	In Progress	01-Apr-2017	31-Mar-2019	50.00%	 GREEN	 GREEN
<p>ACTION PROGRESS COMMENTS: The Council is in the first phase of delivering the Warm Homes Fund programme in partnership with Warm Wales and Care and Repair. The programme will deliver energy efficient heating system to a minimum of 300 households and energy advice to 3,000. In addition, the Council is delivering a gradual programme of replacing older boilers in its own stock with more energy efficient models. The Council is currently developing the next phase of gas infill project with Wales and West Utilities to extend the gas main network to properties in Ffynnongroyw which will, if approved, enable householders to access more cost-efficient heating systems.</p> <p>Last Updated: 02-Nov-2018</p>							

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
1.3.1.1 Expand and support the care sector to enable people to live well and have a good quality of life	Jane M Davies - Senior Manager, Safeguarding & Commissioning	In Progress	01-Apr-2017	31-Mar-2019	50.00%	 GREEN	 GREEN
<p>ACTION PROGRESS COMMENTS: The 32 bed expansion of Marleyfield Care Home is in the design phase, with a planned operational date of mid-2021. Hwb Cylfe, the planned replacement for Glanrafon Day Centre for people with a learning disability, is in the construction phase following confirmation of a £4m capital investment, and will open in Spring 2019. Our new Extra Care facility in Flint, Llys Raddington, opened on 15th October, comprising 73 apartments, all of which are allocated; the centre already has a waiting list. The fourth Extra Care facility in Holywell is in the construction phase, with an expected operational date of 2021. In September 2018 the Progress for Providers project was publicly recognised, winning the Social Care Wales Accolades Awards for 'Excellent outcomes for people of all ages by investing in the learning and development of staff'. The project was also a finalist in the Association for Public Service Excellence (APSE) Awards - 'Celebrating outstanding achievement and innovation within UK local government service delivery', also held in September 2018. We are progressing the roll out for domiciliary and nursing care. The regional framework for Domiciliary Care is now in place; some new providers have come on board, and we are working regionally to reopen the framework to increase numbers further.</p> <p>Last Updated: 02-Nov-2018</p>							



ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
1.3.1.2 Support greater independence for individuals with a frailty and/or disability, including those at risk of isolation.	Susie Lunt - Senior Manager, Integrated Services and Lead Adults	In Progress	01-Apr-2017	31-Mar-2019	50.00%	 GREEN	 GREEN
<p>ACTION PROGRESS COMMENTS: The staged replacement of double handed care is progressing, with Occupational Therapy practitioners reviewing all double handed packages as they are discharged from hospital. They are also doing in-reach work with the community hospitals around the necessity for double handed care. A new 37 hour post in partnership with Flintshire Local Voluntary Council (FLVC) has been recruited in the Single Point of Access to support social prescribing. We are working with Housing to develop a business case for Glan y Morfa, comprising 4 rehab flats funded by ICF capital. These will provide a step-down for people with a physical disability, who are ready for discharge but not ready to go home.</p> <p>Last Updated: 02-Nov-2018</p>							

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

ACTION PROGRESS COMMENTS:

Flintshire's Corporate Parenting Strategy: 'Looking After You' has been published. The Strategy sets our commitments to children and young people for 2018-2023. The Strategy was supported by a Workshop in September 2018 for elected members setting out their responsibilities, and role, as a Corporate Parent. Significant progress has taken place culminating in an initial draft of our local Placement Strategy for enhancing local placements. This builds on successful local market facilitation with independent and 3rd sector providers. A regional 'Meet the Provider' event is planned for 21st November to share local and regional placement needs.



Last Updated: 02-Nov-2018

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

ACTION PROGRESS COMMENTS:

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



Last Updated: 02-Nov-2018

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
1.4.1.2 Embed the long term use of integrated Care Fund (ICF) to meet local needs and demands	Susie Lunt - Senior Manager, Integrated Services and Lead Adults	In Progress	01-Apr-2017	31-Mar-2019	50.00%	 GREEN	 GREEN

ACTION PROGRESS COMMENTS:

Partners in Flintshire have continued to maximise the use of the extended Integrated Care Fund (ICF) programme to meet the priorities of Flintshire residents. During quarter 2, submissions have been made against both the increased capital programme and new funding provided to support implementation of the national action plan to meet the needs of people with Dementia. Examples of the additional work to be supported through these programmes include increasing support offered to care homes to continue through the Progress for Providers Framework and extending that work into the domiciliary care sector and reviewing the support offered to people with early onset dementia.



Last Updated: 19-Nov-2018

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
1.4.1.3 Embed the Early Help Hub into everyday practice by working with statutory partners and the third sector	Craig Macleod - Senior Manager, Children's Services & Workforce	In Progress	01-Apr-2017	31-Mar-2019	50.00%	 GREEN	 GREEN

ACTION PROGRESS COMMENTS:

The Early Help Hub is fully functioning, with commitment from all agencies. Enhanced consortia arrangements for support through Families First projects are ensuring responsive access to help for families. During Q1 there were 455 referrals and in Q2 there were 693 meaning 1148 referrals to the Hub this financial year.



Last Updated: 02-Nov-2018



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

ACTION PROGRESS COMMENTS:



The police are developing a joint agency project to deliver an Adverse Childhood Experiences (ACE) informed approach to community policing. The EAT (Early Action Together) project focuses on the role of the police in navigating families to community and social support to address their needs. Flintshire is working with the EAT project to bring a co-ordinated approach to responding to ACEs and developing the awareness, skills and competencies of public sector staff.

Last Updated: 02-Nov-2018

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
1.5.1.1 All Council portfolios to understand and act on their responsibilities to address safeguarding	Jane M Davies - Senior Manager, Safeguarding & Commissioning	In Progress	01-Apr-2017	31-Mar-2019	50.00%	 GREEN	 GREEN
<p>ACTION PROGRESS COMMENTS: Safeguarding professionals are scheduled to meet with senior managers in Aura Leisure and Libraries to discuss safeguarding, and are also attending Licensing Committee. The hard-hitting County Lines video has been shared with Corporate safeguarding leads and is being rolled out to the workforce through Senior Management and Team meetings. We are in the process of updating the Corporate e-learning safeguarding package, which is available through Learning Pool. During Safeguarding Awareness week w/c 13th November, colleagues will be actively engaged in promoting safeguarding awareness amongst the workforce.</p> <p>Last Updated: 02-Nov-2018</p>							

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
1.5.1.4 Identify and address the signs and symptoms of domestic abuse and sexual violence	Sian Jones - Public Protection Manager - Community and Business	In Progress	01-Apr-2017	31-Mar-2019	50.00%	 GREEN	 AMBER
<p>ACTION PROGRESS COMMENTS: Flintshire County Council continues to work alongside the Regional Domestic Abuse and Sexual Violence Board. A joint strategy is now in place for North Wales, which is included on the website. Regional structures are now in the process of being formed through the establishment of a Joint Commissioning Board and a Training Group. The demands of the National Training Framework are challenging to meet, however measures are in place locally, in quarter 3, to further promote the Level 1 e-learning module.</p> <p>Last Updated: 02-Nov-2018</p>							

Performance Indicators

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



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

Reporting Officer: Denise Naylor - Housing Programmes Support Manager

Aspirational Target:

Progress Comment: The development at the former Dairy site, Connah's Quay is complete and has delivered 6 new council homes. The development of 9 new council homes at the former Melrose Centre, Shotton was completed in November 2018. Work has commenced at Llys Dewi, Penyffordd to deliver 23 new council homes. Work has commenced at Maes Gwern, Mold: a development of 160 new homes which will include 4 new council homes.

Last Updated: 18-Oct-2018

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



Lead Officer: Melville Evans - Senior Manager - Housing Programmes

Reporting Officer: Denise Naylor - Housing Programmes Support Manager

Aspirational Target:

Progress Comment: The SHARP scheme at The Walks, Flint was completed in April 2018 providing a further 22 affordable homes to be managed by NEW Homes. The total number of affordable homes built through SHARP to date has reached 62. Approval has been given for a further 39 new affordable homes to be built at a number of locations across the county and work will commence at these developments during 18/19.

Last Updated: 18-Oct-2018

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



Lead Officer: Melville Evans - Senior Manager - Housing Programmes

Reporting Officer: Denise Naylor - Housing Programmes Support Manager

Aspirational Target:

Progress Comment: Completion of The Walks development, Flint in April 2018 has increased the number of affordable properties managed by NEW Homes by 22.

Last Updated: 18-Oct-2018

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



Lead Officer: Melville Evans - Senior Manager - Housing Programmes

Reporting Officer: Denise Naylor - Housing Programmes Support Manager

Aspirational Target:

Progress Comment: NEW Homes Board has agreed the development of a further 39 affordable units at Nant y Gro, Gronant, Llys Dewi, Penyffordd, Dobshill and Maes Gwern, Mold as part of the Strategic Housing and Regeneration Programme (SHARP)

Last Updated: 31-Oct-2018

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



Lead Officer: Andrew Farrow - Chief Officer - Planning, Environment and Economy

Reporting Officer: Jenny Prendergast - Health and Safety Team Leader

Aspirational Target:

Progress Comment: We are pro-actively encouraging landlords to register. Where there is deliberate non-compliance we are taking appropriate enforcement action either through direct action or referral to Rent Smart Wales

Last Updated: 20-Apr-2018

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



Lead Officer: Andrew Farrow - Chief Officer - Planning, Environment and Economy

Reporting Officer: Jenny Prendergast - Health and Safety Team Leader

Aspirational Target:

Progress Comment: All complaints about substandard housing conditions were investigated. 199 complaints dealt with.

Last Updated: 29-Oct-2018

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

Lead Officer: Andrew Farrow - Chief Officer - Planning, Environment and Economy

Reporting Officer: Joseph Muxlow - Regeneration Programme Lead

Aspirational Target:

Progress Comment: The changes to empty properties Council Tax charges, as agreed in April 2017, have encouraged owners to bring the properties back into use. This policy change is expected to continue to contribute to bringing empty properties back into use.

Last Updated: 19-Nov-2018

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




Lead Officer: Lynne Fensome - Management and Support Manager

Reporting Officer: Daniel McVey - Planning Officer

Aspirational Target:

Progress Comment: Planning officers continue to assess the need for an affordable housing element on all new housing development applications. The relevant criteria is applied from the Council's affordable housing policy to calculate the affordable housing contribution required from the developer.

Last Updated: 26-Oct-2018

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

Lead Officer: Andrew Farrow - Chief Officer - Planning, Environment and Economy

Reporting Officer: Joseph Muxlow - Regeneration Programme Lead

Aspirational Target:



Progress Comment: A Disabled Facilities Grant (DFG) is a mandatory grant to help individuals living with a disability with the cost of adapting their homes to enable them to continue living at their residence with the maximum amount of independence. A DFG review board meets monthly to review progress towards implementing improvements to processes and controls and to the wider adaptations system in the Council. One such action is the launch of a new contractor framework for the delivery of the DFG's which has resulted in a reduction of the number of days taken.

DFG delivery is divided into those addresses that were carried over from the previous year and delivered using the older system compared to those delivered using the new framework.

11 addresses delivered using the old system averaging 330 day per job

3 addresses delivered using the new framework averaging 194 days per address

Last Updated: 26-Oct-2018

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



Lead Officer: Jen Griffiths - Benefits Manager

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

Aspirational Target:

Progress Comment: Processing times have improved since quarter one, however, the target of 20 days has not been reached. There have been some challenges around resources in the department due to vacancies and absence which are being addressed.

Last Updated: 25-Oct-2018

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



Lead Officer: Jen Griffiths - Benefits Manager

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

Aspirational Target:

Progress Comment: The volume of changes due to Universal Credit has led to a significant increase in workload volumes in the service. There have also been some challenges around resources in the department due to vacancies and absence which are being addressed.

Last Updated: 25-Oct-2018

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



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

Reporting Officer: Jen Griffiths - Benefits Manager

Aspirational Target:

Progress Comment: Income gains for Flintshire residents are via a combined effort of Supporting People teams; Citizens Advice Flintshire and Macmillan funded posts in Wrexham County Borough Council. Data for this quarter is not yet available from all of the agencies. This will be updated to reflect the whole of the gains retrospectively once the data is available.

