Performance Progress Report

Flintshire County Council

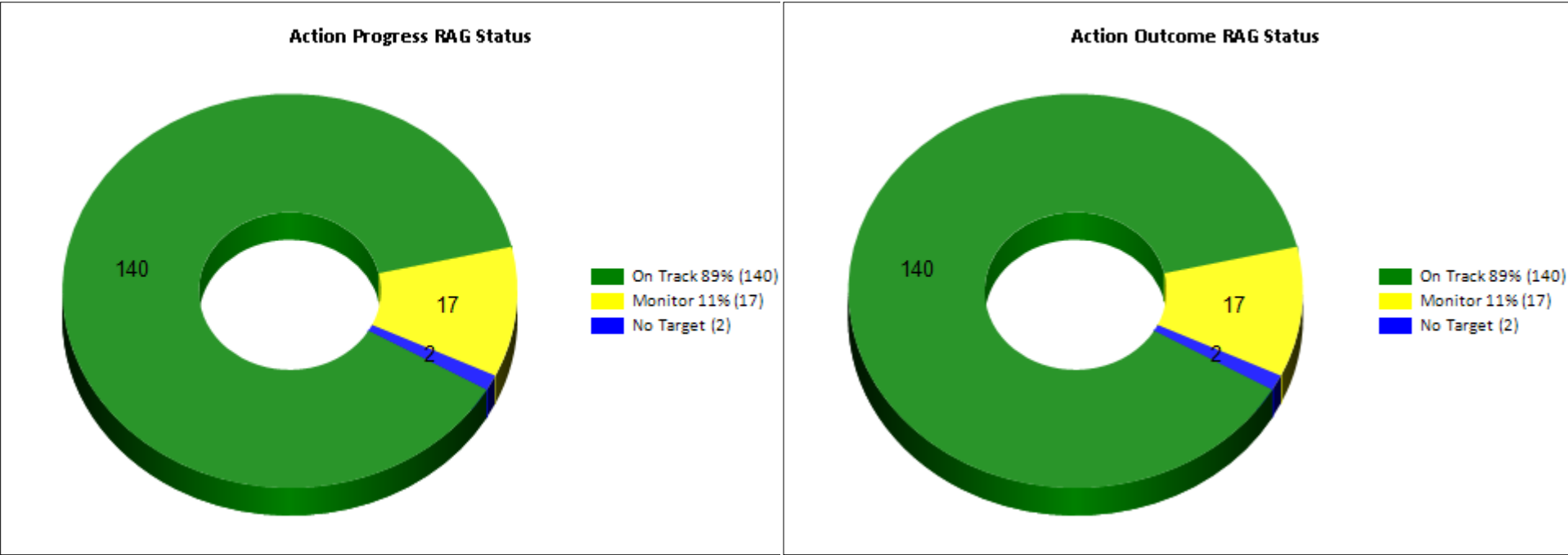# Contents

Progress Charts

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

KPI Progress RAG Status

43 · 6 · 4 · 2
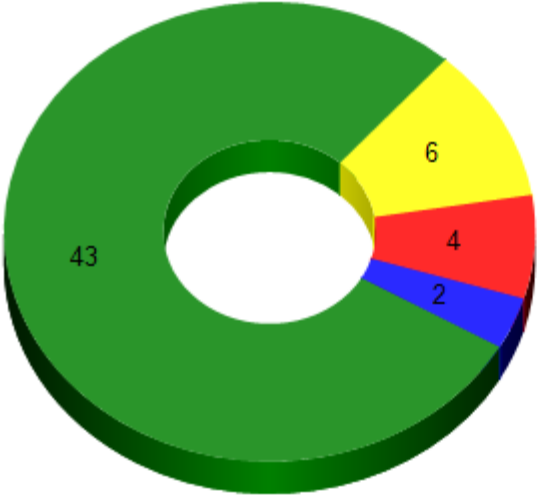
- On Track 81% (43)
- Monitor 11% (6)
- Off Track 8% (4)
- No Target (2)

KPI Outcome RAG Status

46 · 7 · 1
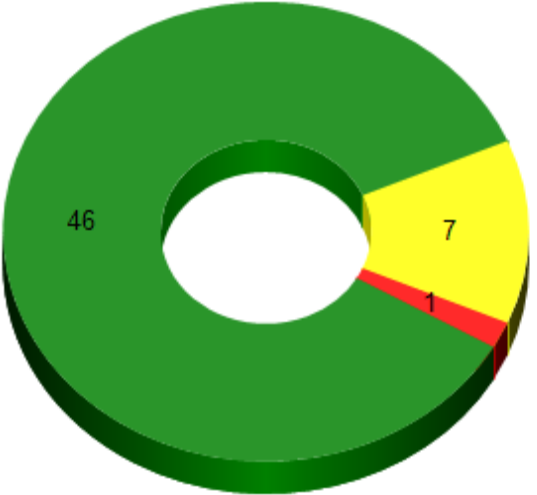
- On Track 85% (46)
- Monitor 13% (7)
- Off Track 2% (1)

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

Current Risk Status

Legend:
- ■ Insignificant (1) 6% (3)
- ■ Minor (2) 12% (6)
- ■ Moderate (3) 71% (37)
- ■ Major (4) 12% (6)

Caring Council

Actions

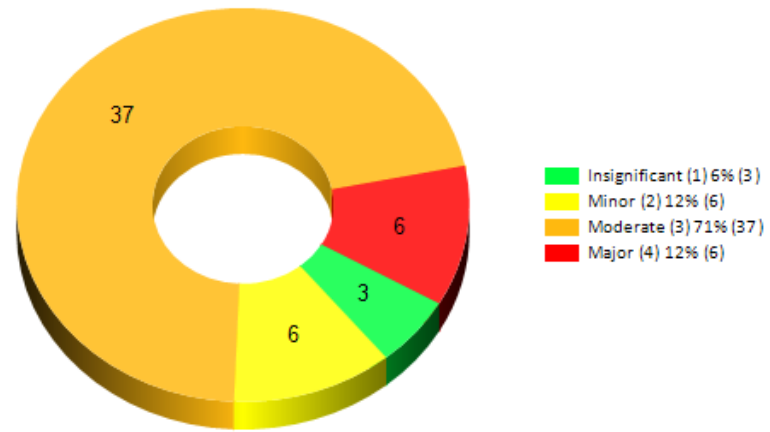| ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
1.1.1.1 (CP) Opening of the Holywell Extra Care Scheme to extend supply in another community area	Susie Lunt - Senior Manager, Integrated Services and Lead Adults	In Progress	01-Apr-2019	31-Mar-2020	75.00%	GREEN	GREEN

ACTION PROGRESS COMMENTS:
Plas Yr Yrwn is due to open in February 2020. Apartments are being allocated and residents will be moving in over a period of eight weeks, with the facility being fully operational by the end of March 2020.

Last Updated: 08-Jan-2020

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
1.1.1.2 (CP) Agreement of a preferred option to further extend supply in a further community area with Buckley as the priority	Jacque Slee - Team Manager Performance	In Progress	01-Apr-2019	31-Mar-2020	50.00%	AMBER	GREEN

ACTION PROGRESS COMMENTS:
Further discussions have not identified an appropriate site to develop as yet.

Last Updated: 14-Jan-2020

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
1.1.2.1 (CP) Implementing a Quality Framework for Microcare	Dawn Holt - Commissioning Manager	In Progress	01-Apr-2019	31-Mar-2020	75.00%	GREEN	GREEN

ACTION PROGRESS COMMENTS:

Development Officers are drafting a Quality Framework to support the implementation of Microcare, which aims to support older people in rural communities with direct care needs, through the development of small, locally based, person centred provision. The Foundation Economy Grant Application to bring in further support for the development of the Quality Framework has been approved. We have had an initial meeting with Care Inspectorate Wales regarding the Quality Framework, and have arranged subsequent meetings to draft tools that meet the needs of all stakeholders.

Last Updated: 23-Dec-2019

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
1.1.2.2 (CP) Seed funding developed to support the start-up and development of new Microcare services	Dawn Holt - Commissioning Manager	Completed	01-Apr-2019	31-Mar-2020	100.00%	GREEN	GREEN

ACTION PROGRESS COMMENTS:

Seed funding for Microcare is incorporated into the Foundation Economy Grant Application (FEGA), although development officers are also looking for alternative sources of funding that might support business start-up. The grant has now been approved, and it has been agreed that we will offer £1,000 seed funding per care-based microcarer, and £500 seed funding per well-being microcarer. We have three organisations interested in the microcare concept in Flintshire, and eight individuals.

Last Updated: 23-Dec-2019

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

ACTION PROGRESS COMMENTS:

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

Last Updated: 22-Oct-2019

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
1.1.2.4 (CP) Adopting a new approach to Homecare recruitment using value based recruitment processes	Jacque Slee - Team Manager Performance	In Progress	01-Apr-2019	31-Mar-2020	75.00%	GREEN	GREEN

ACTION PROGRESS COMMENTS:

We were actively involved in the WeCare Wales event for value based recruitment in each of the 5 key localities. Following success of the recent training, we have internally recruited four non-traditional care workers as a direct result of the value based recruitment programme. We are holding a second round of training in Quarter 4, and this is specifically targeted at the independent care providers to help support their recruitment challenges.

Last Updated: 23-Dec-2019

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
1.1.3.1 (CP) Increase the number of people who access the social prescribing / third sector service through the Single Point of Access (SPOA).	Jacque Slee - Team Manager Performance	In Progress	01-Apr-2019	31-Mar-2020	75.00%	GREEN	GREEN

ACTION PROGRESS COMMENTS:

Between April – September 2019, the two SPOA based workers providing a Social Prescribing response responded to 202 referrals for support. The support offered is in response to a discussion about "what matters" to the individual meaning that the responses are person centred and bespoke to their individual needs. The number of referrals from GPs is continuing to increase; the next data will be collected in March 2020.

Last Updated: 24-Jan-2020

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
1.1.3.2 (CP) Increase the number of domiciliary providers working towards the silver standard for Progress for Providers	Jacque Slee - Team Manager Performance	In Progress	01-Apr-2019	31-Mar-2020	75.00%	GREEN	GREEN

ACTION PROGRESS COMMENTS:

Three in house, three Extra Care and three independent sector domiciliary providers are working towards achieving the Silver standard for Progress for Providers, the quality standard for domiciliary care.

Last Updated: 08-Jan-2020

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
1.1.4.1 (CP) Implementation of a system for collecting and evaluating feedback from adults involved in the safeguarding process	Jayne Belton - Children's Safeguarding Manager	Completed	01-Apr-2019	31-Mar-2020	100.00%	GREEN	GREEN

ACTION PROGRESS COMMENTS:

Feedback from adults involved in the Safeguarding process is currently included in our regular case file audits. An annual audit is planned for March to look at themes arising from the case conference, including the experience of adults who go through the process.

Last Updated: 08-Oct-2019

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
1.1.4.2 (CP) Include the recommendations from Strategy Meetings in the case file audit process	Jayne Belton - Children's Safeguarding Manager	In Progress	01-Apr-2019	31-Dec-2019	50.00%	GREEN	GREEN

ACTION PROGRESS COMMENTS:

Questions related to reviewing the actions from Strategy Meetings have been included in our case file audit tool from January 2020.

Last Updated: 10-Jan-2020

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
1.1.4.3 (CP) Implement electronic monitoring for recommendations from Strategy Meetings	Jayne Belton - Children's Safeguarding Manager	Completed	01-Apr-2019	31-Mar-2020	100.00%	GREEN	GREEN

ACTION PROGRESS COMMENTS:

The Looked After Review document is on our Client Information System (Paris); the tracking of recommendations is included in this document.

Last Updated: 08-Oct-2019

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
1.1.5.1 (CP) Meeting the annual inflationary costs of care providers	Jane M Davies - Senior Manager, Safeguarding & Commissioning	In Progress	01-Apr-2019	31-Mar-2020	90.00%	GREEN	GREEN

ACTION PROGRESS COMMENTS:
The North Wales fee setting group have agreed the model for fee setting, and draft percentage uplift figures have been produced. These may alter as a result of a February budget, but we will take this into account if necessary. Providers have been consulted with the proposed 2020/21 uplifts, and we look to confirm the figure in Quarter 4.

Last Updated: 23-Dec-2019

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
1.1.5.2 (CP) Implement active use of digital mapping to assist in the brokerage of domiciliary care	Dawn Holt - Commissioning Manager	Completed	01-Apr-2019	31-Dec-2019	100.00%	GREEN	GREEN

ACTION PROGRESS COMMENTS:
The digital map is in place, and being used actively to broker packages of care across the County.

Last Updated: 09-Oct-2019

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
1.1.5.3 (CP) Marleyfield House planning phase completed	Susie Lunt - Senior Manager, Integrated Services and Lead Adults	Completed	01-Apr-2019	31-Mar-2020	100.00%	GREEN	GREEN

ACTION PROGRESS COMMENTS:
Following Planning Committee approval in January 2020, the extension of Marleyfield House is on track to be in contract by March 2020. Construction is due to start in April 2020, with a view to being operational by April 2021.

Last Updated: 08-Jan-2020

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
1.1.5.4 (CP) Introduction of an online financial self-assessment to give people the opportunity to arrange their own self-funded care	Jacque Slee - Team Manager Performance	Completed	01-Apr-2019	31-Mar-2020	100.00%	GREEN	GREEN

ACTION PROGRESS COMMENTS:

Individuals are now able to complete an initial assessment online to determine their eligibility for care funding.

Last Updated: 08-Oct-2019

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
1.1.6.1 (CP) Successful application to become a Dementia Friendly Council	Dawn Holt - Commissioning Manager	Completed	01-Apr-2019	31-Mar-2020	100.00%	GREEN	GREEN

ACTION PROGRESS COMMENTS:

Flintshire is the first Dementia-Friendly Council in North Wales, supporting intergenerational work and alternative therapies. The Council was recognised as 'Working Towards Becoming Dementia Friendly' in August 2019.

Last Updated: 08-Oct-2019

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
1.2.1.1 (CP) Implementing an agreed Placement Strategy	Craig Macleod - Senior Manager, Children's Services & Workforce	In Progress	01-Apr-2019	31-Dec-2019	85.00%	GREEN	GREEN

ACTION PROGRESS COMMENTS:

Solid progress is being made against the 13 actions set in the Placement Strategy. Five actions have been fully implemented with good progress in delivering the remaining eight actions.

Last Updated: 24-Jan-2020

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
1.2.1.2 (CP) Agreed provider and implementation plan	Craig Macleod - Senior Manager, Children's Services & Workforce	Completed	01-Apr-2019	31-Mar-2020	100.00%	GREEN	GREEN

ACTION PROGRESS COMMENTS:

The Regional Market Positioning Statement for children and young people in residential care, fostering and secure accommodation seeks to realign current independent provision to meet the needs of looked after children in North Wales. The Statement was formerly launched at the National Social Care Conference on 11 September 2019.

Last Updated: 08-Jan-2020

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
1.2.1.3 (CP) Testing and agreeing new regional models of support to extend and complement local provision	Craig Macleod - Senior Manager, Children's Services & Workforce	In Progress	01-Apr-2019	31-Mar-2020	75.00%	GREEN	GREEN

ACTION PROGRESS COMMENTS:

A model for a sub regional approach has been agreed, including the intensive therapeutic model provided with BCUHB for children at risk of placement breakdown or those at risk of entering the care system. A training plan will be developed and core components delivered by March 2020.

Last Updated: 08-Jan-2020

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
1.2.2.1 (CP) Ensure that pre-birth assessments are included in the regular audit process	Jayne Belton - Children's Safeguarding Manager	Completed	01-Apr-2019	31-Mar-2020	100.00%	GREEN	GREEN

ACTION PROGRESS COMMENTS:

Questions on the Pre-Birth Risk Assessment have been included in the case file audit tool for Children's Services, and are reviewed on a quarterly basis.

Last Updated: 08-Oct-2019

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
1.2.2.2 (CP) Implement a system to track data on children who are reported missing	Jayne Belton - Children's Safeguarding Manager	Completed	01-Apr-2019	31-Mar-2020	100.00%	GREEN	GREEN

ACTION PROGRESS COMMENTS:
This has been implemented through our Client Information System (Paris). Current data is regularly extracted and reported to Missing, Exploitation, and Trafficking (MET) Panel.

Last Updated: 24-Jan-2020

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
1.2.3.1 (CP) Test and evaluate the Mockingbird Model of Fostering in 2019/2020 with the aim to have a proposed model ready for full implementation in 2020/2021	Peter Robson - Service Manager, Children's Resources	In Progress	01-Apr-2019	31-Mar-2020	75.00%	GREEN	GREEN

ACTION PROGRESS COMMENTS:
A full business case including market research, financial forecasting and service sustainability has been developed and submitted as an Invest to Save project. Funding has been awarded and the recruitment process has started.

Last Updated: 17-Jan-2020

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
1.2.3.2 (CP) Approval of regional fostering manager to take forward the work on the National Fostering Framework across North Wales	Peter Robson - Service Manager, Children's Resources	In Progress	01-Apr-2019	31-Dec-2019	66.00%	GREEN	GREEN

ACTION PROGRESS COMMENTS:
A funding model for the regional post has been agreed, along with host arrangements through Gwynedd Council. Initial recruitment processes were not successful. Gwynedd have identified a solution for the Region and will be hosting this arrangement which will bring additional capacity to drive forward regional approaches to Fostering.

Last Updated: 22-Jan-2020

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
1.2.4.1 (CP) Agree with Welsh Government a local strategy for effective and cost-efficient edge of care services	Craig Macleod - Senior Manager, Children's Services & Workforce	Completed	01-Apr-2019	31-Mar-2020	100.00%	GREEN	GREEN

ACTION PROGRESS COMMENTS:
A strategic approach to supporting children on the edge of care, safely, and appropriately, reducing the number of known children in the care system, and improving outcomes for our looked after children has been agreed. Quarterly reporting on progress will be undertaken to measure progress and impact.

Last Updated: 08-Jan-2020

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
1.2.4.2 (CP) Achievement of the actions and targets within our Corporate Parenting Strategy	Craig Macleod - Senior Manager, Children's Services & Workforce	In Progress	01-Apr-2019	31-Mar-2020	75.00%	GREEN	GREEN

ACTION PROGRESS COMMENTS:
Specific actions for delivery in 2019/20 were endorsed by the Joint Education & Youth and Social & Health Care Overview & Scrutiny Committee. A report summarising progress against all 20 actions was presented to Social Services Programme Board, and to our Children's Services Forum, in November 2019. The report identified positive progress with actions to be taken forward in six areas in early 2020.

Last Updated: 24-Jan-2020

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
1.3.1.2 (CP) Achievement of the actions and targets for the Regional Learning Disability Service Transformation project both regionally (as the lead Authority) and locally	Jo Taylor - Disabilities Services Manager	In Progress	01-Apr-2019	31-Mar-2020	75.00%	GREEN	GREEN

ACTION PROGRESS COMMENTS:
North Wales Together Learning Disability Transformation programme have concluded the first phase of their project plan and have identified themes to take forward. Bids from potential providers have been received and considered, with a view to achieving operational projects by March 2021..

Last Updated: 08-Jan-2020

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
1.4.1.1 (CP) Establishing a permanent emergency bed provision in Flintshire	Jenni Griffiths - Homeless and Advice Manager	In Progress	01-Apr-2019	31-Mar-2020	80.00%	AMBER	AMBER

ACTION PROGRESS COMMENTS:

The Glanrafon Centre in Deeside has been identified as a potential site for this provision to be relocated. Feasibility works have been undertaken and the site is suitable both in terms of location and facilities within the building. A planning application has been submitted for change in use. Alongside this a specialist provider has been identified to manage the facility and ensure that all service users that access this are provided with support in terms of benefits, housing and well-being.

Last Updated: 24-Jan-2020

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
1.4.1.2 (CP) Supporting rough sleepers through the employment of an Outreach Worker	Jenni Griffiths - Homeless and Advice Manager	Completed	01-Apr-2019	31-Mar-2020	100.00%	GREEN	GREEN

ACTION PROGRESS COMMENTS:

This provision enables the service to engage with rough sleepers, offer support and assistance and link them in with support services available in the area. This provision has worked well in terms of the ability to react to reports of rough sleeper in a more efficient way and isn't restricted to office working hours. The employee undertaking this work has however given notice to terminate the position and with the end of contract date being March 20 it is unlikely this post will be successfully recruited into during this timeframe. In running this pilot contract there have been some issues identified with resilience of the service in terms of covering absences and leave with this being a stand alone post. The service is reviewing this provision and currently investigating options to align this service to an existing contract to ensure it is robust and resilient moving forward. The Housing Solutions Service will continue to monitor and react to all rough sleeper reports during this time.

Last Updated: 22-Jan-2020

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
1.4.1.3 (CP) Completion of a feasibility study for short term emergency provision for young people with follow-up actions	Jenni Griffiths - Homeless and Advice Manager	In Progress	01-Apr-2019	31-Mar-2020	40.00%	AMBER	AMBER

ACTION PROGRESS COMMENTS:
Scoping work continues to better understand the requirement of a provision specifically for young people. A number of options are currently being investigated to determine feasibility. This work is complex in nature with a number of pieces of activity which need to be developed. An initial site where it was deemed there was good practice has been visited and a further visit with Senior Officers is to be progressed. This piece of work will inform the future commissioning of The Council's provision for young people through its Housing Support Grant in 2020/21.

Last Updated: 13-Jan-2020

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
1.4.1.4 (CP) Completion of feasibility study for a Housing First approach in Flintshire for people with complex needs with follow up actions	Jenni Griffiths - Homeless and Advice Manager	Completed	01-Apr-2019	31-Mar-2020	100.00%	GREEN	GREEN

ACTION PROGRESS COMMENTS:
We have completed a pilot scheme that looked into a number of concepts and models of delivery. This has led to the recruitment of two Housing First Officers who will start their new roles in January 2020.

Last Updated: 23-Jan-2020

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
1.4.1.5 (CP) Increasing the number of available rented properties in the Private Rented Sector (PRS) to provide housing solutions	Jenni Griffiths - Homeless and Advice Manager	In Progress	01-Apr-2019	31-Mar-2020	75.00%	AMBER	AMBER

ACTION PROGRESS COMMENTS:

HAWS letting agency are proactively working in Flintshire to increase the number of Private Rented Sector (PRS) properties available to meet housing demand. A Private Rented Sector Landlord event was held in November 2019 to re-engage with this sector and understand landlords concerns and the barriers to housing some client groups, i.e unemployed applicants. The aim of this event was to help the service to identify the areas landlords require support and assistance to make the Private Rented Sector more accessible to all applicants. Unfortunately the event was not well attended and HAWS are currently developing an online survey to identify if there is an increase in engagement via this method.

Last Updated: 13-Jan-2020

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
1.4.2.1 (CP) Meeting the targets within the comprehensive capital delivery programme of modernisation and refurbishment work to our housing stock	Sean O'Donnell - Contract Surveyor	In Progress	01-Apr-2019	31-Mar-2020	75.00%	GREEN	GREEN

ACTION PROGRESS COMMENTS:

On target to meet the programme set within the comprehensive capital delivery programme to ensure our housing stock achieves the Welsh Housing Quality Standards (WHQS) by December 2020.

Last Updated: 24-Jan-2020

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
1.4.2.2 (CP) Achieving WHQS for the total stock by 2020/21	Sean O'Donnell - Contract Surveyor	In Progress	01-Apr-2019	31-Mar-2020	75.00%	GREEN	GREEN

ACTION PROGRESS COMMENTS:

We are on target to achieve the Welsh Housing Quality Standards for all Council owned properties by December 2020. Work is currently focused upon external envelope work.

Last Updated: 24-Jan-2020

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
1.4.2.3 (CP) Capital Expenditure is within budget for Housing work.	Sean O'Donnell - Contract Surveyor	In Progress	01-Apr-2019	31-Mar-2020	75.00%	GREEN	GREEN

ACTION PROGRESS COMMENTS:

Our current Capital Expenditure is on track with our projections and our Capital Programme will be delivered within the allocated budget.

Last Updated: 24-Dec-2019

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
1.4.3.1 (CP) Meeting the in-year aims and targets of the Housing Strategy and Action Plan for 2019-2024	Melville Evans - Senior Manager - Housing Programmes	Not Started	01-Apr-2019	31-Mar-2020	0.00%		

ACTION PROGRESS COMMENTS:

The Housing Strategy has now been adopted by the Council, following endorsement from Cabinet in October 2019. Work to deliver on actions set out in the strategy will now be delivered. There are a large number of activities, some of which are cross cutting with other Council services, and these need to be developed through the setting up of suitable task and finish groups.

Last Updated: 24-Jan-2020

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
1.4.4.1 (CP) Providing new social and affordable housing (1) as set out in the Housing Revenue Account (2) through NEW Homes Development Plans and (3) through the commitments of our Housing Association partners drawing on Welsh Government funding where possible	Melville Evans - Senior Manager - Housing Programmes	In Progress	01-Apr-2019	31-Mar-2020	75.00%	GREEN	GREEN

ACTION PROGRESS COMMENTS:

Development of this work stream has a long delivery time so end of year reporting will provide a more definitive figure.

Last Updated: 03-Jan-2020

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
1.4.4.2 (CP) Maximising the provision of affordable housing through market led schemes and developer obligations in line with planning policy requirements	Melville Evans - Senior Manager - Housing Programmes	In Progress	01-Apr-2019	31-Mar-2020	75.00%	GREEN	GREEN

ACTION PROGRESS COMMENTS:

Ongoing negotiations with developers as an when planning applications are submitted to ensure the Council maximise the provision of affordable housing.

Last Updated: 24-Jan-2020

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
1.4.5.1 (CP) The availability of suitable housing through new build social housing developments and other supported housing provision	Melville Evans - Senior Manager - Housing Programmes	In Progress	01-Apr-2019	31-Mar-2020	50.00%	GREEN	GREEN

ACTION PROGRESS COMMENTS:

We are currently on target to deliver 70 new social units of accommodation through our partner Registered Social Landlords (RSL) this year. This has reduced from the last quarter due to a housing association not meeting it's target.

Last Updated: 24-Jan-2020

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
1.4.5.2 (CP) Effective implementation of the Welsh Government's recommended Service Standards for delivery of Housing Adaptations	Jen Griffiths - Benefits Manager	In Progress	01-Apr-2019	31-Mar-2020	60.00%	GREEN	GREEN

ACTION PROGRESS COMMENTS:

The Housing Adaptations Best Practice Group has now been established which includes representatives from the Local Authority, Registered Social Landlords and Third Sector. The group has established a terms of reference which sets the overarching role of the group: "to improve the access to housing that meets people's health needs, regardless of tenure, provide a platform for sharing best practice and help develop new ways of delivering adaptations." The group is scheduled to meet on a monthly basis and work has already started on the development of an action plan to deliver the recommended service standards within Flintshire.

Last Updated: 14-Jan-2020

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
1.4.5.3 (CP) Supporting people to remain in their homes through the provision of housing support and advice	Jenni Griffiths - Homeless and Advice Manager	In Progress	01-Apr-2019	31-Mar-2020	75.00%	GREEN	GREEN

ACTION PROGRESS COMMENTS:
Prevention work continues to be a priority for households who are potentially at risk of becoming homeless. Households are identified as soon as possible and support is put in place to resolve the issues faced and minimise the risk of homelessness. This work is carried out through a number of functions which include the Supporting People Team and Housing Solutions Team.

Last Updated: 22-Jan-2020

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
1.4.5.4 (CP) Adoption of a renewed strategy for our sheltered and supported housing schemes following review	Dawn Kent - Senior Sheltered Housing Officer	In Progress	01-Apr-2019	31-Mar-2020	75.00%	GREEN	GREEN

ACTION PROGRESS COMMENTS:
Currently undertaking the review with a report due early 2020. We are on target to produce a draft strategy by March 2020.

Last Updated: 17-Jan-2020

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
1.4.5.5 (CP) Effective management of the Specialist Housing register in partnership with Housing Associations to ensure the housing needs of vulnerable households are met	Cheryl Marland - Housing Access and Sarth Team Leader	In Progress	01-Apr-2019	31-Mar-2020	50.00%	GREEN	GREEN

ACTION PROGRESS COMMENTS:
The specialist housing register currently has 49 applicants of which 42 require specialist adapted properties and seven require large properties. At the end of quarter three, two households from the specialist housing register were successfully rehoused into suitable accommodation. The SARTH partnership continue to work closely to meet the needs of vulnerable households and representatives from all organisations meet every six weeks to review current voids against specialist housing register needs to identify properties that can be adapted.

Last Updated: 24-Jan-2020

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
1.5.1.1 (CP) Forming a new social food enterprise with short and medium term objectives and targets	Jen Griffiths - Benefits Manager	Completed	01-Apr-2019	31-Mar-2020	100.00%	GREEN	GREEN

ACTION PROGRESS COMMENTS:

The Council and its partners have been exploring a number of options which will see progress maintained through the development of a longer term and sustainable solution to food poverty. In order to address these issues in the long term, a local social-food-enterprise is in the process of being developed. The mission of the company will be to "connect everyone with good fresh food". A primary aim will be to reach and develop sustainable models for people to access good affordable fresh food, particularly linking in with work we do and services we provide such as: • Domiciliary care and linking food provision with care services. • Developing a transition programme from food aid to food purchase for vulnerable groups, i.e. homeless families. • To link in with services which support residents and embed support around food provision within those services. • To use food provision as a catalyst to begin to tackle loneliness and isolation. This work is progressing well and is in the final stages of implementation.

Last Updated: 24-Jan-2020

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
1.5.1.2 (CP) Mapping / detailing areas where there are gaps in provision and then developing solutions	Jen Griffiths - Benefits Manager	In Progress	01-Apr-2019	31-Mar-2020	70.00%	GREEN	GREEN

ACTION PROGRESS COMMENTS:

The Good Food Flintshire group is now well established and its membership includes public, private and third sector representation. Work has commenced on mapping need and activity in the County so that we can take a more targeted approach to areas with greater need.

Last Updated: 14-Jan-2020

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
1.5.1.3 (CP) Setting a food insecurity / food poverty action plan for Flintshire with partners with short and medium term objectives and targets	Jen Griffiths - Benefits Manager	In Progress	01-Apr-2019	31-Mar-2020	70.00%	GREEN	GREEN

ACTION PROGRESS COMMENTS:

The Flintshire Food Poverty Strategy was adopted by the Public Services Board in 2018 and work is now in progress to develop a detailed action plan for the County. The action plan is in the early stages currently and the Good Food Flintshire group are working around agreed themes in order to collate the information and develop this into a progressive action plan for 2020 and beyond.

Last Updated: 24-Jan-2020

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
1.5.2.4 (CP) Increasing the take up of solar, water and electricity systems by supporting their installation in vulnerable households	Leanna Jones - Energy Projects Coordinator	In Progress	01-Apr-2019	31-Mar-2020	75.00%	GREEN	GREEN

ACTION PROGRESS COMMENTS:

Continued installation of air source heat pumps (air to water) systems in public and private properties identified as fuel poor households through Warm Homes Fund.

Last Updated: 24-Jan-2020

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
1.5.3.1 (CP) In-year mapping and assessment of child poverty to inform future programme and strategy development	Gail Bennett - Early Intervention Services Manager	In Progress	01-Apr-2019	31-Mar-2020	75.00%	GREEN	GREEN

ACTION PROGRESS COMMENTS:

New group arrangements are in place involving the key stakeholders for delivering anti-poverty programmes and welfare reforms and the offer of appropriate services that meet need. Terms of Reference and Membership have been updated. Mapping and assessment are ongoing and aligning with the Funding Flexibilities and Early Years Pathfinder projects. Group arrangements continue to be refined, including governance, structure (systems and services), trigger points, and data and gap analysis. This will continue to progress during quarter four to maximise resources around 'what matters' conversations and delivery.

Last Updated: 24-Jan-2020

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
1.5.3.2 (CP) Outline our commitments in working with partner agencies to target interventions to reduce levels of child poverty	Gail Bennett - Early Intervention Services Manager	In Progress	01-Apr-2019	31-Mar-2020	75.00%	GREEN	GREEN

ACTION PROGRESS COMMENTS:

A number of programmes and services have been identified as services or agencies working towards reducing the level of child poverty. Welsh Government are conducting a national review of programmes commencing Jan 2020, and this will align with other work including the funding flexibilities, early intervention and prevention approach. The Flintshire Tackling Poverty Partnership meets twice a year with the Denbighshire Partnership. There has been a change in Chair, revised Terms of Reference; a review of Membership and the development of a forward work plan including mapping.