Last Updated: 19-Nov-2018

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

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



Reporting Officer: Jenni Griffith - Flintshire Connects Manager

Aspirational Target:

Progress Comment: The Housing Solutions Service achieved 80.6% successful outcomes this quarter. The year to date percentage is 81.63%

Whilst this is below the target set at 89% it is within the variance set. The service continues to struggle with sourcing affordable/suitable properties as referred to in previous returns.

Last Updated: 22-Oct-2018

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

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

Reporting Officer: Dawn Barnes - Training Officer

Aspirational Target:

Progress Comment: In Q1 we delivered Personal Budgeting Support to 229 Universal Credit customers and in Q2 we delivered the same service to 202 Universal Credit customers. We believe that the reduction in Q2 could be contributed to by school holidays in July & August and therefore customers having childcare issues/or unexpected commitments.



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

Q1 – 160% achieved

Q2 – 120% achieved

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

Last Updated: 29-Oct-2018

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



Lead Officer: Jen Griffiths - Benefits Manager

Reporting Officer: Dawn Barnes - Training Officer

Aspirational Target:

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

Last Updated: 24-Oct-2018

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



Lead Officer: Andrew Farrow - Chief Officer - Planning, Environment and Economy

Reporting Officer: Sharon Jones - Communities For work

Aspirational Target:

Progress Comment: 134 Clients between Communities For Work (CFW) & Communities For Work Plus (CFW+) have registered for the programme. All have support from a mentor.

Last Updated: 31-Oct-2018

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



Lead Officer: Andrew Farrow - Chief Officer - Planning, Environment and Economy

Reporting Officer: Shelley Webber - Energy Project Coordinator

Aspirational Target:

Progress Comment: Attended community events in Flint and Connah's Quay offering advice and booking further visits. Town and Community Council attendance giving advice and arranging further visits regarding measures and Warm Homes Fund.

Last Updated: 31-Oct-2018

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



Lead Officer: Andrew Farrow - Chief Officer - Planning, Environment and Economy

Reporting Officer: Shelley Webber - Energy Project Coordinator

Aspirational Target:

Progress Comment: The Warm Home Fund has funding available to spend on Flintshire homes energy efficiency measures from new central heating, any and all insulation (loft, cavity, internal and external wall insulation) and a focus on supply of lighting upgrades and monitors.

Last Updated: 19-Oct-2018

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



Lead Officer: Andrew Farrow - Chief Officer - Planning, Environment and Economy

Reporting Officer: Shelley Webber - Energy Project Coordinator

Aspirational Target:

Progress Comment: The Warm Home Fund has funding available to spend on Flintshire homes energy efficiency measures from new central heating, any and all insulation (loft, cavity, internal and external wall insulation) and a focus on supply of lighting upgrades and monitors.

Last Updated: 19-Oct-2018

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



Lead Officer: Neil Ayling - Chief Officer - Social Services

Reporting Officer: Jacque Slee - Team Manager Performance

Aspirational Target:

Progress Comment: We have three in house domiciliary care providers working on the bronze standard for Progress for Providers.

Last Updated: 20-Nov-2018

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



Lead Officer: Neil Ayling - Chief Officer - Social Services

Reporting Officer: Jacque Slee - Team Manager Performance

Aspirational Target:

Progress Comment: We are rolling out Progress for Providers to domiciliary care providers in the independent sector

Last Updated: 20-Nov-2018

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



Lead Officer: Neil Ayling - Chief Officer - Social Services

Reporting Officer: Jacque Slee - Team Manager Performance

Aspirational Target:

Progress Comment: One independent provider has reopened a home offering residential care in Flintshire

Last Updated: 24-Oct-2018

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



Lead Officer: Neil Ayling - Chief Officer - Social Services

Reporting Officer: Jacque Slee - Team Manager Performance

Aspirational Target:

Progress Comment: Care home occupancy remains high.

Last Updated: 24-Oct-2018

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



Lead Officer: Neil Ayling - Chief Officer - Social Services

Reporting Officer: Jacque Slee - Team Manager Performance

Aspirational Target:

Progress Comment: RISCA training is ongoing and we are on track to deliver to the relevant workforce by the end of this year.

Last Updated: 24-Oct-2018

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



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



Reporting Officer: Jacque Slee - Team Manager Performance

Aspirational Target:

Progress Comment: 4.6% of children looked after have moved more than twice. This included planned placement moves in accordance with the child's plan.

Last Updated: 24-Oct-2018

KPI Title	Pre. Year Period Actual	Period Actual	Period Target	Perf. RAG	Perf. Indicator Trend	YTD Actual	YTD Target	Outcome RAG
IP1.4.3.3M03 Percentage of looked after children with a timely health assessment	No Data	63.49	81	 RED	↑	70.54	81	 AMBER
<p>Lead Officer: Neil Ayling - Chief Officer - Social Services Reporting Officer: Jacque Slee - Team Manager Performance Aspirational Target: Progress Comment: Significant improvement has been made in the last 6 months; the looked after nurse regularly attends team meetings and manages the assessment appointments.</p> <p>BCUHB have increased the availability of appointments per month to 6 slots and have recruited 2 trainee doctors to assist with Health assessments from October 2018.</p> <p>Last Updated: 25-Oct-2018</p>								

KPI Title	Pre. Year Period Actual	Period Actual	Period Target	Perf. RAG	Perf. Indicator Trend	YTD Actual	YTD Target	Outcome RAG
IP1.5.1.1M01 Number of adult carers identified.	310	378	225	 GREEN	↑	680	450	 GREEN
<p>Lead Officer: Neil Ayling - Chief Officer - Social Services Reporting Officer: Jacque Slee - Team Manager Performance Aspirational Target: Progress Comment: We are extending our collection of data for carers to include carers of people who have difficulties with mental health and substance misuse, and will need to raise our target for next year to accommodate the expected increase in numbers.</p> <p>Last Updated: 31-Oct-2018</p>								

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



Lead Officer: Neil Ayling - Chief Officer - Social Services

Reporting Officer: Jacque Slee - Team Manager Performance

Aspirational Target: 1.78

Progress Comment: The Council and Betsi Cadwaladr University Health Board (BCUHB) work together on a case by case basis to ensure prompt discharge. There have been 18 delays so far this year, the longest being 22 days and the shortest being 1 day.

Last Updated: 26-Oct-2018

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



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



Reporting Officer: Jacque Slee - Team Manager Performance

Aspirational Target: 30.00

Progress Comment: Reasons for no further action include a change in need or circumstances, Child Protection threshold not met, or case signposted to other services.

Last Updated: 19-Nov-2018

KPI Title	Pre. Year Period Actual	Period Actual	Period Target	Perf. RAG	Perf. Indicator Trend	YTD Actual	YTD Target	Outcome RAG
IP1.5.3.2M02 The number of families receiving information and support through the Early Help Hub	No Data	348	200	 GREEN	N/A	676	400	 GREEN
<p>Lead Officer: Craig Macleod - Senior Manager, Children's Services & Workforce Reporting Officer: Jacque Slee - Team Manager Performance Aspirational Target: Progress Comment: This represents a 63% increase in activity compared to the same quarter last year.</p> <p>Last Updated: 12-Oct-2018</p>								

KPI Title	Pre. Year Period Actual	Period Actual	Period Target	Perf. RAG	Perf. Indicator Trend	YTD Actual	YTD Target	Outcome RAG
IP1.6.2.1M01 Percentage of employees who have completed the level 1 e-learning training package to meet the requirements of the Domestic Abuse and and Sexual Violence National Training Framework	19.2	17.14	45	 RED	↓	17.14	45	 AMBER
<p>Lead Officer: Sian Jones - Public Protection Manager - Community and Business Reporting Officer: Heather Johnson - Corporate Training Officer Aspirational Target: 50.00 Progress Comment: The total number of employees who have now been completed the e-learning module (including face to face sessions) is 1020. Approximately 350 colleagues from Streetscene will receive face to face training over November/December. Currently a huge push on completing the e-learning but difficult to reach the employees who haven't got access to a computer. In these instances face to face training available or workshops run at Northop College where computers available for employees to use. Must be booked via Trent.</p> <p>Last Updated: 31-Oct-2018</p>								

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

Lead Officer: Lynne Fensome - Management and Support Manager

Reporting Officer: Sian Jones - Public Protection Manager - Community and Business

Aspirational Target:

Progress Comment: The improved crime recording processes continue to increase the numbers of crimes recorded, particularly in the domestic related crime area. The improvement in recording and the continuation of dealing effectively with what is recorded will directly support the Police and Crime plan in wanting greater confidence for victims of domestic abuse in reporting crime

Last Updated: 31-Oct-2018

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

Lead Officer: Lynne Fensome - Management and Support Manager

Reporting Officer: Sian Jones - Public Protection Manager - Community and Business

Aspirational Target:

Progress Comment: There were 271 non crime domestic incidents and 476 domestic crimes

Last Updated:

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

Lead Officer: Lynne Fensome - Management and Support Manager

Reporting Officer: Sian Jones - Public Protection Manager - Community and Business

Aspirational Target:

Progress Comment: Improved responses across agencies is helping to provide victims with assurance that they will be provided with an appropriate response when reporting incidents of sexual assault. Measures to hold perpetrators accountable are vital in demonstrating that we are serious in tackling sexual violence.



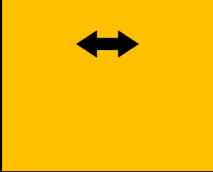
Last Updated: 26-Oct-2018




Risks

Strategic Risk

RISK TITLE	LEAD OFFICER	SUPPORTING OFFICERS	INITIAL RISK RATING	CURRENT RISK RATING	TREND ARROW	RISK STATUS
Homelessness will remain a growing area of demand due to the current economic climate	Katie Clubb - Community Support Services Manager		Amber	Amber	↔	Open
<p>Potential Effect: Homelessness remains an area of risk. The lack of suitable, settled accommodation for those on welfare benefits has caused delays in being able to achieve positive outcomes for customers.</p> <p>Management Controls: The Council has been awarded in year funding to assist with additional measures to develop Landlord incentives within the private rented sector. We have also been awarded funding to develop a night shelter during the winter months.</p> <p>Progress Comment: Homelessness remains a risk as a result of a number of factors. The introduction of welfare reforms and Universal Credit has created additional barriers to being able to successfully discharge duties to customers. The number of people presenting to the authority for help has increased during each quarter. Additional funding has been granted to develop landlord incentives within the private rented sector and also to consider alternatives to rough sleeping.</p> <p>Last Updated: 29-Oct-2018</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 needs	Melville Evans - Senior Manager - Housing Programmes	Denise Naylor - Housing Programmes Support Manager	Red	Amber	↓	Open
<p>Potential Effect: i) Increase in homelessness ii) Increased pressure on the Housing Options Team iii) Increase in people sleeping rough</p> <p>Management Controls: A Housing Strategy Manager is in post to monitor and manage Section 106 and Social Housing Grant programmes. There are robust programme management arrangements for the Strategic Housing and Regeneration Programme (SHARP)</p> <p>Progress Comment: This will always be a risk due to changes in housing demand and a lack of supply both in terms of the quantity and type of affordable homes provided. Over the past year the Welfare Reform policies have also impacted on the type of affordable housing required due to benefit restrictions. The Council aims to mitigate the risk through:</p> <ol style="list-style-type: none"> 1. Informing the type and size of all of the new builds (Council and RSLs) 2. Informing the type, tenure and size of affordable housing provision through market led schemes. <p>Last Updated: 23-Oct-2018</p>						

RISK TITLE	LEAD OFFICER	SUPPORTING OFFICERS	INITIAL RISK RATING	CURRENT RISK RATING	TREND ARROW	RISK STATUS
Department for Works and Pension's Welfare Reform Programme, including Universal Credit full service implementation which would place increasing demand on the Council for affordable and social housing	Jenni Griffith - Flintshire Connects Manager	Denise Naylor - Housing Programmes Support Manager, Suzanne Mazzone - Commissioning Officer				Open
<p>Potential Effect: Increased homelessness</p> <p>Management Controls: Developing innovative housing schemes that will aim to provide housing at a cost that under 35's can meet. The Common Housing Register recognises affordability as a housing need and gives priority to those who are suffering financial hardship in terms of housing costs due to the impacts of welfare reforms</p> <p>Progress Comment: Applicants who are affected by bedroom tax are given urgent priority for rehousing to more affordable accommodation.</p> <p>The proposed property for the shared housing pilot received full planning permission and work has been undertaken to establish demand. Due to Government changes and the withdrawal of plans to introduce a shared room rate for under 35s the demand in social housing for shared accommodation has lessened. Applicants contacted expressed a preference for self contained properties and we were unable to establish demand for the shared housing pilot. This will of course have an effect on the demand for affordable one bedroom properties.</p> <p>Last Updated: 22-Oct-2018</p>						