Last Updated: 09-Jan-2020

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
1.5.3.3 (CP) Effective planning, performance and implementation as the 'Delivery Authority' for the Childcare Offer for Flintshire, Wrexham and Denbighshire and of its supporting capital programme	Gail Bennett - Early Intervention Services Manager	In Progress	01-Apr-2019	31-Mar-2020	75.00%	GREEN	GREEN

ACTION PROGRESS COMMENTS:

As at 31 December 2019: 925 children were participating in the offer. 165 providers received funding for children. The Small Grants opened in September 2019 and have had three panels between September and January with a total of approx. £350,000 expenditure. No further small grants will be allocated during 2019-20. This will leave £150k remaining for 2020/21. Uptake of Childcare places has exceeded expectations, with a successful request to Welsh Government for an increase in the Grant. Flintshire has an agreement in place with the cross border English Counties. Bids against the Capital Grant were successful. Flintshire has been awarded £6.46 million (14 schemes). This also includes £500,000 for small grants. There are challenges around the Capital Framework and we are using the Education Framework, which is proving costly. Alternative options are currently being considered.

Last Updated: 24-Jan-2020

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
1.5.4.1 (CP) Access to sanitary products in schools and youth clubs to support wellbeing and school attendance	Claire Sinnott - Learning Advisor, Health, Wellbeing and Safeguarding	Completed	01-Apr-2019	31-Mar-2020	100.00%	GREEN	GREEN

ACTION PROGRESS COMMENTS:

There is now access to sanitary products in all schools and youth clubs.

Last Updated: 17-Jan-2020

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
1.5.5.1 (CP) Residents being supported to sustain their tenancies, pay their rent and remain in their property	David Barnes - Manager - Revenues	In Progress	01-Apr-2019	31-Mar-2020	75.00%	GREEN	GREEN

ACTION PROGRESS COMMENTS:

Residents are continuing to be supported to sustain their tenancies through the continued deployment of Mobysoft 'Rent Sense' module, changes in working practices, better target of resources, all of which are aimed to a process of early interventions to assist tenants in need of help. The service is also taking recovery action quickly (and for lower amounts) against tenants who fail to engage or pay in an effort to prevent arrears from increasing to unmanageable levels. Despite the ongoing challenges with welfare reform and an increasing number of tenants claiming Universal Credit, rent arrears have stabilised and are now starting to fall when compared to the previous year. Rent Arrears as at end of quarter three were £2.093m compared to £2.319m in the previous year - a reduction of £225k in cash terms. The early interventions and the ongoing joint working between Housing teams in Rent Income and Supporting People is helping to ensure tenancies are sustained by preventing arrears building up and ensure tenants with complex needs or those in financial difficulty receive 'fast-tracked' support they need to address their rent payments. The number of evictions carried out up to quarter three is 16 and the year-end position is likely to demonstrate a significant reduction in eviction rates, especially compared to the 30 evictions undertaken in the previous year. The reduction in evictions are projected to fall by around 30% compared to the previous year and is being achieved through the combination of control measures.

Last Updated: 24-Jan-2020

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
1.5.6.1 (CP) Effective deployment of the two new grants under new governance and management arrangements	Craig Macleod - Senior Manager, Children's Services & Workforce	In Progress	01-Apr-2019	31-Mar-2020	75.00%	GREEN	GREEN

ACTION PROGRESS COMMENTS:

Governance arrangements are fully operational, with quarterly progress reports submitted to Welsh Government. Work has commenced to develop a local outcomes framework to support programme delivery in 2020/2021.

Last Updated: 10-Jan-2020

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
1.5.6.2 (CP) Meeting need through streamlining services and developing new methods of delivery and commissioning	Craig Macleod - Senior Manager, Children's Services & Workforce	In Progress	01-Apr-2019	31-Mar-2020	75.00%	GREEN	GREEN

ACTION PROGRESS COMMENTS:
A review has been undertaken looking at: population demand and supply pressures, gaps in service responses and opportunities to develop services under the Funding Flexibilities initiative. A report has been presented to Chief Officers on 14 January 2020 to demonstrate significant progress and positive working, alongside options to inform the development of streamlined services and new approaches.

Last Updated: 24-Jan-2020

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
1.5.6.4 (CP) Measured performance of the Flexible Funding Programme and how it protects the most vulnerable people in our communities by using new and meaningful performance measures	Gail Bennett - Early Intervention Services Manager	In Progress	01-Apr-2019	31-Mar-2020	75.00%	GREEN	GREEN

ACTION PROGRESS COMMENTS:
A new national outcome framework is awaited from Welsh Government. Once this is shared, national and local performance measures will be developed which will evidence how well the Flexible Funding Programme protects the most vulnerable people in our communities. The local leadership team are currently working on a local outcomes framework, as the national framework has been delayed.

Last Updated: 17-Jan-2020

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
1.5.7.1 (CP) Achievement of targets for supporting individuals to enter employment, learning or volunteering	Sharon Jones - Communities For work	In Progress	01-Apr-2019	31-Mar-2020	50.00%	GREEN	GREEN

ACTION PROGRESS COMMENTS:
Although currently below target for the nine month period we are confident that the full year target is achievable. Both the Communities For Work and Communities For Work + teams are now fully staffed and engagement activity and events are due to increase in quarter four. Successful Employability Pathways were held in Mold and Flint and further pathways are planned in quarter four. The teams have helped support our mentoring scheme participants with 24 entering employment and 29 accessing further training and two into work placements. Employment outcomes include manufacturing, customer services, security, health care and retail.

Last Updated: 24-Jan-2020

Performance Indicators

KPI Title	Pre. Year Period Actual	Period Actual	Period Target	Perf. RAG	Perf. Indicator Trend	YTD Actual	YTD Target	Outcome RAG
CP1.1.3M03 (SS012) The number of in house and independent sector domiciliary providers working towards the silver standard for Progress for Providers	No Data	9	9	GREEN	N/A	9	9	GREEN

Lead Officer: Susie Lunt - Senior Manager, Integrated Services and Lead Adults
Reporting Officer: Jacque Slee - Team Manager Performance
Progress Comment: There are three in house, three independent sector and three extra care domiciliary providers working towards the silver standard in Progress for Providers.

Last Updated: 24-Jan-2020

KPI Title	Pre. Year Period Actual	Period Actual	Period Target	Perf. RAG	Perf. Indicator Trend	YTD Actual	YTD Target	Outcome RAG
CP1.1.3M04 (SS015) Percentage of urgent requests for equipment that meet or exceed the national 1 Day response standards	No Data	100	90	GREEN	N/A	100	90	GREEN

Lead Officer: Jacque Slee - Team Manager Performance
Reporting Officer: Jacque Slee - Team Manager Performance
Progress Comment: Equipment is managed by the North East Wales Community Equipment Service (NEWCES). The National standard for urgent requests is 90% within one day. 153 urgent requests were completed within one day.

Last Updated: 09-Jan-2020

KPI Title	Pre. Year Period Actual	Period Actual	Period Target	Perf. RAG	Perf. Indicator Trend	YTD Actual	YTD Target	Outcome RAG
CP1.1.3M05 (SS016) Percentage of requests for equipment that meet or exceed the national 7 Day standard	No Data	100	80	GREEN	N/A	100	80	GREEN

Lead Officer: Jacque Slee - Team Manager Performance
Reporting Officer: Jacque Slee - Team Manager Performance
Progress Comment: The National standard for the provision of equipment requests within 7 days is 80%. 5423 routine requests were delivered in quarter three.

Last Updated: 24-Jan-2020

KPI Title	Pre. Year Period Actual	Period Actual	Period Target	Perf. RAG	Perf. Indicator Trend	YTD Actual	YTD Target	Outcome RAG
CP1.1.3M06 (SS017) Percentage of equipment that is re-used	No Data	90	70	GREEN	N/A	90	70	GREEN

Lead Officer: Susie Lunt - Senior Manager, Integrated Services and Lead Adults
Reporting Officer: Jacque Slee - Team Manager Performance
Progress Comment: The National standard for the reuse of equipment is 70%. In quarter three, 5253 items were returned for recycling.

Last Updated: 24-Jan-2020

KPI Title	Pre. Year Period Actual	Period Actual	Period Target	Perf. RAG	Perf. Indicator Trend	YTD Actual	YTD Target	Outcome RAG
CP1.1.4M01 (PM18) [SEP] The percentage of adult protection enquiries completed within 7 days	96.58	No Data	78		N/A	96.66	78	GREEN

Lead Officer: Jane M Davies - Senior Manager, Safeguarding & Commissioning
Reporting Officer: Jacque Slee - Team Manager Performance
Progress Comment: Awaiting quarter three data from Children's Services - by end of January.

Last Updated: 17-Jan-2020

KPI Title	Pre. Year Period Actual	Period Actual	Period Target	Perf. RAG	Perf. Indicator Trend	YTD Actual	YTD Target	Outcome RAG
CP1.1.4M02 The percentage of adult safeguarding reports which proceeded to an enquiry	No Data	92.22	89	GREEN	N/A	92.22	89	GREEN

Lead Officer: Jane M Davies - Senior Manager, Safeguarding & Commissioning
Reporting Officer: Jacque Slee - Team Manager Performance
Progress Comment: The Safeguarding Unit continue to work with partner agencies to improve the quality of adult safeguarding reports.

Last Updated: 14-Jan-2020

KPI Title	Pre. Year Period Actual	Period Actual	Period Target	Perf. RAG	Perf. Indicator Trend	YTD Actual	YTD Target	Outcome RAG
CP1.2.2M01 (SS001) The percentage pre-birth assessments completed within timescales.	No Data	83.33	80	GREEN	N/A	83.33	80	GREEN

Lead Officer: Craig Macleod - Senior Manager, Children's Services & Workforce
Reporting Officer: Jacque Slee - Team Manager Performance
Progress Comment: Five out of six pre-birth assessments were completed within timescales. One was out of timescales due to the late presentation of the mother.

Last Updated: 14-Jan-2020

KPI Title	Pre. Year Period Actual	Period Actual	Period Target	Perf. RAG	Perf. Indicator Trend	YTD Actual	YTD Target	Outcome RAG
CP1.2.2M02 (SS002) The percentage of children who were reported as having run away or gone missing from home who had a return interview	No Data	100	0	GREEN	N/A	100	0	GREEN

Lead Officer: Craig Macleod - Senior Manager, Children's Services & Workforce
Reporting Officer: Jacque Slee - Team Manager Performance
Progress Comment: All 22 of the children who were reported missing had a return interview. This is a baseline year and no target has been set.

Last Updated: 17-Jan-2020

KPI Title	Pre. Year Period Actual	Period Actual	Period Target	Perf. RAG	Perf. Indicator Trend	YTD Actual	YTD Target	Outcome RAG
CP1.2.2M03 (SCC/034) The percentage of reviews of children on the Child Protection Register due in the year that were carried out within the statutory timescales	97.12	99.24	98	GREEN	↑	99.24	98	GREEN

Lead Officer: Craig Macleod - Senior Manager, Children's Services & Workforce
Reporting Officer: Jacque Slee - Team Manager Performance
Aspirational Target:
Progress Comment: One young person's review was held outside timescales due to the Christmas shut down (due on 25/12/2019, held on 07/01/2020).

Last Updated: 29-Jan-2020

KPI Title	Pre. Year Period Actual	Period Actual	Period Target	Perf. RAG	Perf. Indicator Trend	YTD Actual	YTD Target	Outcome RAG
CP1.2.2M04 (SCC/014) The percentage of initial child protection conferences that were due in the year and were held within 15 working days of the strategy discussion	92.5	80	95	RED	↓	80	95	AMBER

Lead Officer: Craig Macleod - Senior Manager, Children's Services & Workforce
Reporting Officer: Jacque Slee - Team Manager Performance
Aspirational Target:
Progress Comment: 11 siblings from two families had their conferences delayed to achieve quoracy with partner agencies over the Christmas and New Year period. Both family conferences were held in early January. Whilst every effort is made to convene conferences within timescales, we acknowledge that even if we achieve 100% compliance in quarter four, we will not hit the annual target of 95%, and therefore the outcome RAG has been set at Amber for this measure.

Last Updated: 29-Jan-2020

KPI Title	Pre. Year Period Actual	Period Actual	Period Target	Perf. RAG	Perf. Indicator Trend	YTD Actual	YTD Target	Outcome RAG
CP1.2.3M01 (SS003) Number of new foster carer approvals in the year	No Data	13	7	GREEN	N/A	13	7	GREEN

Lead Officer: Craig Macleod - Senior Manager, Children's Services & Workforce
Reporting Officer: Jacque Slee - Team Manager Performance
Progress Comment: In quarter three we completed approvals for one general fostering carer, one respite carer, and two connected person carers, giving a total of 13 new approvals so far this year.

Last Updated: 24-Jan-2020

KPI Title	Pre. Year Period Actual	Period Actual	Period Target	Perf. RAG	Perf. Indicator Trend	YTD Actual	YTD Target	Outcome RAG
CP1.2.4M01 (SS004) Number of referrals to the Family Group Meeting Service	No Data	66	70	AMBER	N/A	248	210	GREEN

Lead Officer: Craig Macleod - Senior Manager, Children's Services & Workforce
Reporting Officer: Jacque Slee - Team Manager Performance
Progress Comment: There were 66 referrals to the Family Group Meeting Service in quarter three. This is below the quarterly target of 70, however we exceeded target in the last two quarters and are well on track to meet the annual target by the end of March.

Last Updated: 24-Jan-2020

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

Lead Officer: Susie Lunt - Senior Manager, Integrated Services and Lead Adults
Reporting Officer: Jacque Slee - Team Manager Performance
Aspirational Target:
Progress Comment: Special Guardianship orders are awarded as an alternative to being a looked after child, for those children who cannot live with their birth parents and who would benefit from a legally secure placement.

Last Updated: 29-Jan-2020

KPI Title	Pre. Year Period Actual	Period Actual	Period Target	Perf. RAG	Perf. Indicator Trend	YTD Actual	YTD Target	Outcome RAG
CP1.3.1M01 / CP2.1.6M02 (SS013) People with a learning disability accessing Project Search to improve their employability skills	No Data	9	0	GREEN	N/A	9	0	GREEN

Lead Officer: Susie Lunt - Senior Manager, Integrated Services and Lead Adults
Reporting Officer: Jacque Slee - Team Manager Performance
Progress Comment: Nine young people enrolled in Project Search in the September intake. No target has been set as we are establishing a baseline for the year.

Last Updated: 08-Jan-2020

KPI Title	Pre. Year Period Actual	Period Actual	Period Target	Perf. RAG	Perf. Indicator Trend	YTD Actual	YTD Target	Outcome RAG
CP1.3.1M02 (SS014) Number of people transitioning into Hwb Cyfle	No Data	52	50	GREEN	N/A	52	50	GREEN

Lead Officer: Susie Lunt - Senior Manager, Integrated Services and Lead Adults
Reporting Officer: Jacque Slee - Team Manager Performance
Progress Comment: This figure represents the average number of individuals attending the day service at Hwb Cyfle in the first half of this year. A further 218 people with a learning disability attended other day services in the County.

Last Updated: 08-Jan-2020

KPI Title	Pre. Year Period Actual	Period Actual	Period Target	Perf. RAG	Perf. Indicator Trend	YTD Actual	YTD Target	Outcome RAG
CP1.4.1M01 Number of Private Rented Sector (PRS) properties available via HAWS Lettings contract for Housing Solutions	No Data	0	0	GREEN	N/A	0	0	GREEN

Lead Officer: Jenni Griffiths - Homeless and Advice Manager
Reporting Officer: Denise Naylor - Housing Programmes Support Manager
Progress Comment: HAWS Lettings not secured any additional properties in quarter three but are currently in negotiations with landlords in respect to four single person properties.
This is a new service and is ongoing in terms of promoting HAWS Lettings as a managing agent in Flintshire to build up their portfolio. A Landlord Event was held in November (morning and evening sessions) to engage with private landlords in Flintshire and help to understand the challenges they face to enable the Council to identify areas where it could assist in mitigating or reducing these. Unfortunately the event was not well attended and HAWS are currently working on an online survey to be issued in quarter four to establish if there is an increase in engagement via this method.

Last Updated: 22-Jan-2020

KPI Title	Pre. Year Period Actual	Period Actual	Period Target	Perf. RAG	Perf. Indicator Trend	YTD Actual	YTD Target	Outcome RAG
CP1.4.1M02 Number of additional Private Rented Sector (PRS) properties available via HAWS lettings contract	No Data	0	0	GREEN	N/A	1	0	GREEN

Lead Officer: Jenni Griffiths - Homeless and Advice Manager
Reporting Officer: Denise Naylor - Housing Programmes Support Manager
Progress Comment: HAWS Lettings not secured any additional properties in quarter three but are currently in negotiations with landlords in respect to four single person properties.
This is a new service and is ongoing in terms of promoting HAWS Lettings as a managing agent in Flintshire to build up their portfolio. A Landlord Event was held in November (morning and evening sessions) to engage with private landlords in Flintshire and help to understand the challenges they face to enable the Council to identify areas where it could assist in mitigating or reducing these. Unfortunately the event was not well attended and HAWS are currently working on an online survey to be issued in Quarter Four to establish if there is an increase in engagement via this method.

Last Updated: 22-Jan-2020

KPI Title	Pre. Year Period Actual	Period Actual	Period Target	Perf. RAG	Perf. Indicator Trend	YTD Actual	YTD Target	Outcome RAG
CP1.4.1M03 (PAM/012) Percentage of households successfully prevented from becoming homeless	70.97	77.46	85	AMBER	↑	79.73	85	AMBER

Lead Officer: Neal Cockerton - Chief Officer - Housing and Assets
Reporting Officer: Jenni Griffiths - Homeless and Advice Manager
Progress Comment: The percentage of households in the quarter where homelessness was prevented. The end of quarter three position is below the target set at 85% but within the variance set.

Last Updated: 22-Jan-2020

KPI Title	Pre. Year Period Actual	Period Actual	Period Target	Perf. RAG	Perf. Indicator Trend	YTD Actual	YTD Target	Outcome RAG
CP1.4.2M01 The percentage of council houses that meet the Welsh Housing Quality standards within our annual programme	No Data	118.42	100	GREEN	N/A	109.89	100	GREEN

Lead Officer: Sean O'Donnell - Contract Surveyor
Reporting Officer: Denise Price - Business Performance Manager
Progress Comment: We are currently ahead of programme on a number of workstreams due to the good weather and early engagement with our tenants.

Last Updated: 24-Dec-2019

KPI Title	Pre. Year Period Actual	Period Actual	Period Target	Perf. RAG	Perf. Indicator Trend	YTD Actual	YTD Target	Outcome RAG
CP1.4.2M02 Tenant satisfaction level	No Data	96.86	95	GREEN	N/A	96.86	95	AMBER

Lead Officer: Sean O'Donnell - Contract Surveyor
Reporting Officer: Denise Price - Business Performance Manager
Progress Comment: Our engagement with our Contractors and the performance reports that were shared during our Contractor Progress meetings, highlighted the requirement for our Contractors and other companies that had been procured to ensure that each were showing their ID at all times to our tenants. The low scores in quarter one and quarter two were as a result of Contractors not identifying themselves correctly to our tenants along with delays in some of the works that were being delivered. We are pleased with the results and with the actions undertaken by our Contractors to address these issues.

Last Updated: 10-Jan-2020

KPI Title	Pre. Year Period Actual	Period Actual	Period Target	Perf. RAG	Perf. Indicator Trend	YTD Actual	YTD Target	Outcome RAG
CP1.4.5M01 (PAM/015) Average number of calendar days taken to deliver a DFG	298.46	237.82	247	GREEN	↑	237.82	247	GREEN

Lead Officer: Rafaela Rice - Disabled Facilities Manager
Reporting Officer: Jen Griffiths - Benefits Manager
Progress Comment: 942 children accessed the childcare offer in quarter three.

Last Updated: 24-Jan-2020

KPI Title	Pre. Year Period Actual	Period Actual	Period Target	Perf. RAG	Perf. Indicator Trend	YTD Actual	YTD Target	Outcome RAG
CP1.5.2M01 Delivery of energy efficiency measures to domestic properties in Flintshire	No Data	1027	750	GREEN	N/A	1027	750	GREEN

Lead Officer: Leanna Jones - Energy Projects Coordinator
Reporting Officer: Niall Waller - Service Manager - Enterprise and Regeneration
Progress Comment: This figure is made up of a mix of measures including mains gas installs, air source heat pumps, meters, and insulation on all tenure properties. Although the KPI target for the period has not been reached the overall yearly target has already been achieved and therefore the end of year performance will exceed the target set.

Last Updated: 22-Jan-2020

KPI Title	Pre. Year Period Actual	Period Actual	Period Target	Perf. RAG	Perf. Indicator Trend	YTD Actual	YTD Target	Outcome RAG
CP1.5.2M02 Number of vulnerable households supported through the Healthy Homes Healthy People programme	No Data	1214	750	GREEN	N/A	1214	750	GREEN

Lead Officer: Leanna Jones - Energy Projects Coordinator
Reporting Officer: Niall Waller - Service Manager - Enterprise and Regeneration
Progress Comment: Based on reports provided by the Warm Homes Fund Healthy Homes Healthy People project (category 3 of the funding) which assists people with advice and support in their homes. Although the target for the period has not been met the overall yearly target has already been exceeded.

Last Updated: 22-Jan-2020

KPI Title	Pre. Year Period Actual	Period Actual	Period Target	Perf. RAG	Perf. Indicator Trend	YTD Actual	YTD Target	Outcome RAG
CP1.5.3M01 Number of children who accessed the Childcare offer	No Data	942	625	GREEN	N/A	2240	1875	GREEN

Lead Officer: Gail Bennett - Early Intervention Services Manager
Reporting Officer: Jacque Slee - Team Manager Performance
Progress Comment: 942 children accessed the childcare offer in quarter three.

Last Updated: 24-Jan-2020

KPI Title	Pre. Year Period Actual	Period Actual	Period Target	Perf. RAG	Perf. Indicator Trend	YTD Actual	YTD Target	Outcome RAG
CP1.5.3M02 Number of childcare providers	No Data	168	0	GREEN	N/A	168	0	GREEN

Lead Officer: Gail Bennett - Early Intervention Services Manager
Reporting Officer: Jacque Slee - Team Manager Performance
Progress Comment: Number of childcare providers in the same period – 168 providers took part

Last Updated: 14-Jan-2020

KPI Title	Pre. Year Period Actual	Period Actual	Period Target	Perf. RAG	Perf. Indicator Trend	YTD Actual	YTD Target	Outcome RAG
CP1.5.4M01 Access to sanitary products in schools (percentage)	No Data	100	75	GREEN	N/A	100	75	GREEN

Lead Officer: Claire Sinnott - Learning Advisor, Health, Wellbeing and Safeguarding
Reporting Officer: Kim Brookes - Senior Manager - Business Change and Support
Progress Comment: All primary schools have received a delivery of sanitary products in quarter three. This is in addition to deliveries to all secondary schools. Both primary and secondary schools received a variety of products including reusable products.

Last Updated: 23-Jan-2020

KPI Title	Pre. Year Period Actual	Period Actual	Period Target	Perf. RAG	Perf. Indicator Trend	YTD Actual	YTD Target	Outcome RAG
CP1.5.4M02 Access to sanitary products in youth clubs (percentage)	No Data	100	100	GREEN	N/A	100	100	GREEN

Lead Officer: Claire Sinnott - Learning Advisor, Health, Wellbeing and Safeguarding
Reporting Officer: Kim Brookes - Senior Manager - Business Change and Support
Progress Comment: All Flintshire youth clubs have been provided with a variety of sanitary products during quarter three.

Last Updated: 23-Jan-2020

KPI Title	Pre. Year Period Actual	Period Actual	Period Target	Perf. RAG	Perf. Indicator Trend	YTD Actual	YTD Target	Outcome RAG
CP1.5.4M03 Access to sanitary products in Foodbanks	No Data	100	100	GREEN	N/A	100	100	GREEN

Lead Officer: Claire Sinnott - Learning Advisor, Health, Wellbeing and Safeguarding
Reporting Officer: Kim Brookes - Senior Manager - Business Change and Support
Progress Comment: All Flintshire Food banks have been provided with a variety of sanitary products during quarter three.

Last Updated: 23-Jan-2020

KPI Title	Pre. Year Period Actual	Period Actual	Period Target	Perf. RAG	Perf. Indicator Trend	YTD Actual	YTD Target	Outcome RAG
CP1.5.5M01 Average number of days to process new claims for housing benefit and council tax reduction	20.48	16.1	20	GREEN	↑	17.36	20	GREEN

Lead Officer: Jen Griffiths - Benefits Manager
Reporting Officer: Suzanne Jones - Team Manager - Benefits and Council Tax Reduction Assessment
Progress Comment: The target for quarter three has been achieved. There has been a dip in performance from quarter two and quarter three due to service demands.

Last Updated: 24-Jan-2020

KPI Title	Pre. Year Period Actual	Period Actual	Period Target	Perf. RAG	Perf. Indicator Trend	YTD Actual	YTD Target	Outcome RAG
CP1.5.5M02 Average number of days to process change in circumstances for housing benefit and council tax reduction	9.38	5.01	8	GREEN	↑	5.01	8	GREEN

Lead Officer: Jen Griffiths - Benefits Manager
Reporting Officer: Suzanne Jones - Team Manager - Benefits and Council Tax Reduction Assessment
Progress Comment: The target for quarter three has been achieved. There has been a dip in performance from quarter two and quarter three due to service demands.

Last Updated: 24-Jan-2020

KPI Title	Pre. Year Period Actual	Period Actual	Period Target	Perf. RAG	Perf. Indicator Trend	YTD Actual	YTD Target	Outcome RAG
CP1.5.7M01 Number of individuals supported through the mentoring service that enter employment, learning or volunteering	No Data	55	65	RED	N/A	96	195	GREEN

Lead Officer: Sharon Jones - Communities For work
Reporting Officer: Lynne Fensome - Management and Support Manager
Progress Comment: Although currently below target for the nine month period we are confident that the full year target is achievable. Both the Communities For Work and Communities For Work + teams are now fully staffed and engagement activity and events are due to increase in quarter four. Successful Employability Pathways were held in Mold and Flint and further pathways are planned in quarter four. The teams have helped support our mentoring scheme participants with 24 entering employment and 29 accessing further training and two into work placements. Employment outcomes include manufacturing, customer services, security, health care and retail.

Last Updated: 24-Jan-2020

Risks

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	Jenni Griffiths - Homeless and Advice Manager	Denise Naylor - Housing Programmes Support Manager	Amber	Amber	↔	Open

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

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

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 decreased slightly this quarter and requires close monitoring.   The Council has been awarded in year funding to assist with additional measures to develop Landlord incentives within the private rented sector and a strategic partnership with HAWS Lettings Agency commenced in May 2019. The emergency beds provision pilot established a demand but unfortunately this pilot has ended and there is currently no emergency bed provision in place. Alternative provision has been a service priority in quarter three and will be operational in Feb 2020.

Last Updated: 14-Jan-2020

RISK TITLE	LEAD OFFICER	SUPPORTING OFFICERS	INITIAL RISK RATING	CURRENT RISK RATING	TREND ARROW	RISK STATUS
The supply of affordable housing will continue to be insufficient to meet community needs	Melville Evans - Senior Manager - Housing Programmes	Denise Naylor - Housing Programmes Support Manager	Red	Amber	⬌	Open

Potential Effect:
i)   Increase in homelessness
ii)   Increased pressure on the Housing Options Team
iii)   Increase in people sleeping rough

Management Controls:
Housing Strategy and Action Plan 2019 - 24 approved by Cabinet and now operational to monitor and manage Section 106 and Social Housing Grant programmes. HRA Business Plan will target 50 new social rent homes each year. Introduction of North Wales Construction Framework.

Progress Comment:
This is, and will remain to be, an ongoing risk as the shortfall of affordable housing to meet local housing need as identified in the Local Housing Market Assessment is 238 per annum, which is rarely met year on year, therefore is a cumulative shortfall of affordable housing each year. Therefore, whilst the Council, our Housing Association partners and developers are committed to delivering significant number of affordable housing there will continue to be a shortfall for the foreseeable future.
To this effect, the Council's SHARP has delivered a total of 180 new social (114) and affordable rent (66) homes to date. A further 125 new social (72) and affordable rent / low cost home ownership (53) units are under construction or scheduled to start. This includes a scheme at Nant y Gro, Gronant which will deliver a further 41 council and affordable homes subject to planning approval in March 2020.   Three further schemes which will deliver a further 111 units are being worked up.

The Housing Associations are committed to delivering 229 affordable housing by 2021 through the Social Housing Grant programme.

In addition, NEW homes has a Council approved Development Strategy which is looking to deliver a further 200 units over the next two years.

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

Last Updated: 10-Jan-2020

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	Cheryl Marland - Housing Access and Sarth Team Leader	Denise Naylor - Housing Programmes Support Manager	Amber	Amber	↔	Closed

Potential Effect:
Increased homelessness

Management Controls:
Developing innovative housing schemes that will aim to provide housing at a cost that under 35's can meet. The Common Housing Register recognises affordability as a housing need and gives priority to those who are suffering financial hardship in terms of housing costs due to the impacts of welfare reforms.

Progress Comment:
This risk has been closed due to not being able to measure the impact of the Welfare Reform Programme directly on the demand for social and affordable housing.

Last Updated: 02-Jan-2020

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

Potential Effect:
  i)   Reduction in number of units delivered

Management Controls:
On-going work to maximise the use of Council land and other publically owned land. Privately owned sites are reviewed for their potential use and purchase. Introduction of a North Wales Construction Framework.

Progress Comment:
To date the number of new Council and affordable homes completed, being built or scheduled to be built has reached 305. The target of 500 by 2021 is within reach with work underway to identify land suitable for the construction of the remaining 195 new affordable and council homes. This could include development on sites which are not council owned in partnership with local developers and housing associations through the North Wales Construction Framework which is being established by local authorities and housing associations. The new Framework is scheduled to go live April 2020.

Last Updated: 10-Jan-2020

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	Green	⬇	Closed

Potential Effect:

A reduction in the construction and delivery of Council houses

Management Controls:
   i)   submit application to Welsh Government for increase in borrowing cap relating to specific schemes.
   ii)   Lobby Welsh Government to remove borrowing limits following removal in England
   iii)   Seek increase in borrowing cap with the UK Government through the Growth Deal

Progress Comment:

This is no longer considered to be a risk as the cap on borrowing within the housing revenue account ended May 2019. The ending of the cap means that Flintshire will continue to invest in building council homes.

Last Updated: 10-Jan-2020

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	Neal Cockerton - Chief Officer - Housing and Assets	Jen Griffiths - Benefits Manager	Amber	Amber	⬌	Open

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

Management Controls:
- I. Monitoring and management of adaptation cases
- II. Ongoing process review
- III. Continually seek ways to further increase cost-efficiency
- IV. Increase in budget allocation to meet demand

Progress Comment:
The performance on DFG timescales has been an area of challenge over time and a management board was established to improve and monitor progress.
The budget for the programme is currently on track. There has been improved performance in relation to timescales for completing adaptations, which also improves the outcomes for our customers, however, some issues have been identified in relation to contractor performance which will be addressed and a new solution implemented within the next six months.

Last Updated: 14-Jan-2020

RISK TITLE	LEAD OFFICER	SUPPORTING OFFICERS	INITIAL RISK RATING	CURRENT RISK RATING	TREND ARROW	RISK STATUS
Universal Credit Full Service roll out: by working in partnership with the Department of Working Pensions (DWP) and other stakeholders to manage any negative impact from falling upon both residents and Council services.	Jen Griffiths - Benefits Manager	Dawn Barnes - Welfare Reform Manager	Red	Amber	⬇	Open

Potential Effect:

Potential increased in rent arrears and decrease of Council Tax collection

Potential increased risk of homelessness and need for accommodation

Increased demand in existing support services

Management Controls:

Welfare Reform is undoubtedly impacting services. Work is taking place to identify why rent arrears have increased. Collaborative working is taking place to improve communication across the teams, this will help to identify opportunities for early intervention.

Council Tax Collection continues to be under pressure and currently reviewing the claims process for Council Tax Reduction to make it easier and quicker. Although there is no evidence of links to increased presentations for homelessness, this remains a risk and will continue to monitor the rate of homelessness.

From 1st April 2019 the Council will not be funded by the Department for Works & Pensions for providing Personal Budgeting and Assisted Digital Support which will be a risk for 2019-20.

From April 2019, the Welfare Reform Response Team will continue to provide assistance and support to residents who are impacted by Welfare Reform.

Progress Comment:

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

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

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

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

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

Last Updated: 14-Jan-2020

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	Sian Humphreys - Welfare Reform Manager	Amber	Amber	⬄	Open

Potential Effect:

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

Management Controls:

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

Progress Comment: The Council's Welfare Reform Response Team provides assistance and support with the implementation of Universal Credit. The team are also responsible for providing welfare and budgeting support and actively engage with customers, landlords and other service providers to ensure customers needs can be met. There is still a significant numbers accessing this support due to residents presenting with underlying debt issues. Managers across Customer Services, Neighbourhood Housing and Revenues and Benefits continue to work together to develop early intervention strategies.

Last Updated: 22-Jan-2020

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	David Barnes - Manager - Revenues	Sheila Martin - Income Team Leader	Amber	Amber	⬇	Open

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

Management Controls:
The deployment of Mobysoft is also helping to change working practices and target resources through a combination of early interventions to assist tenants in need of help and taking recovery action against tenants who fail to engage or pay.