RISK TITLE	LEAD OFFICER	SUPPORTING OFFICERS	INITIAL RISK RATING	CURRENT RISK RATING	TREND ARROW	RISK STATUS
Reduction of land supply for council housing construction	Melville Evans - Senior Manager - Housing Programmes	Denise Naylor - Housing Programmes Support Manager				Closed
<p>Potential Effect: i) Reduction in number of units delivered</p> <p>Management Controls: On-going work to maximise the use of Council land and other publically owned land. Privately owned sites are reviewed for their potential use and purchase.</p> <p>Progress Comment: Potential land for development of housing through the Strategic Housing and Regeneration Programme (SHARP) continues to be identified and considered to support the target of 500 new social and affordable houses by 2021.</p> <p>Last Updated: 23-Oct-2018</p>						

RISK TITLE	LEAD OFFICER	SUPPORTING OFFICERS	INITIAL RISK RATING	CURRENT RISK RATING	TREND ARROW	RISK STATUS
Capital borrowing limits for council housing	Melville Evans - Senior Manager - Housing Programmes	Denise Naylor - Housing Programmes Support Manager	Amber	Amber	↔	Open
<p>Potential Effect: A reduction in the construction and delivery of Council houses</p> <p>Management Controls: i) submit application to Welsh Government for increase in borrowing cap relating to specific schemes. ii) Lobby WG to remove borrowing limits following removal in England iii) seek increase in borrowing cap with the UK Government through the Growth Deal</p> <p>Progress Comment: A bid is currently being prepared and will be submitted to WG during November for an increase to Flintshire's limit. If successful, this will allow construction to continue at required levels until pressure on borrowing is alleviated in 2021 (following achievement of WHQS). An update from Welsh Government is expected imminently on removal of borrowing limits in Wales.</p> <p>Last Updated: 26-Oct-2018</p>						

RISK TITLE	LEAD OFFICER	SUPPORTING OFFICERS	INITIAL RISK RATING	CURRENT RISK RATING	TREND ARROW	RISK STATUS
Customer expectations for the timeliness of adaptations undertaken through Disabled Facilities Grants (DFGs) may not be met due to competing demands on resources	Niall Waller - Service Manager - Enterprise and Regeneration		Amber	Amber	↔	Open
<p>Potential Effect: There will be a reputational risk to the Council if adaptations fail to meet the expectations of customers. This is increased because of the national ranking of performance by Welsh Government.</p> <p>Management Controls: i) Monitoring and management of adaptation cases. ii) Ongoing process review. iii) Continually seek ways to further increase cost-efficiency iv) Increase in budget allocation to meet demand</p> <p>Progress Comment: The performance on DFG timescales has been an area of challenge over time and a management board has been established to improve and monitor progress. The budget for the programme is currently on track.</p> <p>Last Updated: 21-Oct-2018</p>						

RISK TITLE	LEAD OFFICER	SUPPORTING OFFICERS	INITIAL RISK RATING	CURRENT RISK RATING	TREND ARROW	RISK STATUS
Availability of sufficient funding to resource key priorities	Niall Waller - Service Manager - Enterprise and Regeneration	Melville Evans - Senior Manager - Housing Programmes	Amber	Amber	↔	Open
<p>Potential Effect: Customers will wait longer to receive adaptation work in their homes</p> <p>Management Controls: Monthly monitoring of adaptations budgets and consideration of the business case for an increased budget allocation.</p> <p>Progress Comment: All budgets are monitored monthly to ensure there is sufficient availability for funding key priorities. However, as demography and expectations change with reduced resources the Council is continually reviewing opportunities to meet requirements.</p> <p>Last Updated: 21-Oct-2018</p>						

RISK TITLE	LEAD OFFICER	SUPPORTING OFFICERS	INITIAL RISK RATING	CURRENT RISK RATING	TREND ARROW	RISK STATUS
Universal Credit Full Service roll out - negative impact upon Council services	Jen Griffiths - Benefits Manager	Dawn Barnes - Training Officer	Amber	Amber	↔	Open
<p>Potential Effect: Potential increased in rent arrears and decrease of Council Tax collection. Potential increased risk of homelessness and need for accommodation. Increased demand in existing support services</p> <p>Management Controls: Welfare Reform is undoubtedly impacting services and this is being monitored via the UC Operational Board. Rent Arrears have increased and there is work on-going to identify the reason for this, i.e. is it due to delays in payments or tenants not paying their rent out of their UC money. We are focusing on early identification and intervention and have increased communication across the teams and portfolios to support this work.</p> <p>Council Tax Collection is under pressure, we are unable to directly link this to UC or welfare reform, however, welfare reform will undoubtedly contribute to this. We are currently reviewing the claims process for Council Tax Reduction Scheme to make the process easier and quicker. We have not seen a direct link between presentations for homelessness at this stage, however, this remains a risk and we will continue to provide early intervention to prevent this and monitor the situation closely.</p> <p>In addition, Flintshire's Universal Credit Operational Board is established to bring together all FCC support services that may be impacted to co-ordinate a response and review current practices to maximise support by reducing duplication.</p> <p>Progress Comment: Work has commenced to identify and mitigate the impacts of Universal Credit on Council Tenants and their rent accounts. Concentrated work around early intervention will enable support to be offered to those who need it, but a harder line to be taken with those who can pay. This will give a more realistic chance of the rent account coming back under control and out of arrears.</p> <p>There will inevitably always be an element of cash flow arrears on accounts due to the Universal Credit payments (whether direct to the council or directly to the tenant) are made in arrears.</p> <p>During 2018/19 focus will be on early identification and intervention to prevent the problem from escalating. Council Tax Collection remains under pressure, however, collection rates are on track.</p> <p>Last Updated: 13-Sep-2018</p>						

RISK TITLE	LEAD OFFICER	SUPPORTING OFFICERS	INITIAL RISK RATING	CURRENT RISK RATING	TREND ARROW	RISK STATUS
Demand for advice and support services will not be met	Jen Griffiths - Benefits Manager	Suzanne Mazzone - Commissioning Officer	Amber	Amber	↔	Open
<p>Potential Effect: The impact of Welfare Reform on Flintshire households increasing the demand for advice and support to levels beyond what resource can handle in a timely manner.</p> <p>Management Controls: The Flintshire Advice and Support Gateways are ensuring residents in need of help are referred to an appropriate service provider and maximising effective use of resources as far as possible.</p> <p>Progress Comment: The development of the Welfare Response Team has assisted with the implementation of Universal Credit. Referrals to wider support services still remain high with a significant number of residents presenting with underlying debt issues. Managers across Customer Services, Neighbourhood Housing and Revenues and Benefits are continuing to work together to develop early intervention strategies.</p> <p>Last Updated: 31-Oct-2018</p>						

RISK TITLE	LEAD OFFICER	SUPPORTING OFFICERS	INITIAL RISK RATING	CURRENT RISK RATING	TREND ARROW	RISK STATUS
Debt levels will rise if tenants are unable to afford to pay their rent or council tax	Jen Griffiths - Benefits Manager	Sheila Martin - Income Team Leader	Amber	Red	↑	Open
<p>Potential Effect: With the introduction of universal credit and reduction in benefits being paid it is anticipated that tenants will struggle to maintain their payments increasing the level of debts owed to the Council for Rent and Council Tax.</p> <p>Management Controls: Reviews of procedures are being carried out to try and mitigate the impact however a full estimate of impact cannot yet be confirmed.</p> <p>Progress Comment: A team has been set up to work with tenants at the earliest opportunity as intervention at early stages allows the identification of appropriate support to give a more realistic chance of the rent account coming back under control and out of arrears.</p> <p>The Council is now a "Trusted Partner" of Department for Work and Pensions and this means that processes and flow of information and payments is much more streamlined and automated.</p> <p>There will invariably be an element of cash flow arrears on accounts due to Universal Credit payments being made in arrears, (whether direct to the council or directly to the tenant).</p> <p>Last Updated: 01-Nov-2018</p>						

RISK TITLE	LEAD OFFICER	SUPPORTING OFFICERS	INITIAL RISK RATING	CURRENT RISK RATING	TREND ARROW	RISK STATUS
The local economy will suffer if residents have less income to spend	Jen Griffiths - Benefits Manager	Suzanne Mazzone - Commissioning Officer	Amber	Amber	↔	Open
<p>Potential Effect: Local economy will suffer as people can only just afford to spend on essential items</p> <p>Management Controls: The council is continuing to support residents to access advice and support to enable them to better manage their financial situation.</p> <p>Progress Comment: Welfare Rights and Supporting People teams worked with residents during the year to explore areas of income maximisation for residents of the county.</p>						
Last Updated: 13-Sep-2018						

RISK TITLE	LEAD OFFICER	SUPPORTING OFFICERS	INITIAL RISK RATING	CURRENT RISK RATING	TREND ARROW	RISK STATUS
Delivery of social care is insufficient to meet increasing demand	Jane M Davies - Senior Manager, Safeguarding & Commissioning	Jacque Slee - Team Manager Performance	Amber	Green	↓	Closed
<p>Potential Effect: People would be likely to experience increased waiting times or be unable to access services, with a resulting negative impact on the reputation of the Council.</p> <p>Management Controls: Developing the market for residential and nursing care Extending the opening hours for single point of access Implementing Community Resource Team Developing community resilience Implementing an Early Help Hub for children and families</p> <p>Progress Comment: Recommendations have been approved to explore the extension of Marleyfield (32 beds for intermediate care and discharge to assess). This expansion will also help to support the medium term development of the nursing sector. The Single Point of Access has already extended the time the service is available from in the mornings and work is near completion to extend the closing time and introduce weekend working. The multi agency Early Help Hub for children and families is in operation. The risk has been mitigated to green and is now closed 12/07/2018.</p>						
Last Updated: 12-Jul-2018						




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




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




Management Controls: i) Working with Corporate colleagues to use capital investment to support the development of our in-house provision.
ii) Outcomes from the 'Invest to Save' Project Manager made available together with a short, medium and long term plan to support the care sector.
iii) Quick wins from the 'Invest to Save' Project Manager to be implemented.
iv) Increase bed and extra care capacity for dementia/ learning disabilities.
v) Develop specialist respite for Early Onset Dementia.
vi) Identify and create market change and dynamics, generate more competition, new providers for all ages including children and LD.
vii) Assist with local housing (potentially subsidised) for specified employees in social care i.e. direct care staff.
viii) Joint marketing and recruitment campaign, including portals, sharing of candidates, shared approach.




Progress Comment: The expansion of Marleyfield to support the medium term development of the nursing sector continues. The re-phasing of Integrated Care Fund (ICF) capital to fit in with our capital programme, has been agreed by Welsh Government. Cabinet Secretary for Economy and Transport visited the Authority on 24th September and was supportive of the microcare initiative being introduced as a result of the Strategic Opportunity Review.
The care@flintshire portal has been populated with useful information to support providers.