The formation of an early intervention team and the ongoing joint working between Housing teams in Rent Income and Supporting People is helping to ensure tenancies are sustained by preventing arrears building up and ensure tenants with complex needs or those in financial difficulty receive 'fast-tracked' support they need to address their rent payments.

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

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

The unprecedented additional work generated by the launch of Universal Credit full service rollout from April 2017 continues to create a changing and challenging rent collection environment but on a positive note, the increasing reliance of managed/direct payments through the Department of Work and Pensions (DWP) is helping to stabilise the increase in rent arrears by ensuring those in receipt of UC are able to meet their obligations to pay rent, even though as a social landlord, the Council receives managed payments in arrears
Council Tax collection rates have not been majorly impacted by the introduction of Universal Credit. In 2018/19, the Council collected 'in-year' 98.2% of council tax which resulted in Flintshire achieving the highest collection level of any Welsh local authority.

Last Updated: 14-Jan-2020

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	Sian Humphreys - Welfare Reform Manager	Amber	Amber	↔	Open

Potential Effect:
Local economy will suffer as people can only just afford to spend on essential items

Management Controls:
The council is continuing to support residents to access advice and support to enable them to better manage their financial situation. The Welfare Team provide support with budgeting to assist in this area

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

Last Updated: 14-Jan-2020

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	Amber	↓	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: Working with Corporate colleagues to use capital investment to support the development of our in-house provision.

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

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

Rolling out the value-based recruitment programme to make advertising for care staff more appealing to a wider audience.
Progress Comment: The expansion of Marleyfield House to support the medium term development of the nursing sector remains on track, with a target date of 2021.
Value based recruitment is seeing a positive impact for in-house recruitment; however recruitment within the independent sector remains challenging.
No care homes are currently in Escalating Concerns.

Last Updated: 23-Dec-2019

RISK TITLE	LEAD OFFICER	SUPPORTING OFFICERS	INITIAL RISK RATING	CURRENT RISK RATING	TREND ARROW	RISK STATUS
Deprivation of Liberty Safeguarding (DoLS) assessment waiting list increases	Jane M Davies - Senior Manager, Safeguarding & Commissioning	Jacque Slee - Team Manager Performance	Amber	Amber	◄►	Open

Potential Effect:
Increased waiting times for DoLS assessments and impact on reputation of the Council.

Management Controls:
Actively prioritise waiting list for DoLS assessments
Regularly engage with providers to keep the priority list refreshed
Develop internal processes in preparation for the introduction of legislation relating to Liberty Protection Safeguards

Progress Comment:
The waiting list continues to be actively managed, with urgent and review authorisations being prioritised.
Training on Liberty Protection Safeguard legislation has taken place, and the additional resource implications are becoming clearer. A paper is being presented to Programme Board. National guidance remains to be finalised.

Last Updated: 23-Dec-2019

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

Potential Effect:

Employees will not identify potential safeguarding issues.

Referrals will not be made through the right channels which may delay investigation or result in evidence being contaminated.

Management Controls:

Safeguarding training is included in induction programme ensuring all new employees receive training.

Attendance on safeguarding training is a standing agenda item on the Corporate Safeguarding Panel.

Progress Comment:

Safeguarding is included in the corporate induction ensuring all new employees have a basic understanding of safeguarding. Safeguarding e-Learning modules are available, 154 employees have completed this training. Further training has been commissioned from AFTA Thought, who provide drama based training. The training is aimed at employees working with young children in pre-school settings. Further training on County Lines and Modern Slavery and Prevent has been provided by North Wales Police. These sessions have been well attended by the workforce, school employees and elected members.

Last Updated: 14-Jan-2020

RISK TITLE	LEAD OFFICER	SUPPORTING OFFICERS	INITIAL RISK RATING	CURRENT RISK RATING	TREND ARROW	RISK STATUS
Insufficient supply and escalating cost of placements for children with complex needs	Craig Macleod - Senior Manager, Children's Services & Workforce	Jacque Slee - Team Manager Performance	Amber	Red	⟷	Open

Potential Effect: Increasingly difficult to secure appropriate placements for children with complex needs within budget constraints.
Management Controls: Supporting resilient families through the Early Help Hub

Targeted support to families on the edge of care

Combat exploitation through the Strategic and Operational MET (Missing, Exploitation, Trafficking) group

Policies and models to attract new foster carers and expand the type of placements offered

Working with local providers to reshape the residential market

Maximising local housing options
Progress Comment: Meeting the needs of children with complex needs remains challenging. We have identified the services that we will develop in house, and those that we will seek to commission, to bring greater resilience, choice and enhanced market supply. A joint service model has been developed with Health for an in house assessment and support Team funded through grant allocation. The team will be fully operational by March 2020. The service will help prevent escalation on needs and reduce reliance on residential care. A North Wales Regional Market Position Statement for Children's Services has been launched setting our commissioning needs and intentions. Flintshire delivered a workshop for all Independent Fostering Agencies and Residential care Providers on 11/11/19 to stimulate appropriate market development. Whilst we have put the above management controls in place, our latest assessment of the level of risk is that it remains red.

Last Updated: 30-Jan-2020

RISK TITLE	LEAD OFFICER	SUPPORTING OFFICERS	INITIAL RISK RATING	CURRENT RISK RATING	TREND ARROW	RISK STATUS
Demand outstrips supply for domiciliary care	Jane M Davies - Senior Manager, Safeguarding & Commissioning	Jacque Slee - Team Manager Performance	Red	Amber	⬇	Open

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

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

Progress Comment:
We are rolling out training on value based recruitment both in house and in the independent sector, and a task group is looking at recruitment and retention with Communities for Work.
Fee rates have been developed for 2020/21, and providers have been consulted.
Recent work has focused on using our in house domiciliary and reablement resources flexibly to meet the demands of the market. This has enabled us to reduce the waiting list for domiciliary care. However, pressures remain through the winter months.

Last Updated: 23-Dec-2019

RISK TITLE	LEAD OFFICER	SUPPORTING OFFICERS	INITIAL RISK RATING	CURRENT RISK RATING	TREND ARROW	RISK STATUS
Relationship issues of families under stress and the impacts on relationship quality could increase due to additional financial pressures	Gail Bennett - Early Intervention Services Manager	Jacque Slee - Team Manager Performance	Amber	Amber	⬌	Open

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

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

Progress Comment:
The mapping exercise is progressing, and bringing services and stakeholders together to bring about transformation and integration in the system.
We are undertaking a high level mapping exercise to help us understand the issues around relationship conflicts
Plans going forward include the use of an element of the grant to increase the knowledge and skills of the workforce to meaningfully support parents with relationship difficulties, to reduce stress on the family and raise awareness and educate into the implications that parental conflict has on the child.
The grant will also be used to support innovative provision such as parenting groups and peer support groups.

Last Updated: 09-Jan-2020

RISK TITLE	LEAD OFFICER	SUPPORTING OFFICERS	INITIAL RISK RATING	CURRENT RISK RATING	TREND ARROW	RISK STATUS
Failure to secure sufficient funding to meet the needs of vulnerable families	Gail Bennett - Early Intervention Services Manager	Jacque Slee - Team Manager Performance	Amber	Amber	↔	Open

Potential Effect:

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

Management Controls:

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

Progress Comment:

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

Last Updated: 24-Jan-2020

Ambitious Council

Actions

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

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

Last Updated: 24-Oct-2019

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

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

Last Updated: 09-Oct-2019

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
2.1.1.3 (CP) Agreement and the first stage of implementation of a digital strategy for the region which improves connectivity (access and processing capacity / speed) for businesses, public sector partners and communities in Flintshire)	Niall Waller - Service Manager - Enterprise and Regeneration	In Progress	01-Apr-2019	31-Dec-2019	75.00%	GREEN	GREEN

ACTION PROGRESS COMMENTS:

The digital strategy for North Wales is now in place. There are four main work streams underway: 1) Connection of all public buildings across North Wales to the fibre network to future-proof connectivity - currently being delivered following a successful bid to the UK Government (UKG) Local Full Fibre Network programme. 2) Support for rural communities to connect to faster broadband - currently recruiting a shared officer with Wrexham County Borough Council (WCBC) following successful bid to Rural Development Plan programme. 3) Developing projects to provide leading-edge connectivity infrastructure into strategic employment sites and along strategic transport routes - Growth Deal project under development. 4) Seeking further Welsh Government (WG) support to improve connectivity infrastructure for rural communities.

Last Updated: 09-Jan-2020

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
2.1.2.1 (CP) The introduction of a regional hub by Welsh Government (WG) and North Wales Economic Ambition Board (NWEAB) to co-ordinate inward investment and respond to the demands of businesses	Niall Waller - Service Manager - Enterprise and Regeneration	In Progress	01-Apr-2019	31-Mar-2020	75.00%	GREEN	GREEN

ACTION PROGRESS COMMENTS:

The regional business hub is still at an early stage of development by Welsh Government and the North Wales Economic Ambition Board. The Council has contributed to the development process and remains committed to strengthening business support and inward investment through increased regional working.

Last Updated: 09-Jan-2020

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
2.1.2.2 (CP) Planning of new infrastructure schemes to provide business growth in Flintshire (Deeside Enterprise Zone (DEZ) etc.) for the medium-term	Ian Bushell - Technical and Performance Manager	In Progress	01-Apr-2019	31-Mar-2020	30.00%	GREEN	GREEN

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

Last Updated: 22-Jan-2020

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
2.1.2.3 (CP) Maximise opportunities to achieve available funding for scheme improvements whilst also achieving timely grant submissions	Anthony Stanford - Highways Strategy Manager	In Progress	01-Apr-2019	31-Mar-2020	80.00%	GREEN	GREEN

ACTION PROGRESS COMMENTS:
Having recently received invitations for Welsh Government funding, we have now identified appropriate schemes for submission via a number of grant funding streams for the forthcoming financial year (2020/21). Written Grant applications are currently being prepared in line with specified deadlines.

Last Updated: 14-Jan-2020

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
2.1.2.4 (CP) Provision of a new Park and ride facility within Deeside Industrial Park	Ian Bushell - Technical and Performance Manager	In Progress	01-Apr-2019	31-Mar-2020	40.00%	GREEN	GREEN

ACTION PROGRESS COMMENTS:
The detail design stage is now complete as part of the design and build contract. The expected start date of full construction is March 2020.

Last Updated: 22-Jan-2020

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
2.1.2.5 (CP) Preparation of a support plan for businesses to manage the eventuality of a transition out from the European Union (Brexit)	Niall Waller - Service Manager - Enterprise and Regeneration	Completed	01-Apr-2019	31-Mar-2020	100.00%	GREEN	AMBER

ACTION PROGRESS COMMENTS:

The Council has developed a transitional plan which will take effect once the outcome of the Brexit process is known. This includes: 1) Monitoring vulnerable business sectors to identify potential impacts and work with Welsh Government and North Wales Economic Ambition Board to develop bespoke support. 2) Accelerating support for the development of local supply chains. 3) Increasing support for local businesses to build resilience. In the meantime, the Council is sharing all Brexit information with businesses to ensure that they can base their preparations on the latest information.

Last Updated: 24-Jan-2020

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
2.1.4.1 (CP) Adoption of a strategy by quarter one to ensure long term sustainability of town centres leading to updated bespoke local town plans	Niall Waller - Service Manager - Enterprise and Regeneration	In Progress	01-Apr-2019	31-Mar-2020	75.00%	GREEN	GREEN

ACTION PROGRESS COMMENTS:

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

Last Updated: 24-Jan-2020

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
2.1.4.2 (CP) Testing of the model of a Business Improvement District for Mold (through a local ballot of rate paying businesses) as a pilot exercise	Niall Waller - Service Manager - Enterprise and Regeneration	In Progress	01-Apr-2019	31-Mar-2020	75.00%	AMBER	AMBER

ACTION PROGRESS COMMENTS:

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

Last Updated: 24-Jan-2020

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
2.1.5.1 (CP) Key interventions for cycleways, active travel, highway improvements, bus network and rail improvements	Anthony Stanford - Highways Strategy Manager	In Progress	01-Apr-2019	31-Mar-2020	75.00%	GREEN	GREEN

ACTION PROGRESS COMMENTS:

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

Last Updated: 14-Jan-2020

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
2.1.5.2 (CP) Key interventions for accessing employment, health, leisure and education facilities by accessing national funds with winning business cases	Anthony Stanford - Highways Strategy Manager	In Progress	01-Apr-2019	31-Mar-2020	75.00%	GREEN	GREEN

ACTION PROGRESS COMMENTS:

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

Last Updated: 24-Jan-2020

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

ACTION PROGRESS COMMENTS:

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

Last Updated: 18-Oct-2019

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
2.1.6.1 (CP) Sustainability of the social enterprises supported/created by the Council	Niall Waller - Service Manager - Enterprise and Regeneration	In Progress	01-Apr-2019	31-Mar-2020	50.00%	GREEN	GREEN

ACTION PROGRESS COMMENTS:

The Council continues to provide a dedicated resource to support the social enterprise sector. This includes intensive one to one support for new social enterprises to help them to establish themselves as well as ongoing support. Quarter three: 20 Social enterprises have been supported. The dedicated support included the provision of 44 business support sessions of which 37 were delivered to social enterprises registered in Flintshire, including; business planning, policy development, cash flow forecasting, preparing for investment, social media training, business awards applications and Social Enterprise Places accreditation. The other seven sessions were delivered to five members of the public in Flintshire carrying out pre-start work exploring the opportunity to register as social enterprises.

Last Updated: 24-Jan-2020

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
2.1.6.2 (CP) Implement Project Search with Hft to achieve real jobs for people with a learning disability	Niall Waller - Service Manager - Enterprise and Regeneration	Completed	01-Apr-2019	31-Mar-2020	100.00%	GREEN	GREEN

ACTION PROGRESS COMMENTS:

Project Search is an internship for young people up to the age of 25 who have a learning disability, with the aim of providing a range of skills for individuals to apply in the workplace. It is hoped that at the end of the internship, full paid employment will be achieved. The first intake was in September of this year, with nine young people involved.

Last Updated: 22-Jan-2020

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
2.2.1.1 (CP) National financial support secured (from Welsh Government and Arts Council for Wales) for major capital investment for refurbishment of Theatr Clwyd	Colin Everett - Chief Executive	In Progress	01-Apr-2019	31-Mar-2020	50.00%	AMBER	AMBER

ACTION PROGRESS COMMENTS:
Formal application was made to Welsh Government for strategic funding in quarter two. Arts Council of Wales funding (£6m estimate) has already been secured. A letter was received from Welsh Government on 23.12.19 signalling positive support for scheme, recognising the urgency around a comital decision, and inviting urgent engagement with civil servants to explore capital funding solutions.

Last Updated: 24-Jan-2020

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
2.2.1.2 (CP) Reaching an agreement between the Board of Theatr Clwyd, the Council and the Arts Council of Wales on the most sustainable, legal, governance and financial / commercial model for the Theatr for the future from 2021/22	Colin Everett - Chief Executive	Completed	17-Sep-2019	31-Dec-2019	100.00%	GREEN	GREEN

ACTION PROGRESS COMMENTS:
Cabinet, on the recommendation of the Theatre Board, has agreed in principle to transition to an independent trust model in April 2021. A full project plan in place is in place with the support of a dedicated project manager. A further report was made to Cabinet in December 2019. Cabinet endorsed the plan to enter a full and final stage of due diligence with a comital decision to be made to a transfer by mid-2020.

Last Updated: 07-Jan-2020

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
2.2.1.3 (CP) Performance of the theatre against its adopted business plan targets (reported quarterly to the Board of Theatr Clwyd)	Colin Everett - Chief Executive	In Progress	01-Apr-2019	31-Mar-2020	75.00%	GREEN	GREEN

ACTION PROGRESS COMMENTS:
The Theatre is performing well against its annual and medium-term business plan aims, objectives and targets. Quarterly reports are made to the Theatre Board. The 2020/21 business plan will be presented to both Cabinet and Overview and Scrutiny in the first quarter of 2020.

Last Updated: 07-Jan-2020

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
2.2.2.1 (CP) Agreement of a Masterplan for the County Hall campus, recognising the needs of existing and future occupiers, with agreed aims and objectives, timelines, financing and a preferred solution for a future civic hub.	Lisa McLellan - Asset Manager	In Progress	01-Apr-2019	31-Mar-2020	10.00%	GREEN	GREEN

ACTION PROGRESS COMMENTS:

The Masterplan has yet to be developed in any detail, however, we have undertaken an initial officer workshop to seek initial views and potential options. The civic hub will fall out of this study and we are exploring with other public sector bodies, their appetite to be part of a wider site strategy which will include location. This project has a long lead in time, is complex and will require extensive discussions and consultation with a wide number of stakeholders.