Last Updated: 19-Nov-2018

RISK TITLE	LEAD OFFICER	SUPPORTING OFFICERS	INITIAL RISK RATING	CURRENT RISK RATING	TREND ARROW	RISK STATUS
Annual allocation of the Integrated Care Fund (ICF) - Short term funding may undermine medium term service delivery	Susie Lunt - Senior Manager, Integrated Services and Lead Adults	Jacque Slee - Team Manager Performance				Open
<p>Potential Effect: Insufficient funding to sustain medium term service delivery.</p> <p>Management Controls: Seeking agreement from partners on allocation of funds to deliver medium term services</p> <p>Progress Comment: The re-phasing of agreed ICF capital funding has been agreed to fit with our capital programme. Welsh Government have confirmed the ongoing use of ICF revenue funding for existing projects.</p> <p>The Chair of the North Wales Regional Partnership Board and the Chief Executive of BCUHB have created an agreement from partners on the allocation of funds to support delivery of medium term services.</p> <p>We are awaiting confirmation of allocation of capital funds.</p> <p>Last Updated: 12-Oct-2018</p>						

RISK TITLE	LEAD OFFICER	SUPPORTING OFFICERS	INITIAL RISK RATING	CURRENT RISK RATING	TREND ARROW	RISK STATUS
Early Help Hub cannot deliver effective outcomes	Craig Macleod - Senior Manager, Children's Services & Workforce	Jacque Slee - Team Manager Performance				Closed
<p>Potential Effect: Children and families who do not meet the threshold for a statutory services will not be appropriately directed to alternative services.</p> <p>Management Controls: Agreed information sharing protocol in place</p> <p>Activity data in place and scrutinised</p> <p>Steering body to meet regularly to ensure that resources are being appropriately deployed</p> <p>Progress Comment: The Early Help Hub is fully functioning, with commitment from all agencies. Enhanced consortia arrangements for support through Families First projects are ensuring responsive access to help for families. During Q1 there were 455 referrals and in Q2 there were 693 meaning 1148 referrals to the Hub this financial year. This risk is now closed.</p> <p>Last Updated: 01-Nov-2018</p>						



RISK TITLE	LEAD OFFICER	SUPPORTING OFFICERS	INITIAL RISK RATING	CURRENT RISK RATING	TREND ARROW	RISK STATUS
Rate of increase of adult safeguarding referrals will outstrip current resources	Jane M Davies - Senior Manager, Safeguarding & Commissioning	Jacque Slee - Team Manager Performance				Open
<p>Potential Effect: National timescales for processing safeguarding enquiries will not be met, resulting in potential delays for people requiring safeguarding interventions and impact on reputation of the Council.</p> <p>Management Controls: Realign response to front door referrals by utilising resources within First Contact and Intake, in order to free up time to allow the Safeguarding Managers to effectively delegate tasks.</p> <p>Progress Comment: Responsibilities within Adult Safeguarding and First Contact and Intake have been realigned, with no additional resource. Safeguarding Managers are able to effectively delegate tasks for high priority cases; this ensures that those enquiries that do not meet timescales are of a lower priority. Quarter 2 monitoring is showing an increase in safeguarding reports, so the risk remains open until we can be sure that we can continue to manage these effectively. Workload appears to be manageable and further data will support this.</p>						
Last Updated: 12-Oct-2018						



RISK TITLE	LEAD OFFICER	SUPPORTING OFFICERS	INITIAL RISK RATING	CURRENT RISK RATING	TREND ARROW	RISK STATUS
Knowledge and awareness of safeguarding not sufficiently developed in all portfolios	Fiona Mocko - Strategic Policies Advisor	Jane M Davies - Senior Manager, Safeguarding & Commissioning				Open
<p>Potential Effect: Employees will not recognise when adults and children are at risk and will not take appropriate action.</p> <p>Management Controls: Safeguarding workshops were held during Safeguarding Week in November 2017 and in January 2018; a safeguarding awareness training programme is now in place ensuring regular training opportunities are available to employees. Safeguarding is also included as part of the induction process. Opportunities to deliver training through e-learning are being explored.</p> <p>Progress Comment: Safeguarding is included within the corporate induction procedures, ensuring new employees can recognise the signs and know how to make a report. Safeguarding awareness workshops will be delivered during National Safeguarding Week in November 2018 and further training is being researched. A safeguarding page is available on the intranet providing resources to support employees and managers.</p>						
Last Updated: 01-Nov-2018						



RISK TITLE	LEAD OFFICER	SUPPORTING OFFICERS	INITIAL RISK RATING	CURRENT RISK RATING	TREND ARROW	RISK STATUS
Failure to implement safeguarding training may impact on cases not being recognised at an early stage.	Fiona Mocko - Strategic Policies Advisor					Open
<p>Potential Effect: Employees will not identify potential safeguarding issues. Referrals will not be made through the right channels which may delay investigation or result in evidence being contaminated.</p> <p>Management Controls: Safeguarding training is included in induction programme ensuring all new employees receive training. Attendance on safeguarding training is a standing agenda item on the Corporate Safeguarding Panel.</p> <p>Progress Comment: Safeguarding is included in the corporate induction ensuring all new employees have a basic understanding of safeguarding. Safeguarding training is provided regularly ensuring employees have the opportunity to access appropriate training. Types of safeguarding training provided and attendance by Portfolio are monitored at the Corporate Safeguarding Panel. Safeguarding Week is used to promote initiatives to raise awareness.</p> <p>Last Updated: 16-Oct-2018</p>						

2 Ambitious Council

Actions

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
2.1.1.1 The Regional Economic Growth Deal will be developed to final approval stages with UK and Welsh Government this year, including agreement of funding allocations and formal governance arrangements	Niall Waller - Service Manager - Enterprise and Regeneration	In Progress	01-Apr-2017	31-Mar-2019	50.00%	 GREEN	 GREEN
<p>ACTION PROGRESS COMMENTS: The detailed proposition document has been developed and is currently being approved by the core partners of the North Wales Economic Ambition Board. It is anticipated that the UK Government will announce support for the Growth Deal in the Autumn Statement with the Heads of Terms agreement document being produced and signed shortly afterwards.</p> <p>Last Updated: 02-Nov-2018</p>							



ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
2.1.1.2 Guide the development of the Deeside Enterprise Zone (DEZ) and Northern Gateway mixed use development site. Propose that developments maximise economic and social value for the County and that they deliver the commitments made in the Regional Economic Growth Deal	Niall Waller - Service Manager - Enterprise and Regeneration	In Progress	01-Apr-2017	31-Mar-2019	50.00%	 GREEN	 GREEN
<p>ACTION PROGRESS COMMENTS: The Council continues to work closely with the DEZ Board, Welsh Government, the owners of the Northern Gateway development site and potential investors to support and secure investment proposals.</p> <p>Last Updated: 02-Nov-2018</p>							

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
2.1.1.3 Develop a long term strategic approach to Council's economic estate/land	Lisa McLellan - Asset Manager	In Progress	01-Apr-2017	31-Mar-2019	20.00%	 AMBER	 AMBER

ACTION PROGRESS COMMENTS:

The initial report on the Council's Industrial Estate has now been received. Detailed consideration needs to be given to the development of strategies which either release sites for the generation of capital receipts, invest to generate increased income, and review terms of renewal or the exercising of break clauses. It is of course important to note that these assets generate a significant revenue income stream for the Council so due care needs to be exercised in any approach.



Last Updated: 05-Nov-2018

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

ACTION PROGRESS COMMENTS:

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



Last Updated: 02-Nov-2018

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

ACTION PROGRESS COMMENTS:

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

Last Updated: 02-Nov-2018

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
2.1.1.7 Propose that the development of regional and local transport strategy and initiatives maximise the potential for economic benefits and improves access to employment and tourism destinations	Niall Waller - Service Manager - Enterprise and Regeneration	In Progress	01-Apr-2018	31-Mar-2019	50.00%	 GREEN	 GREEN
<p>ACTION PROGRESS COMMENTS: All current transport proposals under development form part of the wider North Wales Growth Vision which seeks to promote economic growth across the region. In the Flintshire context transport proposals focus on enabling residents to access employment opportunities to spread the benefits of economic growth.</p> <p>Last Updated: 02-Nov-2018</p>							

Performance Indicators

No KPIs identified

Risks

Strategic Risks

RISK TITLE	LEAD OFFICER	SUPPORTING OFFICERS	INITIAL RISK RATING	CURRENT RISK RATING	TREND ARROW	RISK STATUS
Infrastructure investment does not keep pace with needs and business is lost to the economy	Andrew Farrow - Chief Officer - Planning, Environment and Economy	Niall Waller - Service Manager - Enterprise and Regeneration	Amber	Amber	↔	Open
<p>Potential Effect: Infrastructure is essential to facilitating economic growth in Flintshire. If infrastructure is not improved then investment opportunities will be jeopardised and new jobs will not be created. Overloaded infrastructure will also increase the likelihood of business investment being lost to better serviced areas.</p> <p>Management Controls: i) The Council will play a leading role in regional structures promoting economic growth. ii) The Council will set out a clear plan for local infrastructure to meet regional and local needs.</p> <p>Progress Comment: The North Wales Growth Deal will include a package of strategic infrastructure investment projects. At local level the Deeside Plan sets out a strategy for transport investment to maximise the benefit of economic growth. Welsh Government has already announced major investment in strategic road infrastructure and in public transport to help deliver this strategy.</p> <p>Last Updated: 21-Oct-2018</p>						



RISK TITLE	LEAD OFFICER	SUPPORTING OFFICERS	INITIAL RISK RATING	CURRENT RISK RATING	TREND ARROW	RISK STATUS
Support for businesses in Flintshire doesn't meet their needs and fails to encourage investment	Andrew Farrow - Chief Officer - Planning, Environment and Economy	Niall Waller - Service Manager - Enterprise and Regeneration	Amber	Amber	↔	Open
<p>Potential Effect: Businesses feedback that they highly value the service provided by the Council to help them to navigate wider support and overcome barriers to growth. Business networking activity delivered by the Council also assist businesses to work and trade together. Reduction of this support may make the County less successful as a location for business.</p> <p>Management Controls: i) The Council will continue to engage businesses and help them to access support. ii) The Council will provide opportunities for businesses to network and support one another.</p> <p>Progress Comment: The business development service in Flintshire remains responsive to business needs. The Council works closely alongside Welsh Government and other agencies to provide a co-ordinated service. The Council continues to support business networking activities through fora in various locations in the County including the Deeside Business Forum which regularly attracts over 100 businesses to their events.</p> <p>Last Updated: 21-Oct-2018</p>						



RISK TITLE	LEAD OFFICER	SUPPORTING OFFICERS	INITIAL RISK RATING	CURRENT RISK RATING	TREND ARROW	RISK STATUS
The stability of local and sub-regional economies	Andrew Farrow - Chief Officer - Planning, Environment and Economy	Niall Waller - Service Manager - Enterprise and Regeneration	Amber	Amber	↔	Open
<p>Potential Effect: Instability in the local and regional economies would lead to reduced business investment and significant job losses.</p> <p>Management Controls: Maintain an intelligence base on potential risks and mitigation measures.</p> <p>Progress Comment: The Council continues to monitor changes and trends in the UK and regional economies that may have an impact on Flintshire's economy. The main area of uncertainty, Brexit, remains difficult to predict and quantify whilst the negotiated settlement with the European Union remains unknown.</p> <p>Last Updated: 21-Oct-2018</p>						



RISK TITLE	LEAD OFFICER	SUPPORTING OFFICERS	INITIAL RISK RATING	CURRENT RISK RATING	TREND ARROW	RISK STATUS
The region having a sufficient voice at Welsh Government and UK Government levels to protect its interests	Andrew Farrow - Chief Officer - Planning, Environment and Economy	Niall Waller - Service Manager - Enterprise and Regeneration	Amber	Yellow	↓	Open
<p>Potential Effect: Decisions are taken on national and regional economic issues, infrastructure investment or other programmes which do not meet the needs of the Flintshire economy.</p> <p>Management Controls: Play a major role in the North Wales Economic Ambition Board, Mersey Dee Alliance and the Rail Task Force.</p> <p>Progress Comment: The Council has a lead role in developing the role and functions of the North Wales Economic Ambition Board and is closely involved in the work of the Mersey Dee Alliance. The Council also represents the region on the Rail Task Force and supports the All Party Parliamentary Group on transport. The Council is closely involved in the development of the outline projects for the regional Growth Deal and both the Leader of the Council and Chief Executive play a leading role in the development of the new shadow Joint Committee for North Wales. Negotiations with UK and Welsh Governments are progressing to plan.</p> <p>Last Updated: 26-Oct-2018</p>						

3 Learning Council

Actions

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
3.1.1.1 Provide effective learning opportunities and quality opportunities and quality learning environments for all pupils aged 3-18 to achieve their potential and high levels of educational attainment	Claire Homard - Senior Manager - School Improvement	In Progress	01-Apr-2017	31-Mar-2019	75.00%	 GREEN	 GREEN
<p>ACTION PROGRESS COMMENTS: The methodology for reporting on pupil data has changed from 2018 in response to the Welsh Government's decision not to publish comparative data below the national average. No benchmarking data is now available. Teacher assessment data for learner outcomes in summer 2018 at Foundation Phase and Key Stage 2 are above the national average and higher than expected levels. Key Stage 3 data also confirms that Flintshire is performing well, matching but in many cases, exceeding national averages. Learner outcomes for Key Stages 4 and 5 are still provisional until December but Key Stage 4 unverified data does demonstrate that Flintshire learners are performing above the national and regional averages and that there was improvement on many indicators from 2017. Performance in mathematics and numeracy was particularly strong. Performance in English dropped by approximately 3% but this has been the subject of significant challenge across the North Wales region to Qualifications Wales because of issues with changing grade boundaries and timings of examination entries. Performance on the main indicator at Key Stage 5 also improved from 2017. Performance at the highest grades A*-A has improved at both GCSE and A level.</p> <p>Last Updated: 08-Nov-2018</p>							



ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
3.1.1.2 Provide effective support to schools identified as causing concern to quickly re-establish good educational standards	Claire Homard - Senior Manager - School Improvement	In Progress	01-Apr-2017	31-Mar-2019	75.00%	 GREEN	 GREEN
<p>ACTION PROGRESS COMMENTS: Every school has a dedicated Support Improvement Adviser (SIA) through GwE who provides the support and challenge on performance, self-evaluation and school improvement planning processes through bespoke packages. These SIAs are overseen by the 2 core lead officers from GwE for Flintshire who report regularly to the Chief Officer/Senior Manager for School Improvement(CO/SMSI). Support plans for schools causing concern are regularly reviewed and appropriate interventions identified. Progress against these plans are then discussed with the CO/SMSI and regularly reported on through the Local Quality Board which includes the Cabinet Member and Chair of Scrutiny. Schools in the more serious categories of concern are subject to the LA's School Performance Monitoring Group and are reviewed a minimum of twice a year and the panel includes a number of elected members. In the most serious cases of concern, the LA has used its statutory powers of intervention to effect change e.g. introduction of Interim Executive Boards, leadership solutions. As a result, the number of schools in the LA in categories of serious concern have reduced from 3 to 1 and the number of schools in Estyn Review are low - just 2.</p> <p>Last Updated: 08-Nov-2018</p>							

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

ACTION PROGRESS COMMENTS:

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

Last Updated: 02-Nov-2018

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

ACTION PROGRESS COMMENTS:

The third project of Band A is Connah's Quay High School Project (Phase 1) – Construction started on site July 2017 with the anticipated completion date December 2018. Demolition of the former John Summers High School started onsite in April 2018 and is anticipated to be complete in December 2018. Penyffordd CP - Construction started on site April 2018 with anticipated completion of the new school building July 2019 (phase 1) and the remainder of external works (phase 2) anticipated to be complete during November 2019.



School Modernisation - Brynford and Lixwm Area Review – In June 2018, Cabinet determined not to proceed with the proposed statutory amalgamation of the two schools.

Nercwys VA and Nannerch VC governors have determined to consult with key stakeholders on federation. Consultation documents were published 23rd October 2018 and will run till 30th November 2018.

21st Century Schools Programme (Band B -2019 -2025) The Council's Strategic Outline Programme (SOP) estimated at £85.4m, has been approved by WG in principle. April 2018, Cabinet approved Connah's Quay High School project (Phase 2) prior to the start of Band B. This took advantage of the WG initiative and drew down funding prior to the start of Band B.

WG Infants Class Size Grant (100% WG funded) - WG have approved the £1.3m grant for Ysgol Glan Aber, Bagillt under this funding scheme. This allows the larger £2.7m project to proceed as £997K has been approved through the Council's capital programme. WG Welsh Medium Grant (100% WG funded) – WG have approved the £3m business case for capital investment in the Ysgol Glanrafon Site. The Council's R&M programme for schools continues on an annual basis.

Last Updated: 08-Nov-2018



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

ACTION PROGRESS COMMENTS:

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

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



Last Updated: 09-Nov-2018

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

ACTION PROGRESS COMMENTS:

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

Last Updated: 02-Nov-2018



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



ACTION PROGRESS COMMENTS:



Measured at the end of the year.



Last Updated: 08-Nov-2018

Performance Indicators

KPI Title	Pre. Year Period Actual	Period Actual	Period Target	Perf. RAG	Perf. Indicator Trend	YTD Actual	YTD Target	Outcome RAG
IP3.1.2.1 M01 The number of schools in an Estyn statutory category of concern	3	1	1	 GREEN	↑	1	1	 GREEN
<p>Lead Officer: Claire Homard - Senior Manager - School Improvement Reporting Officer: Claire Homard - Senior Manager - School Improvement Aspirational Target: 1.00 Progress Comment: Currently have only 1 school in an Estyn statutory category of concern, down from 3 last year.</p> <p>Last Updated: 09-Nov-2018</p>								

KPI Title	Pre. Year Period Actual	Period Actual	Period Target	Perf. RAG	Perf. Indicator Trend	YTD Actual	YTD Target	Outcome RAG
IP3.1.3.1 M01 All schools to have completed their initial assessment of readiness for the new curriculum by 1st October 2018 on the G6 dashboard	No Data	No Data	100		N/A	No Data	100	
<p>Lead Officer: Claire Homard - Senior Manager - School Improvement Reporting Officer: Claire Homard - Senior Manager - School Improvement Aspirational Target: Progress Comment: Currently unable to comment as dependant on details available on GwE database and as yet unable to access.</p>								

KPI Title	Pre. Year Period Actual	Period Actual	Period Target	Perf. RAG	Perf. Indicator Trend	YTD Actual	YTD Target	Outcome RAG
IP3.1.3.2 M02 All schools to have eliminated any red indicators against their readiness for the new curriculum by 31st March 2019 on the G6 dashboard	No Data	No Data	100		N/A	No Data	100	
<p>Lead Officer: Claire Homard - Senior Manager - School Improvement Reporting Officer: Claire Homard - Senior Manager - School Improvement Aspirational Target: Progress Comment: Currently unable to comment as dependant on details available on GwE database and as yet unable to access.</p>								



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

Lead Officer: James Warr - Operations Manager

Reporting Officer: Louisa Greenly - Performance Management & Information Officer

Progress Comment: This measure looks at those young people undertaking 16 hours or more of education, training and/or employment. This age group is a challenging one, and especially in a criminal justice setting. Therefore the service needs to work closely with external providers of education and vocational projects to ensure that young people reach their full potential. For example, all young people undertaking 30 hours or more of Unpaid Work as part of a Court Order will automatically be enrolled onto an Agored course, which gives them an accredited vocational qualification whilst fulfilling the requirement of the Court. Agored subjects include, health & safety, construction skills, first aid, and other skills that build up a credible CV. 8 young people in the quarter achieved Agored qualifications.

Last Updated: 26-Oct-2018

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

Lead Officer: Ann Roberts - Senior Manager - Integrated Youth Provision

Reporting Officer: Jeanette Rock - Senior Manager - Inclusion and Progression

Aspirational Target:

Progress Comment: All staff vacancies have been filled and as a result, a greater number of pupils have been accepted onto the programme.


Last Updated: 26-Oct-2018

Risks

Strategic Risks

RISK TITLE	LEAD OFFICER	SUPPORTING OFFICERS	INITIAL RISK RATING	CURRENT RISK RATING	TREND ARROW	RISK STATUS
Those schools who do not recognise their need for improvement and external support	Claire Homard - Senior Manager - School Improvement	Jeanette Rock - Senior Manager - Inclusion and Progression	Amber	Amber	↔	Open
<p>Potential Effect: Downturn in school performance and under achievement. Increase in the number of schools in Estyn category of concern/need of significant improvement</p> <p>Management Controls: The Council will work with schools through the Schools Standards Monitoring Group. Challenge and support will be provided through the regional school improvement partner GwE</p> <p>Progress Comment: Monitoring processes indicate that all schools have engaged appropriately with their Support Improvement Advisers during the first quarter of the year and are accessing support to implement their improvement plans. Evidence through pupil outcome data shows that improvement plans are being effective in most areas with Flintshire schools performance above national averages in nearly all key indicators across all phases. 2 targeted schools who are in category of Estyn Review have made strong progress and the LA is recommending to Estyn that they be removed from follow up - Estyn confirmation pending.</p> <p>Last Updated: 08-Nov-2018</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 - Senior Manager - Inclusion and Progression	Amber	Amber	↔	Open
<p>Potential Effect: Reduced stakeholder confidence in Education services. Downturn in school performance and under achievement . Increase in the number of schools in Estyn category of concern/need of significant improvement</p> <p>Management Controls: The Council will work with schools through the Schools Standards Monitoring Group. Leadership development will be provided through the regional school improvement partner GwE for leadership across the system at all levels. School Governor development programme. Schools collaborate and federate Bespoke Leadership development programme in place for schools through the Regional School Improvement Service - for current and aspiring leaders at all levels.</p> <p>Progress Comment: All headship vacancies in Flintshire are filled at the current time. Flintshire has the highest number of applicants in the region for senior leadership courses through GwE e.g. Aspiring Headteacher programme and the National Professional Qualification for Headship. Challenges remain in the recruitment in some key areas at middle leadership level e.g. maths, science, Welsh & pastoral. Recruitment in the Welsh medium sector, particularly in maths/science subjects is also challenging as the pool of suitably qualified applicants is low.</p> <p>Last Updated: 08-Nov-2018</p>						

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

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

Management Controls: Portfolio Strategy 2016/17 to map out progress of the legislative reforms and facilitate a timely response. Use of Welsh Government Innovation Project funding to develop awareness and skills of key school-based staff and Local Authority Officers ahead of the implementation of the Bill.

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

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

A Transition Action Plan for Flintshire will now be developed to ensure that a comprehensive transformation program is developed in conjunction with the regional plan for North Wales. The publication of the revised Code of Practice in December 2018 will support the development of this plan as there remains a lack of detail on the operational implications of the Act on schools, local authorities and partners.

Last Updated: 08-Nov-2018

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

Potential Effect: Employers will increasingly struggle to fill vacancies and may leave the area. Young people will not be able to benefit from the growth of the local economy and may need to move away to secure employment that matches their skills. If the skills base fails to match employer needs in the future then the area will struggle to compete for investment.

Management Controls: Encourage links between schools and local companies. Develop initiatives both locally and regionally to reduce the gap between young peoples' aspirations and the labour market, especially in Science, Technology, Engineering & Maths (STEM) topics and enterprise.

Progress Comment: In addition to current work to link schools, learners and employers there are a number of proposals for further work being developed as part of the North Wales Growth Deal including an enhanced careers offer and further STEM support for schools. In addition, learning provision is guided by the Regional Skills Strategy which sets out the needs of the economy.

Last Updated: 26-Oct-2018

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

Potential Effect: Reduced capacity to deliver targeted support to schools.

Management Controls: Intelligence on grant regime

Progress Comment: The sustainability of grant funding for education continues to pose a significant and live risk in a number of areas:

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

Last Updated: 08-Nov-2018

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

Potential Effect: Higher teacher ratios, unfilled places, backlog maintenance pressures, inefficient estate

Management Controls: Continuation of school modernisation programme, will reduce unfilled places, reduce backlog maintenance, remove unwanted fixed costs and infrastructure



Progress Comment: Reducing unfilled school places via school organisation change is an ongoing process. School change projects can take between three and five years from inception to delivery before reductions of unfilled places can be realised. This continues to be an ongoing process linked to the school modernisation programme. To supplement this the Council will continue to work closely with schools to consider innovative ways for reduction in capacity on a school by school basis (i.e. alternative use of school facilities by other groups) with the objective of meeting national targets of circa 10% unfilled places in all school sectors.