Last Updated: 23-Jan-2020

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
2.2.3.1 (CP) Complete construction projects at Connah's Quay High School (phase two) and Ysgol Penyffordd on time, to budget and to standard	Damian Hughes - Senior Manager, School Planning & Provision	Completed	01-Apr-2019	31-Dec-2019	100.00%	GREEN	GREEN

ACTION PROGRESS COMMENTS:

The new school in Penyffordd opened to pupils and staff in September 2019 (phase one). The demolition of the former school, external works and car parking provision (phase two) were completed in November 2019. Connah's Quay High School (phase two) was completed in November 2019. Both projects were completed on time and within budget.

Last Updated: 24-Jan-2020

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
2.2.3.3 (CP) Commencement of investment projects at Queensferry CP (linked to the Plas Derwen project) and Ysgol Glanrafon, Mold (Welsh Government Welsh Medium Grant)	Damian Hughes - Senior Manager, School Planning & Provision	In Progress	01-Apr-2019	31-Mar-2020	25.00%	GREEN	GREEN

ACTION PROGRESS COMMENTS:

Welsh Government have approved additional funding for the proposed project at Ysgol Glanrafon, Mold. Tenders have been submitted and a contractor will be formally commissioned in January 2020 to progress the project through detailed design development stage and to cost certainty. The Queensferry Campus project is more advanced a contractor has been commissioned and the project is currently in Design Development stage.

Last Updated: 24-Jan-2020

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
2.2.3.4 (CP) Successful navigation of the proposed remaining Band B through both Council democratic process and Welsh Government Business case process	Damian Hughes - Senior Manager, School Planning & Provision	In Progress	01-Apr-2019	31-Mar-2020	20.00%	GREEN	GREEN

ACTION PROGRESS COMMENTS:

Cabinet have previously approved the Council's Strategic Outline Plan which was submitted (and approved in principle) by Welsh Government (WG) for the 21st Century schools investment programme (Band B 2019-2025). The Council's band B programme has already started with approved projects at Connah's Quay High School complete and the proposed Queensferry Campus project at design development stage. Cabinet have recently approved that Welsh Government are approached to increase the original funding envelope from £85m to £103m. Cabinet will require further papers to approve area reviews and or projects identified within this investment programme.

Last Updated: 24-Jan-2020

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
2.2.4.1 (CP) Creation of a single joint Archives service between Flintshire and Denbighshire County Councils	Claire Harrington - Principal Archivist	In Progress	01-Apr-2019	31-Mar-2020	80.00%	GREEN	GREEN

ACTION PROGRESS COMMENTS:

Memorandum of Understanding to create the joint service was formally signed by both Local Authorities. Successful appointment to the temporary joint service manager post was completed and the postholder commenced duties on 1 January 2020.

Last Updated: 22-Jan-2020

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
2.2.4.2 (CP) Securing national support from the Heritage Lottery Fund for capital funding for a new regional Archives facility.	Claire Harrington - Principal Archivist	In Progress	01-Apr-2019	31-Mar-2020	50.00%	GREEN	GREEN

ACTION PROGRESS COMMENTS:

Expression of Interest to the National Heritage Lottery Fund was successfully submitted, with the next stage being a presentation to Panel on 7 February 2020.

Last Updated: 22-Jan-2020

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
2.2.5.1 (CP) Entering a framework agreement with Social Services to integrate the WG Childcare and WG 21st Century school funding grants to enable an investment project at Ysgol Croes Atti, Shotton.	Damian Hughes - Senior Manager, School Planning & Provision	Completed	01-Apr-2019	31-Mar-2020	100.00%	GREEN	GREEN

ACTION PROGRESS COMMENTS:

The project will be commissioned via the school modernisation team at construction phase.

Last Updated: 23-Jan-2020

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
2.2.5.2 (CP) Obtain cost certainty through design development of the Ysgol Croes Atti project and submit a Business Case to Welsh Government to release the balance capital funding	Damian Hughes - Senior Manager, School Planning & Provision	In Progress	01-Apr-2019	31-Mar-2020	20.00%	GREEN	GREEN

ACTION PROGRESS COMMENTS:

The project is currently at detailed design stage. Once cost certainty is established a Full Business Case (FBC) will be submitted to Welsh Government (WG) to release capital funding for the construction phase.

Last Updated: 23-Jan-2020

Performance Indicators

KPI Title	Pre. Year Period Actual	Period Actual	Period Target	Perf. RAG	Perf. Indicator Trend	YTD Actual	YTD Target	Outcome RAG
CP1.3.1M01 / CP2.1.6M02 (SS013) People with a learning disability accessing Project Search to improve their employability skills	No Data	9	0	GREEN	N/A	9	0	GREEN

Lead Officer: Susie Lunt - Senior Manager, Integrated Services and Lead Adults
Reporting Officer: Jacque Slee - Team Manager Performance
Progress Comment: Nine young people enrolled in Project Search in the September intake. No target has been set as we are establishing a baseline for the year.

Last Updated: 08-Jan-2020

KPI Title	Pre. Year Period Actual	Period Actual	Period Target	Perf. RAG	Perf. Indicator Trend	YTD Actual	YTD Target	Outcome RAG
CP2.1.2M01 Number of businesses supported through the regional hub	No Data	2235	10	GREEN	N/A	2629	90	GREEN

Lead Officer: Niall Waller - Service Manager - Enterprise and Regeneration
Reporting Officer: Lynne Fensome - Management and Support Manager
Progress Comment: The regional hub is not in place although development work is well underway. The year to date figure provided is the local figure for businesses supported.

Last Updated: 17-Jan-2020

KPI Title	Pre. Year Period Actual	Period Actual	Period Target	Perf. RAG	Perf. Indicator Trend	YTD Actual	YTD Target	Outcome RAG
CP2.1.2M02 New jobs created through the support of the regional hub	No Data	403	0	GREEN	N/A	1222	0	GREEN

Lead Officer: Niall Waller - Service Manager - Enterprise and Regeneration
Reporting Officer: Lynne Fensome - Management and Support Manager
Progress Comment: The regional hub is not in place although development work is well underway. The year to date figure provided is the local figure for jobs created. No target has been set as we are establishing the first year baseline.

Last Updated: 17-Jan-2020

KPI Title	Pre. Year Period Actual	Period Actual	Period Target	Perf. RAG	Perf. Indicator Trend	YTD Actual	YTD Target	Outcome RAG
CP2.1.6M01 Number of Social Enterprises supported	23	20	15	GREEN	↓	55	43	GREEN

Lead Officer: Niall Waller - Service Manager - Enterprise and Regeneration
Reporting Officer: Mike Dodd - Social Enterprise Development Lead Officer
Aspirational Target:
Progress Comment: The service has provided 44 business support sessions of which 37 were delivered to social enterprises registered in Flintshire, including; business planning, policy development, cash flow forecasting, preparing for investment, social media training, business awards applications and Social Enterprise Places accreditation. The other seven sessions were delivered to five members of the public in Flintshire carrying out pre-start work exploring the opportunity to register as social enterprises

Last Updated: 23-Jan-2020

Risks

RISK TITLE	LEAD OFFICER	SUPPORTING OFFICERS	INITIAL RISK RATING	CURRENT RISK RATING	TREND ARROW	RISK STATUS
Availability of sufficient funding to resource key priorities	Neal Cockerton - Chief Officer - Housing and Assets	Jen Griffiths - Benefits Manager, Lynne McAlpine - Personal Assistant	Amber	Amber	↔	Open

Potential Effect:
Customers will wait longer to receive adaptation work in their homes

Management Controls:
Monthly monitoring of adaptations budgets and consideration of the business case for an increased budget allocation.

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

Last Updated: 15-Jan-2020

RISK TITLE	LEAD OFFICER	SUPPORTING OFFICERS	INITIAL RISK RATING	CURRENT RISK RATING	TREND ARROW	RISK STATUS
Number of school places not matching the changing demographics	Damian Hughes - Senior Manager, School Planning & Provision	Kim Brookes - Senior Manager - Business Change and Support	Red	Amber	↓	Open

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

Management Controls:
Continuation of school modernisation and investment 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: 03-Jan-2020

RISK TITLE	LEAD OFFICER	SUPPORTING OFFICERS	INITIAL RISK RATING	CURRENT RISK RATING	TREND ARROW	RISK STATUS
Failure to obtain grant funding to support educational delivery.	Kim Brookes - Senior Manager - Business Change and Support		Red	Amber	⬇	Open

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

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

Progress Comment:
The risk remains the same overall in that if we do not receive grant funding then core service delivery and impact on learners remains the same. However, at this time, there is no specific example of where we have not received a grant as expected and continuation of some areas of grant funding are expected to be confirmed by the end of March 2020.

Last Updated: 23-Jan-2020

RISK TITLE	LEAD OFFICER	SUPPORTING OFFICERS	INITIAL RISK RATING	CURRENT RISK RATING	TREND ARROW	RISK STATUS
Failure to deliver Growth Deal projects within Flintshire	Niall Waller - Service Manager - Enterprise and Regeneration	Lynne Fensome - Management and Support Manager	Amber	Amber	⬌	Open

Potential Effect:
• Reputational risk to the Council
• Infrastructure investment does not keep pace with needs and business is lost to the economy;
• Support for businesses in Flintshire does not match need and fails to encourage investment
• The region having a sufficient voice at Welsh Government and UK Government levels to protect its interests
• Delays to or reductions to funding streams from UK and Welsh Governments
• Progress in delivering infrastructure investment falls behind schedule

Management Controls:
Establish oversight structure to review progress towards delivering growth deal projects (AF)

Progress Comment:
The Council is involved in the development of all relevant Growth Deal projects and is gearing up to take advantage of the opportunities arising for the County once they have been approved from 2021 onwards.

Last Updated: 17-Jan-2020

Learning Council

Actions

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
3.1.1.1 (CP) Pupil performance in 2019 assessment/examination outcomes at ages 7, 11, 14, 16 and 18 years exceeding the Wales national average	Vicky Barlow - Senior Manager - School Improvement Systems	In Progress	01-Apr-2019	31-Mar-2020	75.00%	GREEN	GREEN

ACTION PROGRESS COMMENTS:

National changes in the reporting of teacher assessments have been introduced over the past two years. This supports the key objectives of the Welsh Government in delivering robust assessment, evaluation and accountability arrangements to support a self-improving system. As part of this, data that has traditionally been aggregated upwards for comparison at Foundation Phase (FP), Key Stage 2 and Key Stage 3 has been removed. New interim Key Stage 4 measures were introduced for 2019 as part of the significant education reform programme in Wales. The data provided for individual schools will be based on first entry results and so, across several indicators, it will not be possible to compare 2019 figures with previous performance. An interim annual report on outcomes for 2019 was presented at the November meeting of the Education and Youth Overview Scrutiny Committee and final key stage 4 and 5 performance outcomes will be presented at their February meeting.

Last Updated: 24-Jan-2020

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
3.1.1.2 (CP) Following the Estyn inspection of the Local Authority in June, completion of the post inspection action plan and commence implementation	Vicky Barlow - Senior Manager - School Improvement Systems	Completed	01-Apr-2019	31-Dec-2019	100.00%	GREEN	GREEN

ACTION PROGRESS COMMENTS:

The local authority was inspected by Estyn in June 2019 and the report published on 9th August 2019. Development of the Post Inspection Action Plan (PIAP) included consultation with key stakeholders including teams within the Education Portfolio and Head teacher Federations. The Estyn report and recommendations made were presented to the October 2019 meeting of the Education and Youth Overview Scrutiny meeting. The PIAP was presented at the November meeting of the Education and Youth Overview Scrutiny Committee and to Cabinet in their December meeting.

Last Updated: 23-Jan-2020

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
3.1.2.1 (CP) Schools making suitable preparations for the transition to the new curriculum	Vicky Barlow - Senior Manager - School Improvement Systems	In Progress	01-Apr-2019	31-Mar-2020	60.00%	GREEN	GREEN

ACTION PROGRESS COMMENTS:

All schools are engaging positively with the national focus on implementing the new curriculum for Wales. Flintshire schools have good representation on local and national leadership development programmes. GwE and the six regional local authorities have consulted with head teacher representatives and are currently implementing a regional peer engagement model. The refined version of the new school curriculum will be available from January 28th 2020 to be used across schools by 2022.

Last Updated: 24-Jan-2020

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
3.1.2.2 (CP) Teaching staff receiving quality professional development through the self-evaluation system	Vicky Barlow - Senior Manager - School Improvement Systems	In Progress	01-Apr-2019	31-Mar-2020	50.00%	GREEN	GREEN

ACTION PROGRESS COMMENTS:

The regional professional development offer available to all schools is targeted to ensure that schools can deliver a transformational and engaging curriculum. Flintshire schools are engaging positively in the regional action research and peer engagement work. GwE's Supporting Improvement Advisers (SIAs) regularly review with individual schools their bespoke professional development needs, as part of continuous self-evaluation and school improvement.

Last Updated: 23-Jan-2020

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
3.1.3.1 (CP) Effective implementation of the new corporate and schools system to support pupils with Additional Learning Needs	Jeanette Rock - Senior Manager - Inclusion and Progression	In Progress	01-Apr-2019	31-Mar-2020	60.00%	GREEN	GREEN

ACTION PROGRESS COMMENTS:

The implementation date for the Additional Learning Needs (ALN) and Education Tribunal Act Wales 2018 is September 2021. The Council's ALN transformation Plan is currently being revised to take account of the revised timetable. Officers are continuing to engage in collaborative work across the region, working on a number of work streams related to the Act, with the Council leading on the work around Post 16 and Dispute Resolution. A feasibility study has been completed for a new IT system along with the relevant procurement documentation. Work has been undertaken with relevant officers and school-based staff to develop a coherent ALN provision map outlining universal and additional learning provision.

Last Updated: 23-Jan-2020

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
3.1.3.2 (CP) Training completed for all key employees as part of the implementation	Jeanette Rock - Senior Manager - Inclusion and Progression	In Progress	01-Apr-2019	31-Mar-2020	75.00%	GREEN	GREEN

ACTION PROGRESS COMMENTS:

Welsh Government have revised the timetable for their implementation plan. The new statutory roles created by the ALN Act are to commence in January 2021 with full implementation in September 2020. Officers are continuing to engage in collaborative work across the region, working on a number of work streams related to the Act. Welsh Government Implementation Grant money is being used to train eight people to become Person Centred Practice (PCP) trainers; this will be completed by March 2020 and will facilitate the Council to deliver a comprehensive training programme to schools. The North Wales region has successfully negotiated additional funding to pilot the middle leadership element of Aditional Learning Needs Co-ordinator (ALNCo) training on behalf of the Welsh Government. A two day PCP training event has been held for school-based staff with a further two day event taking place in March.

Last Updated: 24-Jan-2020

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
3.1.3.3 (CP) Effective implementation of the Communications Strategy as part of the implementation	Jeanette Rock - Senior Manager - Inclusion and Progression	In Progress	01-Apr-2019	31-Mar-2020	50.00%	GREEN	GREEN

ACTION PROGRESS COMMENTS:
ALN transformation updates are regularly raised and discussed at various events, including head teacher federation meeting, head teacher conference, Flintshire School Governors Association, ALN forums and school cluster lead meetings. The Council's website has been updated with regard to the revised implementation date. Plans are being drawn up to support parental awareness.

Last Updated: 23-Jan-2020

Performance Indicators

KPI Title	Pre. Year Period Actual	Period Actual	Period Target	Perf. RAG	Perf. Indicator Trend	YTD Actual	YTD Target	Outcome RAG
CP3.1.1M09 The percentage of young people aged 16 – 18 in the youth justice system offered education, training or employment	54	60	55	GREEN	↑	60	55	GREEN

Lead Officer: James Warr - Operations Manager
Reporting Officer: Louisa Greenly - Performance Management & Information Officer
Aspirational Target: 80.00
Progress Comment: The Youth Justice Service assesses young people who commence a prevention or statutory intervention with the Youth Justice Service in the period. Those who are above statutory school age should be undertaking at least 16 hours per week of education, training or employment. Seven young people completed Agored vocational qualifications in health and safety, first aid and construction skills. The Education Coordinator seconded to the Youth justice Service supports young people back into further education, by maintaining close links with local colleges and other training providers, such as Groundworks, Toyota Thrive and Mind the Gap. Education remains a key priority for the service as it is seen as a strong desistance factor in offending and re-offending.