Last Updated: 08-Nov-2018



RISK TITLE	LEAD OFFICER	SUPPORTING OFFICERS	INITIAL RISK RATING	CURRENT RISK RATING	TREND ARROW	RISK STATUS
Limited funding to address the backlog of known repair and maintenance works in Education & Youth assets	Damian Hughes - Senior Manager, School Planning & Provision	Claire Homard - Senior Manager - School Improvement	Red	Red	↔	Open
<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 and any other external funding which becomes available.</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 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> <p>Last Updated: 08-Nov-2018</p>						

4 Green Council

Actions

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
4.1.1.1 Manage our natural environment and accessible green-space networks to deliver health, well-being and resilience goals.	Tom Woodall - Access and Natural Environment Manager	In Progress	01-Apr-2017	31-Mar-2019	50.00%	 GREEN	 GREEN
<p>ACTION PROGRESS COMMENTS:</p> <p>The Welsh Governments Environment and Sustainable Development (ESD) grant focuses outputs on Local Environment Quality and Natural Resource Management. Total grant is £115,818 for this year. Projects include flood defence, biodiversity duty and green-space enhancement. Part of the grant is being used to deliver Flintshire's Greenspace Strategy, improve greenspace facilities to encourage access, enjoyment and well-being and to facilitate engagement through arts in the community. Key projects have been delivered that have included footpath improvements, arts events involving local children and community groups, community involvement projects that saw some 3000 hours of volunteer support.</p> <p>The 1st six monthly report and claim was made to WG and the funding is on track to be delivered in full and on time. This grant programme will end March 2019 and the new Enabling Natural Resources and Wellbeing of Wales grant will take its place.</p> <p>Last Updated: 02-Nov-2018</p>							

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
4.1.1.3 Maximise the recovery and recycling of waste with a view to reducing the reliance on landfill.	Gabrielle Povey - Recycling and Compliance Officer	In Progress	01-Apr-2017	31-Mar-2019	71.00%	 GREEN	 GREEN
<p>ACTION PROGRESS COMMENTS:</p> <p>Cumulatively for the performance for 6 months performance is 70.99%. We are currently on target for year end.</p> <p>The performance has been achieved through education and awareness programme to promote recycling and the introduction of side waste enforcement. The side waste enforcement started in March, with 1800 awareness letters and stickers issued. Only 56 letters were issued for the second stage of the process which is the Section 46 Notice (under the Environmental Protection Act), with only 1 issued with an Fixed Penalty Notice (third stage). This demonstrates that the awareness and enforcement programmes to ensure residents managed their waste sustainably has resulted in residents recycling more.</p> <p>The new Household Recycle Centre at Rockcliffe, Oakenholt opened, offering a modern site with no steps with over 30 recycling opportunities. The new site also has a dedicated deconstruction area, run by Flintshire Refurbs to take non reusable bulky items back to their component parts for recycling (e.g. sofa made up of wood, metal, textiles).</p> <p>The households have all been issued with a paper copy of the collection calendars - which reinforces the message that collections take place on Bank Holidays and Christmas working has been confirmed.</p> <p>Last Updated: 02-Nov-2018</p>							



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

ACTION PROGRESS COMMENTS:

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

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



Last Updated: 02-Nov-2018



ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
4.1.1.6 Improve, protect and enhance the built environment	Lynne Fensome - Management and Support Manager	In Progress	01-Apr-2017	31-Oct-2019	50.00%	 AMBER	 AMBER



ACTION PROGRESS COMMENTS:

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

Last Updated: 02-Nov-2018

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
4.2.1.1 Access and use available grant funding to support Council priorities for accessing employment, health and leisure and education.	Katie Wilby - Transportation and Logistics Manager	In Progress	01-Apr-2017	31-Mar-2019	30.00%	 GREEN	 GREEN
<p>ACTION PROGRESS COMMENTS: Funding awarded for 2018-2019 following successful bids and all schemes underway and on track: - 1. Local Transport Fund: a) Active Travel Scheme Design £234,000 b) Access to Employment Opportunities Deeside Industrial Park (Metro) - £237,000 c) Deeside Industrial Park - Second Avenue - active travel and bus infrastructure - £180,000 d) A548 DIP Parkway Junction - partial signalisation - £243,000 2. Local Transport Network Fund - Flintshire Bus Alliance & Quality Bus Partnership Scheme - £100,000 3. Safe Routes in Communities a) Broughton Primary School, Broughton Hall Road - £260,000 b) Mountain Lane County Primary School, Knowle Lane, Buckley - £205,000 4. Road Safety (Capital & Revenue) a) Connah's Quay Priority Routes / Route Treatment Scheme - £198,000 (capital) b) B5125 Ewloe - Broughton Route Treatment Scheme - £149,500 (capital) c) Pass Plus Cymru - £5,000 (revenue) d) Kerbcraft - £25,000 (revenue) e) Older Drivers - £1,500 (revenue) f) National Standards Cycle Training - £59,301 (revenue) 5. Active Travel Fund a) Deeside Industrial Park - Active travel and bus infrastructure on Parkway, DIP Zone 2 - £1,070,000 b) Holywell Town Centre - Phase 1 Construction of Active Travel path Greenfield Valley - £697,000</p> <p>Last Updated: 02-Nov-2018</p>							

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
4.2.1.2 Prioritise the Council's road infrastructure for repairs and maintenance and implement programmes of work within available funding in order to improve the resilience, efficiency and reliability of the transport network.	Barry Wilkinson - Highways Networks Manager	In Progress	01-Apr-2017	31-Mar-2019	50.00%	 GREEN	 GREEN
<p>ACTION PROGRESS COMMENTS: Following the impact of the harsh winter weather on the highway, a programme of pothole repair and patching was undertaken across the Authority. This work removed the significant defects and looked to improve the condition of the roads, whilst reducing the risk on the network, in line with our statutory duty. Highways asset management schemes are underway as follows: The Resurfacing programme is continuing with sites across the County. Lengths of road that have deteriorated are treated with preventative measure to renew the road surface. 9 sites have been complete by the end of September. Surface Dressing is a treatment to extend the life of a road where the defect on that road effect the road surface only and not the structure. All Schemes have been completed. Following the impact of the severe weather during the winter of 2017/18 we have continued to patch defects throughout the network to reduce risk to road users. Area Coordinators continue to carry out schedule highways safety inspection and will provide condition surveys by March 2019 to inform next year preventative maintenance programmes. Inspections of post completion works by Utility Companies will continue to be undertaken until March 2019</p> <p>Last Updated: 02-Nov-2018</p>							

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



ACTION PROGRESS COMMENTS:

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

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

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

Last Updated: 02-Nov-2018



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



ACTION PROGRESS COMMENTS:



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

Last Updated: 08-Nov-2018

Performance Indicators

KPI Title	Pre. Year Period Actual	Period Actual	Period Target	Perf. RAG	Perf. Indicator Trend	YTD Actual	YTD Target	Outcome RAG
IP4.1.3.1M01 Percentage of environmentally efficient front line operational vehicles to Euro 6 standard.	33.77	79.26	90	 RED	↑	79.26	90	 AMBER
<p>Lead Officer: Lynne Fensome - Management and Support Manager Reporting Officer: Chris Goulden - Fleet Manager Aspirational Target: Progress Comment: Work continues with our fleet provider to meet our 90% target of environmentally efficient vehicles. Vehicles are replaced in line with the Demand Planning process as outlined in the Fleet Contract, which is currently at 79%. The replacement programme increases the number of newer and more energy efficient vehicles in the fleet, and decreases the total number of operated fleet vehicles.</p> <p>Last Updated: 31-Oct-2018</p>								

KPI Title	Pre. Year Period Actual	Period Actual	Period Target	Perf. RAG	Perf. Indicator Trend	YTD Actual	YTD Target	Outcome RAG
IP4.1.3.2M02 Number of street furniture and street light units replaced with LED lighting.	1520	1568	1500	 GREEN	↑	2962	3000	 GREEN
<p>Lead Officer: Lynne Fensome - Management and Support Manager Reporting Officer: Darell Jones - Operations Manager (North and Streetlighting) Aspirational Target: 6000.00 Progress Comment: The Authority is undertaking a replacement scheme of Streetlighting lanterns through the SALIX funding stream. These replace older less efficient lights with new energy efficient LED lights. The replacement program at Q2 is on schedule, although there are risk of delays during Q3 due to the procurement process of engaging in a new supplier contract. It is anticipated that end of target will still be met.</p> <p>Last Updated: 30-Oct-2018</p>								

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

Lead Officer: Sadie Smith - Energy Conservation Engineer

Reporting Officer: Sadie Smith - Energy Conservation Engineer

Aspirational Target:

Progress Comment: *Please note these figures are not weather corrected. This is only done on the whole year submission in Q4*

Emission reductions per energy fuel type:

-Electricity: 17% reduction

-Gas: 15% reduction

-LPG: 7% reduction

-Oil: 10% increase

The continued reduction in carbon emissions has been facilitated by:

-the community asset transfer of libraries and leisure services.

-the installation of LED lighting in Gwernymynydd CP School, Ysgol y Waun, Saltney Ferry CP School, Wood Memorial School, Wepre Park Visitors Centre and Westwood CP School.

-the installation of a new heating control system at Aston Family Centre



-re-commissioning of the solar photovoltaic (PV) at Connahs Quay High School which had had a reduced output.

-warm weather from May onwards has also helped reduce gas consumption.

-the conversion of some primary schools (Treuddyn Schools, Bryn Pennant) from LPG to natural gas

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

Last Updated: 19-Nov-2018

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



Lead Officer: Lynne Fensome - Management and Support Manager

Reporting Officer: Gabrielle Povey - Recycling and Compliance Officer

Aspirational Target:



Progress Comment: Amount has increased compared to same period last year. This is positive following the introduction of charges for garden waste collections. Also sustained education and enforcement regarding no side waste.

Last Updated: 25-Oct-2018

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



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

Last Updated: 25-Oct-2018

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

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

Last Updated: 19-Oct-2018

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

Lead Officer: Lynne Fensome - Management and Support Manager

Reporting Officer: Ceri Hansom - Integrated Transport Unit Manager

Aspirational Target:

Progress Comment: There are currently 5 transport arrangements in place.

1. Higher Kinnerton - Broughton

2. Northop Hall - Connah's Quay



3. Penyffordd - Buckley

4. Cymau - Broughton

5. Holywell & surrounding areas (please note this transport arrangement is due to be withdrawn November 2018 due to the lack of usage of the scheme).

New schemes and Local Travel arrangements will be identified as part of the bus subsidy review.

Last Updated: 19-Nov-2018

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



Lead Officer: Lynne Fensome - Management and Support Manager

Reporting Officer: Ceri Hansom - Integrated Transport Unit Manager

Aspirational Target:

Progress Comment: 326 routes (school, adult social care, local bus routes and college) have been through a compliant tendering exercise. There are approximately 7 emergency routes which need to be procured

Last Updated: 29-Oct-2018

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

Lead Officer: Lynne Fensome - Management and Support Manager

Reporting Officer: Ceri Hansom - Integrated Transport Unit Manager

Aspirational Target:

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

Last Updated: 29-Oct-2018

Risks




Strategic Risk




RISK TITLE	LEAD OFFICER	SUPPORTING OFFICERS	INITIAL RISK RATING	CURRENT RISK RATING	TREND ARROW	RISK STATUS
Reduction of the Single Environment Grant	Tom Woodall - Access and Natural Environment Manager	Lynne Fensome - Management and Support Manager	Amber	Amber	↔	Open
<p>Potential Effect: Income targets not met Potential reduction could impact staffing resource to maintain service delivery</p> <p>Management Controls: Raised as a pressure for 2017/18.</p> <p>Progress Comment: For 2018/19 waste and flood allocations are to be removed from the Single Revenue Grant (SRG) . Resources will be allocated to support Local Environment Quality (LEQ) and Natural Resources Management (NRM) through the existing SRG mechanism through the funding secured for this year. However Officers attended a WG workshop that explained the competitive nature of the process moving forward as the grant is to be removed and the broad themes that were to be followed in this competitive process. By moving to this process there is a risk that Flintshire will not receive any future funding.</p> <p>Last Updated: 26-Oct-2018</p>						




RISK TITLE	LEAD OFFICER	SUPPORTING OFFICERS	INITIAL RISK RATING	CURRENT RISK RATING	TREND ARROW	RISK STATUS
Limitations on suitable Council sites with sufficient area for larger scale renewables schemes and suitable connections to the electric grid	Sadie Smith - Energy Conservation Engineer	Lynne Fensome - Management and Support Manager	Amber	Amber	↔	Open
<p>Potential Effect: Failure to meet Carbon Reduction target</p> <p>Management Controls: Continue to review the availability of sites</p> <p>Progress Comment: Six potential brownfield sites have been identified as possible renewable energy generation sites. Initial feasibility assessments have been completed for these sites, including energy generation capacity, potential grid connection costs, planning constraints, ecology, land contamination, legal constraints and indicative installation costs and potential income generation. This has enabled 3 sites to be prioritised. Detailed feasibility studies have been completed including economic/financial modelling for these 3 sites with formal grid connection applications submitted to SP Energy Networks. Key next steps will be to assess the final business case once a formal grid connection offer has been received. A high level review of the Council's agricultural estate has been completed assessing energy generation potential, acreage available and possible planning/legal constraints.</p> <p>Last Updated: 26-Oct-2018</p>						

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

RISK TITLE	LEAD OFFICER	SUPPORTING OFFICERS	INITIAL RISK RATING	CURRENT RISK RATING	TREND ARROW	RISK STATUS
Insufficient funding to ensure our highways infrastructure remains safe and capable of supporting economic growth	Barry Wilkinson - Highways Networks Manager	Lynne Fensome - Management and Support Manager	Amber	Amber	↔	Open
<p>Potential Effect: Deterioration of the condition of highways in Flintshire</p> <p>Management Controls: Focussed investment through the funding of schemes that maintain or reduce the pace of deterioration of the condition of the main highway infrastructure. Road Safety Scheme identification for improvement to routes through available funding. Maximise funding received through the quality of the bid submission by aligning submissions to follow successful bid model techniques.</p> <p>Progress Comment: The monies made available for Highway infrastructure maintenance programmes will be allocated and expended by the end of the financial year. Those monies remain below the level of funding required to maintain a Steady State in the condition of the road network. Streetscene & Transportation ensure that available funding is spent allocated appropriately, and ensure best value for the expenditure to maintain the highway network. Highways asset management schemes are underway as follows: Resurfacing - Programme of schemes progressing - expected completion 31/03/2019 Surface Dressing - Complete Patching - Program On-going Undertake condition surveys to produce the annual resurfacing programme by March 2019. Undertake post completion inspections of utility work by March 2019. Priority is given to the areas of the network that require the investment whilst considering the local infrastructure.</p> <p>Last Updated: 30-Oct-2018</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.	Ceri Hansom - Integrated Transport Unit Manager	Lynne Fensome - Management and Support Manager				Open
<p>Potential Effect: Decrease in bus services to residents, particularly in rural areas</p> <p>Management Controls: Develop services so that they become more commercially viable</p> <p>Progress Comment: Withdrawal of subsidies could affect viability of some marginal commercial bus services impacting on people with disabilities, younger people, people employed on low wages, who are unable to drive, and those who may have no alternative choice of travel. There is also a potential impact on rural communities, where no alternative transport services exist and there is heavy reliance on private cars for travel. We are currently completing a bus subsidy review where we have managed to sustain a core network of bus routes and gain funding for Local Travel arrangements to connect rural communities to the core network.</p>						
Last Updated: 29-Oct-2018						

RISK TITLE	LEAD OFFICER	SUPPORTING OFFICERS	INITIAL RISK RATING	CURRENT RISK RATING	TREND ARROW	RISK STATUS
Supply chain resilience of transport providers	Katie Wilby - Transportation and Logistics Manager	Lynne Fensome - Management and Support Manager				Open
<p>Potential Effect: Transport services cannot be provided</p> <p>Management Controls: i) Management of safety compliance checks. ii) Management of financially compliant contracts</p> <p>Progress Comment: The control measures have been put in place to mitigate against another major transport services provider going into administration or not able to meet the required operating standards. New processes have been established and officers are carrying out both safety compliance checks and also finance compliance checks on contractors.</p>						
Last Updated: 02-May-2018						

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

Potential Effect: Increase in cost to future planned repairs as network deteriorates beyond that can be rectified by planned maintenance
Increase in insurance claims




Management Controls: Targeting funding on those schemes that maintain or reduce the pace of deterioration of the condition of the main highway infrastructure.

Progress Comment: The risk trend has increased due to the severity of the 2017/18 winter, with road conditions throughout the County detrimentally affected by road surface defects and potholes.

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

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

Last Updated: 31-Oct-2018

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

Potential Effect: i) Planned programme of community transport hubs not delivered. ii) Decreased passenger numbers on bus services.

iii) Increase in individual car usage



Management Controls: Realistic deliverable programme for 2018/19 of 5 Community Transport Hubs that have been supported by the local communities and Town and Community Councils



Progress Comment: Community based transport services can play an important part in an integrated passenger transport provision and transport network. Community Benefit clauses are included in all new transport routes awarded (except local bus). This free service provided by the successful tenderer as a Community Benefit have contracts with FCC under the new DPS. They have to provide 1.5% of their annual mileage as a free service to support the delivery of Local Travel Arrangements, passengers would be required to pay a fare or use their Concessionary Travel pass on the journeys. Delivery is dependent on the ability and willingness of the local communities and transport operators to support and deliver sustainable transport arrangements.



Last Updated: 29-Oct-2018

5 Connected Council

Actions

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
5.1.1.1 Build stronger social enterprises with the sector itself leading development of the sector	Neil Ayling - Chief Officer - Social Services	In Progress	01-Apr-2017	31-Mar-2019	50.00%	 GREEN	 GREEN
<p>ACTION PROGRESS COMMENTS: There are estimated to be around 40 social enterprises operating across Flintshire currently and a network has been created to enable them to meet up and learn from each other. A framework for health checks has been created and offered to social enterprises to give them assurance and advice regarding their long term viability. This is optional and has not yet been adopted, but will continue to be offered and promoted. Growth of social enterprises in the current financial year is expected to exceed targets.</p> <p>Last Updated: 19-Nov-2018</p>							



ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
5.1.1.2 Grow the capacity of the social enterprise sector and Alternative delivery Models (ADMs) to become more self-sustaining.	Neil Ayling - Chief Officer - Social Services	In Progress	01-Apr-2017	31-Mar-2019	50.00%	 GREEN	 GREEN
<p>ACTION PROGRESS COMMENTS: As above, the framework to support and enable social enterprises in Flintshire is developing, with health check tools and networks in place to support ongoing resilience. We are also seeking Social Enterprise accreditation for Flintshire to provide a framework against which we can check the support we provide. Monitoring and reporting arrangements are also in place for key ADMs, such as Aura and Holywell Leisure Centre to ensure that progress is clearly understood on an ongoing basis while the businesses establish themselves following transfer.</p> <p>Last Updated: 02-Nov-2018</p>							

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

ACTION PROGRESS COMMENTS:

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



Last Updated: 19-Nov-2018

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

ACTION PROGRESS COMMENTS:

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



Last Updated: 20-Nov-2018

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

ACTION PROGRESS COMMENTS:

Much progress has been made during the first half of the year. We have been awarded the Silver Award for the Ministry of Defence's Employee Recognition Scheme; being very close to gaining the Gold Award. The Award Ceremony is to be held in November in Cardiff. There have been many community projects to commemorate the Centenary of WW1 which we have supported and promoted. Grants have been applied and awarded for 2 specific partnership projects; one in Talacre and one in Connah's Quay.

Last Updated: 20-Nov-2018



ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
5.1.1.7 Ensure that the Council maximises its contribution to achieving the priorities of the Public Services Board's Well-being Plan	Karen Armstrong - Corporate Business and Communications Executive Officer	In Progress	01-Apr-2017	31-Mar-2019	50.00%	 GREEN	 AMBER

ACTION PROGRESS COMMENTS:

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

Last Updated: 20-Nov-2018

Performance Indicators

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



Lead Officer: Neil Ayling - Chief Officer - Social Services

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

Aspirational Target:

Progress Comment: A total of 7 social enterprises applied for a Flintshire Business Award, they were; Groundworks, No 1 Strength and Fitness, Cambria Aquatics, Art and Soul Tribe, Flint Refurbs, Aura Wales and Caffi Isa.

Last Updated: 31-Oct-2018

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



Lead Officer: Neil Ayling - Chief Officer - Social Services

Reporting Officer: Arwel Staples - Procurement Business Partner - Strategic Procurement

Aspirational Target:

Progress Comment: A Draft Community Benefits Policy and Guidance Note has been drafted for consultation internally. The Policy once adopted will make it mandatory for community benefits to be included in contracts above £25k. The Guidance note will also provide commissioners with sample Invitation to Tender questions and a sample tender evaluation methodology. This will therefore facilitate further adoption of community benefits for contracts above £25k.

Last Updated: 29-Oct-2018

KPI Title	Pre. Year Period Actual	Period Actual	Period Target	Perf. RAG	Perf. Indicator Trend	YTD Actual	YTD Target	Outcome RAG
IP5.1.4.1M01 Third Sector playing a major role in 4 community resilience programmes: CATS's, Social Prescribing, Holway area work; Shotton area work	No Data	4	2	 GREEN	N/A	4	2	 GREEN

Lead Officer: Neil Ayling - Chief Officer - Social Services



Reporting Officer: Karen Armstrong - Corporate Business and Communications Executive Officer

Aspirational Target:

Progress Comment: Steady progress is being made in all 4 areas of community resilience; especially the Holway area work where a successful community event took place involving all generations and tenures. This needs to be maintained and continues to be an active partnership activity.

The other 3 areas of resilience work continue to be developed at the relevant pace.

Last Updated: 26-Oct-2018

KPI Title	Pre. Year Period Actual	Period Actual	Period Target	Perf. RAG	Perf. Indicator Trend	YTD Actual	YTD Target	Outcome RAG
IP5.1.5.1M01 Percentage of key Council activities from the Flintshire Well-Being Plan delivered	No Data	95	95	 GREEN	N/A	95	95	 GREEN



Lead Officer: Colin Everett - Chief Executive

Reporting Officer: Karen Armstrong - Corporate Business and Communications Executive Officer

Aspirational Target:

Progress Comment: All Council Plan activities which are shared with our partners as part of the Public Services Well-being Plan are monitored quarterly. At the Public Services Board meeting in October, all actions were being progressed in accordance with the Delivery Plan.

Last Updated: 31-Oct-2018

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



Lead Officer: Karen Armstrong - Corporate Business and Communications Executive Officer

Reporting Officer: Fiona Mocko - Strategic Policies Advisor

Aspirational Target:

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

Last Updated: 29-Oct-2018

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

Lead Officer: Karen Armstrong - Corporate Business and Communications Executive Officer

Reporting Officer: Fiona Mocko - Strategic Policies Advisor

Aspirational Target:

Progress Comment: Education policies now include the ability to capture the number of pupils who are children of serving personnel or veterans. This will enable and provide data for funding bids to support children and families of serving personnel or veterans.