Last Updated: 23-Jan-2020

Risks

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		Red	Amber	⬇	Open

Potential Effect:

The fabric of Education and Youth buildings will continue to decline

Management Controls:

Condition surveys are carried out at all schools by qualified building surveyors on a five year cycle. The Council have an agreed annual repair & maintenance programme, school projects are established by priorities identified in the surveys. Continuation of investment in the school estate through the School Modernisation Programme compliments the R&M annual programme. Additionally, the Council will position itself to enable access to any other external funding which may become available for this purpose.

Progress Comment:

Condition and maintenance of the school estate is well managed by the Council, with no schools falling into category "D" for condition. Continuation of the School Modernisation Programme is of vital importance as this enables the Council to make significant progress into the repair and maintenance backlog. This programme also supports a reduction of unfilled places and provides a more efficient school estate and concentrate resources on teaching by removal of unwanted fixed costs in infrastructure and leadership. The risk will be reviewed when the next cycle of condition surveys are available.

Last Updated: 24-Jan-2020

RISK TITLE	LEAD OFFICER	SUPPORTING OFFICERS	INITIAL RISK RATING	CURRENT RISK RATING	TREND ARROW	RISK STATUS
A failure to meet the duties on schools and the Council by the Additional Learning Needs and Education Tribunal (Wales) Act 2018	Jeanette Rock - Senior Manager - Inclusion and Progression	Kim Brookes - Senior Manager - Business Change and Support	Amber	Amber	⬇	Open

Potential Effect:

The Council does not have sufficient staff to discharge its duties in line with the published timelines and is challenged through the Education Tribunal system. The duties are extended to cover a wider age range, from 0-25 (previously 3-19) and to also now include young people who engage with further education. The Council currently has no funding allocated to cover the additional learning provision that may be required by the individuals covered by the extended age range. Failure to provide is challengeable through the tribunal system. This is likely to create a corporate financial risk.

There are officer capacity issues associated with the transfer of responsibility for commissioning Post 16 specialist provision. Whilst a methodology for funding transfer is being developed, any provision costs which exceed the allocation will need to be funded through the Council's own budget creating a volatile financial risk similar to the current 'Out of County' expenditure.

Schools do not have sufficient capacity to meet their duties towards pupils with ALN resulting in additional workload for Council officers and potential redress through tribunal. Increasing sickness absence in the workforce due to increase workload demands.

Management Controls:

Development of Transformation Plan outlining actions against key WG/Council milestones, particularly in relation to finance.

Monitoring of Plan activity on a monthly basis through DMT and Portfolio Finance meetings.

Development of a communication strategy to ensure all key stakeholders are informed in a timely manner

Escalation when factors become known to forums such as Programme Board and Overview & Scrutiny Committees.

Monitoring through cross Portfolio Meetings/events to ensure wider corporate awareness and understanding of the potential implications

Progress Comment:

The implementation date for the Act has now been delayed until September 2021. This has reduced the immediate financial risk however, the publication of the operational Code has also been delayed by 12 months which impacts on the Council's ability to prepare fully for implementation.

Last Updated: 24-Jan-2020

RISK TITLE	LEAD OFFICER	SUPPORTING OFFICERS	INITIAL RISK RATING	CURRENT RISK RATING	TREND ARROW	RISK STATUS
Schools not have planned effectively for the introduction of the new curriculum and assessment model	Vicky Barlow - Senior Manager - School Improvement Systems	Kim Brookes - Senior Manager - Business Change and Support	Yellow	Yellow	⬌	Open

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

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

Progress Comment:
All schools are engaged with the "clusters of schools" model adopted regionally to implement the new curriculum. Schools have good levels of involvement on national and local leadership development programmes.

Last Updated: 17-Jan-2020

Green Council

Actions

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
4.1.1.1 (CP) Establishment of an officer group by quarter three to lead on the Council's commitment to be carbon neutral by 2030	Sadie Waterhouse - Energy Conservation Engineer	In Progress	01-Apr-2019	31-Mar-2020	75.00%	GREEN	GREEN

ACTION PROGRESS COMMENTS:
Chief Officer for Planning Environment and Economy has responsibility for the Council's Carbon Reduction Strategy. A themed discussion at the Senior Leader Academi was held on 6th November introduced the concept of introducing a response to Climate Change Strategy Board. Following this the first meeting of the officer group will be convened. A report on the Council's response to Climate Change was presented to Cabinet in December 2019 and Environment Overview and Scrutiny Committee in January 2020 when all recommendations were supported. A key recommendation was to establish a climate change strategy programme board. Cabinet on the 17th December 2019 endorsed the establishment of a climate change strategy board. The Boards terms of reference and attendees will be finalised by 31st January.

Last Updated: 23-Jan-2020

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
4.1.1.2 (CP) Completion of a 'state of play analysis' of current Council activities on carbon reduction underpinned by the mapping of existing activity data	Sadie Waterhouse - Energy Conservation Engineer	Completed	01-Apr-2019	31-Mar-2020	100.00%	GREEN	GREEN

ACTION PROGRESS COMMENTS:
Once agreement was secured at the meeting of the Cabinet in December for the officer group for carbon reduction to be established. Terms of reference for the group will be agreed which will include responsibility to report back on current carbon reduction activities within all service areas within the Council.

Last Updated: 24-Jan-2020

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
4.1.1.3 (CP) Completion of a greenhouse gas inventory covering scope 1, 2 and 3 emissions and greenhouse gas sequestration across the Council's land assets	Sadie Waterhouse - Energy Conservation Engineer	In Progress	01-Apr-2019	31-Mar-2020	20.00%	AMBER	AMBER

ACTION PROGRESS COMMENTS:

Research on calculating Council's carbon footprint ongoing; awaiting guidance from Welsh Government who are developing a public sector baselining tool for all public sector organisations in Wales to follow and complete. Organisational and operational boundary determined as per the guidance set out in the Greenhouse Gas Protocol. Interviews with key staff completed to determine current data collation techniques and the data held on key greenhouse gas emission sources.

Last Updated: 13-Jan-2020

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
4.1.1.4 (CP) An agreed plan to design and resource further energy efficiency and sustainable energy schemes such as the ground mounted solar PV schemes in Flint and Connah's Quay	Sadie Waterhouse - Energy Conservation Engineer	In Progress	01-Apr-2019	31-Mar-2020	50.00%	AMBER	AMBER

ACTION PROGRESS COMMENTS:

Five sites have been identified for future ground mounted solar photovoltaic (PV) schemes. Budget estimate quotations have been requested from Scottish Power (SP) Energy Networks for grid connection costs. Energy efficiency projects are ongoing; lighting upgrades in two schools and valve jacket insulation in eight sites has been completed. Further renewable energy sites located near to FCC or other public/private sector organisations have been identified. Currently reviewing high level constraints such as ownership, grid connection, planning etc. Funding application to Salix to improve the energy efficiency of the Council's care homes is being developed and has been supported by senior managers in Social Services and Capital and Asset Programme Board. Final business cases for the Crumps Yard and Flint Landfill solar PV projects were approved by Cabinet in December and the construction contract has now been awarded.

Last Updated: 24-Jan-2020

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
4.1.1.5 (CP) Completing the renewable energy assessment though the Local Delivery Plan process in support of the future strategy	Sadie Waterhouse - Energy Conservation Engineer	Completed	01-Apr-2019	31-Mar-2020	100.00%	GREEN	GREEN

ACTION PROGRESS COMMENTS:

Completed by Aecom and planning policy officers for the Local Development Plan. The Assessment highlighted potential locations for solar PV in the south of the County. Also indicated that there were no opportunities for wind at 120 metre turbine height scale.

Last Updated: 22-Oct-2019

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
4.1.1.6 (CP) Agreement of a strategy for fleet conversion, away from diesel and petrol vehicles, for the medium and longer-term	Barry Wilkinson - Highways Network Manager	In Progress	01-Apr-2019	31-Mar-2020	15.00%	GREEN	GREEN

ACTION PROGRESS COMMENTS:

We are currently in the process of analysing data collected in order to identify our own Fleet that can utilise an alternative fuel source. Informal discussion with suppliers and stakeholder have taken place to gain an understanding of the marketplace and options to move forward.

Last Updated: 14-Jan-2020

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
4.1.1.7 (CP) Developing a local plan to meet the need access to E- charging points across the county network	Anthony Stanford - Highways Strategy Manager	In Progress	01-Apr-2019	31-Mar-2020	60.00%	GREEN	GREEN

ACTION PROGRESS COMMENTS:

We are working closely with Welsh Government, specialist consultants and Scottish Power Energy Networks in identifying strategic locations across the County where a business case exists for the implementation of electric vehicle charging infrastructure. In December 2019, Cabinet approved the Councils proposal to bid for Office for Low Emission Vehicles (OLEV) funding in order to accelerate the implantation of the eight immediate priority sites identified as a result of the recent Leader Study. The report recognises the importance of developing a regional approach to standardise the provision and management of charging infrastructure, for which the Council are currently in the process of developing a framework for which other Local Authorities can utilise.

Last Updated: 24-Jan-2020

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
4.1.1.8 (CP) Completion of the Council's Leader Project to identify commercially viable sites enabling private sector uptake	Anthony Stanford - Highways Strategy Manager	In Progress	01-Apr-2019	31-Mar-2020	75.00%	GREEN	GREEN

ACTION PROGRESS COMMENTS:
Draft report now complete which has identified strategic locations across the County where the implementation of electric vehicle charging points is deemed viable. The report recommends type of charging units, associated operational models and also costs associated with the required upgrade of existing infrastructure which will assist with future grant applications. Although the aims of the Leader project are predominantly focused to rural areas, the study does cover the entire County. In December 2019, Cabinet approved the Councils proposal to bid for OLEV funding in order to accelerate the implantation of the eight immediate priority sites identified as a result of the recent Leader Study. An application is currently being prepared ready for submission by end of January 2020.

Last Updated: 24-Jan-2020

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
4.1.1.10 (CP) Identification of commercially viable sites for the introduction of appropriate charging infrastructure	Anthony Stanford - Highways Strategy Manager	In Progress	01-Apr-2019	31-Dec-2019	60.00%	GREEN	GREEN

ACTION PROGRESS COMMENTS:
We are working closely with Welsh Government, specialist consultants and Scottish Power Energy Networks in identifying strategic locations across the County where a business case exists for the implementation of electric vehicle charging infrastructure. This will then allow the Authority to bid for funding to upgrade the existing electricity supply to allow private sector uptake in line with the Councils strategy to act as an enabler. In December 2019, Cabinet approved the Councils proposal to bid for Office of Low Emission Vehicles (OLEV) funding in order to accelerate the implantation of the eight immediate priority sites identified as a result of the recent Leader Study. An application is currently being prepared ready for submission by end of January

Last Updated: 24-Jan-2020

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
4.1.1.11 (CP) The adoption of a strategy to reduce the Council's reliance on single use plastics	Andrew Farrow - Chief Officer - Planning, Environment and Economy	In Progress	01-Apr-2019	31-Mar-2020	25.00%	AMBER	GREEN

ACTION PROGRESS COMMENTS:
The Council's response to climate change and the requirements of Welsh Government for the public sector to be carbon neutral by 2030 was endorsed by Cabinet on 17th Dec 2019. They supported the revision of our existing Carbon Reduction Strategy which will, in turn, be supported by a series of Action Plans, including one for reducing our reliance on single use plastics

Last Updated: 24-Jan-2020

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
4.1.2.1 (CP) Revise the Waste Management Strategy for the medium-term with aims, objectives and targets	Ruth Cartwright - Regulatory Services Manager	Completed	01-Apr-2019	31-Mar-2020	100.00%	GREEN	GREEN

ACTION PROGRESS COMMENTS:
The Council are set recycling targets by Welsh Government. Operating to the current waste management strategy, Flintshire are achieving these targets in advance of statutory timescales. Welsh Government have suggested that targets will be increased in the future which would make achieving them difficult with the current services provided. Therefore, there was a need to review the current waste management strategy. A public consultation was undertaken between September 2019 and October 2019 to gauge public opinion on the current recycling and waste collection service and to consider alternative delivery model options. The outcome of the consultation was presented to the Councils Cabinet Committee on the 17th December with a recommendation to revise the current waste collection strategy to provide a more robust enforcement approach to those residents who do not recycle and to improve education and understanding on what can be recycled.

Last Updated: 24-Jan-2020

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
4.1.2.2 (CP) Parc Adfer opened on time and to operational requirements with the diversion of regional and local non-recyclable domestic waste to the new facility	Ruth Cartwright - Regulatory Services Manager	Completed	01-Apr-2019	31-Dec-2019	100.00%	GREEN	GREEN

ACTION PROGRESS COMMENTS:
Parc Adfer began accepting regional and local non-recyclable waste from the 27th August 2019.

Last Updated: 22-Jan-2020

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
4.1.2.3 (CP) The development and implementation of an education programme to promote behavioural change	Ruth Cartwright - Regulatory Services Manager	In Progress	01-Apr-2019	31-Mar-2020	75.00%	GREEN	GREEN

ACTION PROGRESS COMMENTS:

The development of a multi-regional education suite is being undertaken at Parc Adfer to educate and inform schools and communities on recycling and waste processes with the aim to influence change. The development of an education/informative campaign for Flintshire residents is being developed following feedback from the public consultation undertaken in 2019.

Last Updated: 24-Jan-2020

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
4.1.2.4 (CP) Achievement of Parc Adfer Commissioning / Environmental permit award	Ruth Cartwright - Regulatory Services Manager	Completed	01-Apr-2019	31-Mar-2020	100.00%	GREEN	GREEN

ACTION PROGRESS COMMENTS:
Parc Adfer was awarded its environmental permit in October 2015, by Natural Resources Wales, with a permit variation approved in March 2018. The site began accepting non-recyclable waste on 27th August 2019 and achieved commissioned status on 20th December 2019.

Last Updated: 22-Jan-2020

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
4.1.3.1 (CP) Effective management of our natural environment and accessible green space networks to deliver health, well-being and resilience goals	Tom Woodall - Access and Natural Environment Manager	In Progress	01-Apr-2019	31-Mar-2020	75.00%	GREEN	GREEN

ACTION PROGRESS COMMENTS:
6,000 hedgerow plants are in the process of being planted in partnership with Keep Wales Tidy through the long forest project and a programme of tree works has been completed in preparation of the second phase of the Greenfield Valley Active Travel Route, which will create better links to Holywell High School area. Litter picking hubs have been established at Greenfield Valley and Wepre Country Park. The Rights of Way Team manage 1200km of Rights of Way and recent achievements include access improvement works carried out along the Wales Coast Path along Lord Vivian's Embankment. The team have been working to increase the network length, through a number of Legal Orders being successfully promoted and completed. An 8% increase in the amount of path issues resolved compared to the previous two quarters and a 28% increase compared to the end of the 3rd quarter in 2018. The Access Teams proactive approach has seen a noticeable increase in the number of landowners agreeing to replace stiles with kissing gates improving access to the Network. The Wepre Country Park Education Programme 2019 welcomed 13 visits from six schools reaching a total of 465 children. Our Greenfield Valley Education Programme 2019 engaged with 1746 children. In 2019 we held 55 Countryside Events with over 2000 beneficiaries 25 Greenfield Valley Events with 5759 beneficiaries. This included a Flagship Go wild BioBlitz event in Wales Nature Week and an intergenerational nature walk with FCC Social Services and Rights of Way Team.

Last Updated: 24-Jan-2020

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
4.1.3.2 (CP) Protecting the resilience of our natural environment by increasing the biodiversity value of council owned or managed land	Tom Woodall - Access and Natural Environment Manager	In Progress	01-Apr-2019	31-Mar-2020	75.00%	GREEN	GREEN

ACTION PROGRESS COMMENTS:

We have continued to coordinate the regional nature partnership and a number of partnership projects which support improved use of green spaces. In addition we have continued to coordinate volunteer wildlife recording groups including Sand Lizard and Dormouse monitoring. Section 6 of the Biodiversity Duty Plan Report is complete for 2019: 67% of actions have been either completed or good progress has been made. The tree planting programme has continued with an additional 583 trees planted this winter to date and further planned this winter season. A wildflower campaign has been initiated working with Streetscene, key objectives include reduced mowing regimes, establishing trial perennial wildflower verges and improving management at wildflower rich verges.