Last Updated: 15-Oct-2018

Risks

Strategic Risk

RISK TITLE	LEAD OFFICER	SUPPORTING OFFICERS	INITIAL RISK RATING	CURRENT RISK RATING	TREND ARROW	RISK STATUS
The capacity and appetite of the community and social sectors	Neil Ayling - Chief Officer - Social Services	Cher Lewney - Digital Customer & Community Resilience Programme Manager	Amber	Amber	↔	Open
<p>Potential Effect: Lack of capacity to and desire of the sector resulting in unsustainable community and social sector projects such as Community Asset Transfers and Alternative Delivery Models</p> <p>Management Controls: Work with Flintshire Community Voluntary Sector, Co-operative Wales, and local community groups and social enterprises to develop skills.</p> <p>Progress Comment: Sustained progress on growth of the social sector with development of new Community Asset Transfers and Alternative Delivery Models. The emphasis will now be on sustaining this delivery and maximising its impact. Regular review meetings and partnership board meetings are in place.</p> <p>Last Updated: 09-Nov-2018</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 (ADM's)face	Neil Ayling - Chief Officer - Social Services		Amber	Amber	↔	Open
<p>Potential Effect: More competition from other agencies or decreasing use of the services means they are in the future unsustainable</p> <p>Management Controls: Continue to work with the Alternative Delivery Models (ADM's) to grow their entrepreneurial skills and meet with them annually at least to review progress</p> <p>Progress Comment: Established reviews are planned with each of the Alternative Delivery Models. Two reviews have taken place with Aura Leisure and Libraries and concluded that the first year business plan is being delivered and agreed subject to Cabinet approval the second year business plan.</p> <p>Last Updated: 09-Nov-2018</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 (ADM's)	Neil Ayling - Chief Officer - Social Services		Amber	Amber	↔	Open
<p>Potential Effect: Reductions in funding to these models by the public sector resulting in the new to stop or close services and facilities</p> <p>Management Controls: Support to Alternative Delivery Models (ADM's) to ensure their financial plans are resilient if public funding decreases</p> <p>Progress Comment: Review meetings are providing an update on the future financial context so organisations can plan for potential reductions when appropriate. Business Plans for 2018/19 have been prepared and shared with the Council and these will identify if funding for the future enables the organisations to be sustainable. These plans show that funding levels for organisations in 2018/19 are sustainable.</p> <p>Last Updated: 09-Nov-2018</p>						



RISK TITLE	LEAD OFFICER	SUPPORTING OFFICERS	INITIAL RISK RATING	CURRENT RISK RATING	TREND ARROW	RISK STATUS
Procurement regulations stifling our ability to develop local community and third sector markets	Gareth Owens - Chief Officer - Governance		Amber	Amber	↔	Open
<p>Potential Effect: Social and third sector organisation not able to grow through the winning of new contracts</p> <p>Management Controls: Work with procurement and commissioning teams to identify the most effective way of working with the community and third sectors.</p> <p>Progress Comment: Draft Community Benefits Strategy agreed by Cabinet and a workshop has held with the procurement team to start implementation of this strategy. Engagement with the community and third sector on the strategy is planned. A plan to help council workforce commission in a way that delivers community benefits is being developed.</p> <p>Last Updated: 09-Nov-2018</p>						



RISK TITLE	LEAD OFFICER	SUPPORTING OFFICERS	INITIAL RISK RATING	CURRENT RISK RATING	TREND ARROW	RISK STATUS
Newly established Social Enterprises and Community Asset Transfers failing in their early stages of development.	Neil Ayling - Chief Officer - Social Services		Amber	Amber	↔	Open
<p>Potential Effect:</p> <p>Management Controls: Open book accounting by key social enterprises with the council and where issues identified cooperative work to resolve these.</p> <p>Progress Comment: Review meetings have been held with all Community Asset Transfers (CATs) that transferred 2015-17. The second year review meetings are now complete as are the first reviews for organisations that took on Community Asset Transfers after 1 April 2017.</p> <p>Last Updated: 09-Nov-2018</p>						

6 Serving Council

Actions

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
6.1.1.1 Develop and implement a renewed five year financial plan that reflects anticipated funding, costs and efficiencies to support strategic decision making over the life of the new Council.	Gary Ferguson - Corporate Finance Manager	In Progress	01-Apr-2017	31-Mar-2019	50.00%	 AMBER	 AMBER
<p>ACTION PROGRESS COMMENTS: In view of the significant financial challenge and in the absence of indicative future funding allocations from Welsh Government, the Council has primarily needed to focus on the year ahead. However, known pressures are able to be modelled for the life of the current Council term.</p> <p>Last Updated: 02-Nov-2018</p>							

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
6.1.1.2 Through the People Strategy we aim to operate effectively as a smaller organisation.	Sharon Carney - Lead HR Business Partner	In Progress	01-Apr-2017	31-Mar-2019	50.00%	 GREEN	 GREEN
<p>ACTION PROGRESS COMMENTS: We have made good progress in delivering the key priority areas of the People Strategy established to date. Despite all of the challenges faced by our employees as a result of further funding cuts, we are pleased to report continued improvements in attendance, exceeding our target of 9.00 days per Full Time Equivalent for 2017/18. The organisation remains focussed on understanding and meeting customer needs in the most cost effective manner possible, whilst sustaining high performance. It will be difficult to lean further without compromising service standards and impacting on the health and well-being of our workforce. To support services plan for the future, taking into account the ongoing demands faced, high level workforce and succession plans have been completed by all portfolios. The learning and development offer has been reviewed and enhanced; at its heart is the development of coaching principles to support the introduction of a coaching management style and culture to improve performance management and build resilience across the management hierarchy.</p> <p>Last Updated: 19-Nov-2018</p>							



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

ACTION PROGRESS COMMENTS:

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

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



Last Updated: 08-Nov-2018

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

ACTION PROGRESS COMMENTS:

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



Last Updated: 19-Nov-2018

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
6.1.1.7 Adopting the Ethical Code for the Procurement of Supply Chains	Gareth Owens - Chief Officer - Governance	In Progress	01-Apr-2018	31-Mar-2019	59.00%	 GREEN	 GREEN

ACTION PROGRESS COMMENTS:

The ethical code requires the council to adopt policies to reduce or eliminate poor working conditions amongst our suppliers. It contains a series of commitments to specific obligations. The Action plan to implement the ethical code was approved by Cabinet in June. 16 out of the 27 obligations requiring action on the part of the Council are already fully or partially complete. An action plan is being prepared for the remaining 11 actions. 7 actions convey a duty on the Council to intervene/offer assistance if a concern is raised by a third party, for example to work with our suppliers to rectify any issues of illegal or unethical employment practice.



Last Updated: 08-Nov-2018

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

ACTION PROGRESS COMMENTS:

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

Last Updated: 16-Nov-2018



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



ACTION PROGRESS COMMENTS:



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



Last Updated: 02-Nov-2018



Performance Indicators

KPI Title	Pre. Year Period Actual	Period Actual	Period Target	Perf. RAG	Perf. Indicator Trend	YTD Actual	YTD Target	Outcome RAG
IP6.1.1.1M01 The amount of efficiency targets achieved (£)	7779000	5336	1377.75	 GREEN	N/A	5336	2755.5	 GREEN
<p>Lead Officer: Gary Ferguson - Corporate Finance Manager Reporting Officer: Sara Dulson - Corporate Accounting and Systems Aspirational Target: Progress Comment: The actual efficiencies achieved as at the Month 5 Revenue Budget monitoring report is £5.336m</p> <p>Last Updated: 25-Oct-2018</p>								

KPI Title	Pre. Year Period Actual	Period Actual	Period Target	Perf. RAG	Perf. Indicator Trend	YTD Actual	YTD Target	Outcome RAG
IP6.1.1.2M02 The percentage of planned efficiencies achieved	92	97	95	 GREEN	↑	97	95	 GREEN
<p>Lead Officer: Gary Ferguson - Corporate Finance Manager Reporting Officer: Sara Dulson - Corporate Accounting and Systems Aspirational Target: Progress Comment: As per the Revenue Monitoring Month 5 report it is projected that 97% of efficiencies will be achieved against the target of 95%</p> <p>Last Updated: 29-Oct-2018</p>								

KPI Title	Pre. Year Period Actual	Period Actual	Period Target	Perf. RAG	Perf. Indicator Trend	YTD Actual	YTD Target	Outcome RAG
IP6.1.1.3M03 The percentage variance between the revenue budget out-turn and the budget set	0.5	0.01	0.5	 GREEN	↑	0.01	0.5	 GREEN
<p>Lead Officer: Gary Ferguson - Corporate Finance Manager Reporting Officer: Sara Dulson - Corporate Accounting and Systems Aspirational Target: Progress Comment: At Month 5 revenue monitoring the projected out-turn is reported as £0.303m against a total budget of £264.328. This is a percentage variance of 0.01%</p> <p>Last Updated: 30-Oct-2018</p>								

KPI Title	Pre. Year Period Actual	Period Actual	Period Target	Perf. RAG	Perf. Indicator Trend	YTD Actual	YTD Target	Outcome RAG
IP6.1.2.1M01 (PAM/001) The number of working days per full time equivalent (FTE) local authority employees lost due to sickness absence	1.81	2.15	8.5	 GREEN	↓	4.74	8.5	 AMBER
<p>Lead Officer: Sharon Carney - Lead HR Business Partner Reporting Officer: Andrew Adams - Business Information and Compliance Adviser Aspirational Target: Progress Comment: The FTE days lost for the Council during quarter two is 2.15, which equates to the overall FTE days lost of 4.74 for 2018/19. The annual forecast for 2018/19 is 9.48, which will fall short of our target of 8.50.</p> <p>Last Updated: 29-Oct-2018</p>								

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

Lead Officer: Sharon Carney - Lead HR Business Partner

Reporting Officer: Andrew Adams - Business Information and Compliance Adviser

Aspirational Target:

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

Last Updated: 29-Oct-2018

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

Lead Officer: Rebecca Jones - Customer Services and Registration Manager

Reporting Officer: Rebecca Jones - Customer Services and Registration Manager

Aspirational Target:

Progress Comment: This includes data from: Mobile App, Web (refers to systems that log enquiries on behalf of customers) and Website.

Last Updated: 31-Oct-2018

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



Lead Officer: Rebecca Jones - Customer Services and Registration Manager

Reporting Officer: Rebecca Jones - Customer Services and Registration Manager

Aspirational Target:

Progress Comment: The total value of these online payments is £1,484,832.78. The most common sources of the online payments were; Council Tax 12,538, Flintshire Invoices 437, Rent 6,431, Business Rates 234, Bailiff 1,039 and Planning 121.

Last Updated: 20-Nov-2018

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



Lead Officer: Stephen Jones - Chief Officer - Streetscene and Transportation

Reporting Officer: David Barnes - Manager - Revenues

Aspirational Target:

Progress Comment: Debt Levels at the start of 2018/19, for aged debts in excess of 60 days, was £2.61m and by the end of Q2, this has reduced to £2.54m, a reduction of £70k or 2.63% in percentage terms. However, this has not met the target of reducing the ambitious target of £3.5%

Last Updated: 29-Oct-2018

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

Lead Officer: Stephen Jones - Chief Officer - Streetscene and Transportation

Reporting Officer: David Barnes - Manager - Revenues

Aspirational Target:

Progress Comment: Collection Rates for 2018/19 at Q2 are very slightly behind target but broadly comparable to 2017/18

Last Updated: 29-Oct-2018

Risks

Strategic Risk

RISK TITLE	LEAD OFFICER	SUPPORTING OFFICERS	INITIAL RISK RATING	CURRENT RISK RATING	TREND ARROW	RISK STATUS
The scale of the financial challenge	Gary Ferguson - Corporate Finance Manager	Sara Dulson - Corporate Accounting and Systems	Red	Red	↔	Open
<p>Potential Effect: Reduction in funding of Revenue Support Grant leading to challenging financial position for the Council in its ability to set a balanced budget.</p> <p>Management Controls: In view of the significant financial challenge and in the absence of indicative future funding allocations from Welsh Government, the Council has primarily needed to focus on the year ahead. However, known pressures are able to be modelled for the life of the current Council term with the strategy to be reviewed during the period based on the best available intelligence and identification of solutions available.</p> <p>Progress Comment: The Council was projecting a budget gap of £13.7m in September. This increased to £15.3m following receipt of the provisional settlement due to a decrease in the Council's aggregate external funding of 1%. Stage 1 and Stage 2 budget options were approved by Council in November and a revised gap of £6.7m remains. The final settlement is due to be received on 19th December and the Council has an active campaign for additional funding to be made available from Welsh Government to help alleviate the need for a significant council tax rise. The final stage 3 balancing budget options will be considered by Cabinet and Council in January/February.</p>						
Last Updated: 05-Nov-2018						

RISK TITLE	LEAD OFFICER	SUPPORTING OFFICERS	INITIAL RISK RATING	CURRENT RISK RATING	TREND ARROW	RISK STATUS
The capacity and capability of the organisation to implement necessary changes.	Gareth Owens - Chief Officer - Governance	Cher Lewney - Digital Customer & Community Resilience Programme Manager	Amber	Amber	↔	Open
<p>Potential Effect: That projects agreed as part of the Digital Strategy will be hindered or delayed thereby delaying the potential benefits to residents or causing cost to be incurred in correcting mistakes</p> <p>Management Controls: Capacity will be taken into account when selecting projects for inclusion in the action plan and will be timed to fit with the needs of the service and availability of employees. Each separate project will also undergo a risk assessment to establish the capacity and capability necessary to take it forward and any gaps that might need to be addressed</p> <p>Progress Comment: An exercise is underway currently to plan a single integrated programme plan incorporating all of the work required across all workstreams. This will identify dependencies and ensure that resources are aligned to its delivery. This plan will be submitted to Chief Officers for discussion in December 2018.</p>						
Last Updated: 09-Nov-2018						