Last Updated: 24-Jan-2020

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
4.1.4.1 (CP) The success of measures to protect the built and environmental assets through the LDP process	Adrian Walters - Team Leader	In Progress	01-Apr-2019	31-Mar-2020	30.00%	AMBER	AMBER

ACTION PROGRESS COMMENTS:

The policies in the Deposit Local Development Plan (LDP) cannot be afforded weight in the determination of planning applications until the Plan is adopted. Once adopted, this indicator and the policies will be monitored as to their effectiveness over the remaining Plan period i.e. up to 2030. However, the consultation representations received on the relevant policies in the Deposit LDP has not indicated that there is any fundamental deficiency with the policies or conflict with national planning guidance, and have not attracted objection from Welsh Government. The built and natural environment policies are therefore likely to remain largely intact through the examination of the LDP with possible minor policy wording changes only

Last Updated: 15-Jan-2020

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
4.1.4.2 (CP) The publication of policies and proposals within the Deposit Plan to protect the built and natural environment	Adrian Walters - Team Leader	Completed	01-Apr-2019	31-Mar-2020	100.00%	GREEN	GREEN

ACTION PROGRESS COMMENTS:
The LDP was placed on deposit for public consultation on 30/09/19 for a six week period, having been approved by the Council at its respective meetings on 23/07/19 and 11/09/19.

Last Updated: 22-Oct-2019

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
4.2.1.1 (CP) The effective introduction of an in-house minibus service as an innovative and sustainable based transport scheme to meet need and demand	Ceri Hansom - Integrated Transport Unit Manager	In Progress	01-Apr-2019	31-Mar-2020	70.00%	GREEN	AMBER

ACTION PROGRESS COMMENTS:
The Council has obtained a Public Service Vehicle Operators licence and been successful in purchasing four, 16 seat wheelchair accessible, minibuses for the provision of an in-house transport service for providing small areas based Local Travel Arrangements. The minibuses purchased are now been utilised throughout the County under contract to operators, the next step is to recruit drivers to operate the vehicles in-house.

Last Updated: 14-Jan-2020

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
4.2.1.2 (CP) Development of area based appropriate and sustainable Local Travel Arrangements	Ceri Hansom - Integrated Transport Unit Manager	In Progress	01-Apr-2019	31-Mar-2020	85.00%	GREEN	GREEN

ACTION PROGRESS COMMENTS:
There are 10 Local Travel Arrangements in service which operate in one of four agreed geographical areas of the County. Following passenger monitoring it has been identified that areas with low passenger numbers may require an alternative transport service, such as demand responsive bus services, to operate sustainably. These options are being developed while the existing bus service still operate. Demand responsive transport has now been introduced within one area of the County (January 2020), monitoring of all local travel arrangements and demand responsive transport is required on an ongoing basis.

Last Updated: 14-Jan-2020

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
4.2.2.1 (CP) The range, quality, reliability and frequency of services on the core bus network either through commercially viable services, partnership arrangements or contracted services	Ceri Hansom - Integrated Transport Unit Manager	In Progress	01-Apr-2019	31-Mar-2020	50.00%	GREEN	GREEN

ACTION PROGRESS COMMENTS:

The Council are working with local bus operators to develop Quality Bus partnerships along the core bus network, from Rhyl to Chester, to ensure the quality of local bus services encourages increased passenger numbers. The Quality Partnership will deliver integrated ticketing, improved infrastructure (bus stops/highway network) and reliability of services. The current contacted and commercial bus service will be included in future Quality Partnership considerations.

Last Updated: 24-Jan-2020

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
4.2.3.1 (CP) Maintaining the infrastructure on the highway network to ensure the resilience, efficiency and reliability of road transport	Sam Tulley - Road Space Manager	In Progress	01-Apr-2019	31-Mar-2020	75.00%	GREEN	GREEN

ACTION PROGRESS COMMENTS:

Following the negative impact of the 2018/19 winter period, pothole repairs have been undertaken throughout the County to ensure that the Highway Network is in a safe condition for the travelling public. Additional resources were contracted during May and June to prioritise the roads in need of repair and improve the overall condition of the network.

Last Updated: 16-Jan-2020

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
4.2.3.2 (CP) Delivery of the annual Highways Asset Management Plan	Sam Tulley - Road Space Manager	In Progress	01-Apr-2019	31-Mar-2020	75.00%	GREEN	GREEN

ACTION PROGRESS COMMENTS:

The capital made available for Highway infrastructure maintenance programmes will be allocated and expended by the end of the financial year. Those monies remain below the level of funding required to maintain a Steady State in the condition of the road network. Streetscene & Transportation ensure that available funding is allocated appropriately, and ensure best value for the expenditure to maintain the highway network. Highways Asset Management Plan (HAMP) schemes are underway as follows. - Resurfacing - Programme of schemes progressing 22 sites completed with 7 sites outstanding- expected completion 31/03/2020; -Surface Dressing – Completed; Patching – Completed; -Undertake condition surveys to produce the annual resurfacing programme by March 2020 - On-going; -Undertake post completion inspections of utility work by March 2020 - On-going Priority is given to the areas of the network that require the investment whilst considering the local infrastructure.

Last Updated: 24-Jan-2020

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
4.2.4.1 (CP) Meeting the statutory requirements of the Active Travel Act measured by the spend on projects	Anthony Stanford - Highways Strategy Manager	In Progress	01-Apr-2019	31-Mar-2020	70.00%	GREEN	GREEN

ACTION PROGRESS COMMENTS:

The introduction and development of Active Travel infrastructure is at the heart of all transport improvements for which the Authorities approved Integrated Network Map acts as a forward works programme. Active Travel links have now been provided to every business on the Deeside industrial Park, thus providing sustainable access and improved journey times to a major centre of employment. A package of local improvements has also been developed to improve walking and cycling links through the Greenfield Valley to link Holywell with the coast which is scheduled to be delivered over a three year phased programme In May 2019, Cabinet approved the progression of the Mold to Broughton Cycle scheme as the Councils Strategic application under the Welsh Government Active Travel fund for the forthcoming 2020/21 financial year.

Last Updated: 24-Jan-2020

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
4.2.4.2 (CP) Submission of annual report on active travel development across all portfolios to Welsh Government	Anthony Stanford - Highways Strategy Manager	Completed	01-Apr-2019	31-Mar-2020	100.00%	GREEN	GREEN

ACTION PROGRESS COMMENTS:
Annual report submitted to Welsh Government in September of this year.

Last Updated: 31-Oct-2019

Performance Indicators

KPI Title	Pre. Year Period Actual	Period Actual	Period Target	Perf. RAG	Perf. Indicator Trend	YTD Actual	YTD Target	Outcome RAG
CP4.1.2M01 (PAM/030) Percentage of waste reused, recycled or composted	70.23	68.7	70	AMBER	↓	70	70	GREEN

Lead Officer: Ruth Cartwright - Regulatory Services Manager
Reporting Officer: Gabrielle Povey - Recycling and Compliance Officer
Progress Comment: Estimated tonnages used at this point - December figures require verifying

Last Updated: 16-Jan-2020

KPI Title	Pre. Year Period Actual	Period Actual	Period Target	Perf. RAG	Perf. Indicator Trend	YTD Actual	YTD Target	Outcome RAG
CP4.1.2M02 Average recycling rate across all HRC sites	77.37	82.03	80	GREEN	↑	82.54	80	GREEN

Lead Officer: Ruth Cartwright - Regulatory Services Manager
Reporting Officer: Gabrielle Povey - Recycling and Compliance Officer
Progress Comment: Static performance.

Last Updated: 27-Jan-2020

KPI Title	Pre. Year Period Actual	Period Actual	Period Target	Perf. RAG	Perf. Indicator Trend	YTD Actual	YTD Target	Outcome RAG
CP4.2.1M01 Provide Local Travel Arrangements in geographical areas of the County	No Data	8	4	GREEN	N/A	8	4	GREEN

Lead Officer: Anthony Stanford - Highways Strategy Manager
Reporting Officer: Ceri Hansom - Integrated Transport Unit Manager
Progress Comment: Work has been carried out to review the local travel arrangements in place. There are now 8 Local Travel Arrangements as follows:

LT8 – Caergwrle - Hope - Higher Kinnerton - Broughton
CT3 – Northop Hall - Connah's Quay
CT6 – Cymau - Broughton
LT1 – Holywell – Lixwm – Rhes Y –Cae
LT2 – Holywell – Caerwys
LT3 – Holywell to Greenfield
LT4 – Buckley
LT7 – Mold - Treuddyn - Caergwrle - Hope

Local travel arrangements which were not well utilised and patronage was significantly low we have removed two travel arrangements and this has now been replaced with Demand Responsive Transport. A new bus service operating along the core bus network has also been introduced January 2020.

Last Updated: 24-Jan-2020

KPI Title	Pre. Year Period Actual	Period Actual	Period Target	Perf. RAG	Perf. Indicator Trend	YTD Actual	YTD Target	Outcome RAG
CP4.2.3M04 Undertake post completion inspections of utility works	93.13	96.65	90	GREEN	↑	97.94	90	GREEN

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

Last Updated: 24-Jan-2020

Risks

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	⬌	Closed

Potential Effect:
Income targets not met
Potential reduction could impact staffing resource to maintain service delivery

Management Controls:
Raised as a pressure for 2017/18.

Progress Comment:
The grant ceased to exist in 18/19 and was replaced but the competitive Enabling Nature Grant. An application was made but was unsuccessful, therefor the shortfall in funding from the Single Environment Grant is having to be found from service budgets.

Last Updated: 04-Nov-2019

RISK TITLE	LEAD OFFICER	SUPPORTING OFFICERS	INITIAL RISK RATING	CURRENT RISK RATING	TREND ARROW	RISK STATUS
Funding will not be secured for priority flood alleviation schemes	Ruairi Barry - Senior Engineer	Lynne Fensome - Management and Support Manager	Red	Red	◄►	Open

Potential Effect:
Flooding of homes and businesses across the county
Potential homelessness

Management Controls:
Review our approach to funding capital projects

Progress Comment:
Under the Land Drainage Act 1991, the Council as Lead Local Flood Authority has powers available but is not compelled to undertake flood alleviation works. Flood alleviation schemes are considered in accordance with defined national protocols (based on the Five Case Business Model Approach) in order to be included in Welsh Government's 'Pipeline Programme' which can provide Flood Defence Grant in Aid funding at 85% match funding. At present Flintshire Council have no active schemes in the national programme. Several local sites have been identified with potential for viable flood alleviation schemes. Dedicated resource isolated from delivering statutory legislative Flood Coastal Erosion Risk Management (FCERM) duties is required within the Team to develop these local flood risk sites into schemes for consideration for inclusion into Welsh Government's 'Pipeline Programme'. A Team structure review in quarter one of 2020/21 will seek opportunities to address this. Welsh Government have noted the decline in schemes and are considering implementing measures to support Local Authorities, including regional dedicated 'Project Managers' to facilitate scheme delivery on behalf of local FCERM clients.

Last Updated: 24-Jan-2020

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 Network Manager	Ruth Cartwright - Regulatory Services Manager	Amber	Amber	↔	Open

Potential Effect:
Deteriation of the condition of highways in Flintshire

Management Controls:
Focussed investment through the funding of schemes that maintain or reduce the pace of deterioration of the condition of the main highway infrastructure.
Road Safety Scheme identification for improvement to routes through available funding.
Maximise funding received through the quality of the bid submission by aligning submissions to follow successful bid model techniques.

Progress Comment: The funding provided for the highway infrastructure maintenance programmes has been allocated and will be spent by the end of the financial year. This funding remains below the level of funding required to maintain a Steady State in the condition of the road network, which would need to be >£2.7m per annum.
Streetscene & Transportation agree strategies for investment in highway asset groups, and ensure improved highway asset management and best value for highways investment is achieved.
Condition surveys are undertaken and reviewed annually to produce the annual resurfacing programme for the next financial year. Priority is given to the areas of the network that require the investment whilst considering the local infrastructure.

Last Updated: 24-Jan-2020

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	Anthony Stanford - Highways Strategy Manager	Amber	Amber	↔	Open

Potential Effect:
Decrease in bus services to residents, particularly in rural areas

Management Controls:
Develop services so that they become more commercially viable

Progress Comment:
The bus subsidy is now complete with 10 Local Travel arrangements in place. A review of the local travel arrangements is now taking place and alternative solutions have been recommended where utilisation and patronage on arrangements is particularly low. This will allow the routes to be sustainable going forward.

Last Updated: 15-Jan-2020

RISK TITLE	LEAD OFFICER	SUPPORTING OFFICERS	INITIAL RISK RATING	CURRENT RISK RATING	TREND ARROW	RISK STATUS
Supply chain resilience of transport providers	Ceri Hansom - Integrated Transport Unit Manager	Anthony Stanford - Highways Strategy Manager	Amber	Yellow	⬇	Open

Potential Effect:
Transport services cannot be provided

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

Progress Comment:
The control measures have been put in place to mitigate against another major transport services provider going into administration or not able to meet the required operating standards. New processes have been established and officers are carrying out both safety compliance checks and also finance compliance checks on contractors.

Last Updated: 14-Jan-2020

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 Network Manager		Amber	Amber	⬌	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:
During the Summer of 2019, pothole repairs were undertaken in a countywide programme of patching to ensure that the Highway Network is in a safe condition for the travelling public.
 Repairing the Council's roads is a priority for the service and Area Coordinators continue to identify safety defects on the network, and prioritise the roads in need of repair. This response to defect repair is delivery through the in-house Streetscene & Transportation Service Delivery teams

 Last Updated: 22-Jan-2020

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	Ruth Cartwright - Regulatory Services Manager	Yellow	Yellow	↔	Open

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

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

Progress Comment:
An officer has been appointed in October 2019 to review local travel arrangements implemented and develop work with demand responsive transport.
Following a review of services where patronage is low, from January 2020, two local transport arrangements have been replaced with a demand responsive transport arrangement. Further work is ongoing with local communities and operators to review local travel arrangements throughout the County.

Last Updated: 22-Jan-2020

RISK TITLE	LEAD OFFICER	SUPPORTING OFFICERS	INITIAL RISK RATING	CURRENT RISK RATING	TREND ARROW	RISK STATUS
Public acceptance and support for recycling and re-use	Ruth Cartwright - Regulatory Services Manager		Amber	Amber	⬇	Open

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

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

Progress Comment:
The Council has achieved the statutory recycling target for 2024-5. The Council recently consulted with residents on the future of the collection service. Almost 9000 responses were received clearly showing that residents are engaged and value the current service. Feedback received will be used to target education campaigns to improve understanding and engagement. The Christmas waste campaign was well received by residents and Members.

Last Updated: 15-Jan-2020

Safe and Clean Council

Actions

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
5.1.1.1 (CP) Achievement against the actions of the Regional Community Safety Plan and the Flintshire Well-Being Plan	Sian Jones - Public Protection Manager - Community and Business	In Progress	01-Apr-2019	31-Mar-2020	75.00%	GREEN	GREEN

ACTION PROGRESS COMMENTS:

The People are Safe Board has undertaken a review of performance in quarter one and quarter two and all actions are on track. Members of the Board attended Corporate Resources Overview and Scrutiny Committee (CROSC) in September 2019 to present the current work plan and reflect upon the work that had taken place over the last 12 months. The Plan was supported and endorsed by CROSC. The basis of the People are Safe Plan is derived from the North Wales Community Safety Plan and also through local intelligence and analysis. Achievements are also monitored through the Well-being Plan by the Public Services Board. During quarter three the North Wales Safer Communities Board reviewed all local Community Safety Partnership plans to seek assurance that they continued to deliver against strategic priorities. All plans (including Flintshires) met this requirement.

Last Updated: 24-Jan-2020

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
5.1.1.2 (CP) The performance of North Wales Police in partnership with the Council as statutory Community Safety partners	Sian Jones - Public Protection Manager - Community and Business	In Progress	01-Apr-2019	31-Mar-2020	75.00%	GREEN	GREEN

ACTION PROGRESS COMMENTS:

Flintshire County Council and North Wales Police continue to work effectively together both as individual partner agencies and members of the Community Safety Partnership (whose work is discharged through the People are Safe Board) and the Public Services Board. Both have assumed lead roles in local fora such as the Community Demand Reduction Partnership which considers crime and anti-social behaviour drivers every month, and also through their work in the Multi Agency Risk Assessment Conferences (MARAC) also held monthly. MARACs review the safety of those who are at highest risk of harm from domestic abuse in the County. North Wales Police are also responsive to specific requests for assistance or support when requested by Flintshire County Council officers. Flintshire County Council and North Wales Police continue to contribute to the work of the wider Community Safety Partnership, and are active members of the People are Safe Board.

Last Updated: 24-Jan-2020

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

ACTION PROGRESS COMMENTS:
At the time of writing this update, 42% of employees are recorded as having completed the first of the Violence Against Women and Domestic Abuse (VAWADA) Welsh Government e-learning modules. We will continue to encourage all employees to complete this module, and to find alternative methods of delivery, including took box talks for front line employees.

Last Updated: 14-Jan-2020

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
5.1.2.1 (CP) Achievement against the actions and targets of the Corporate Safeguarding Action Plan	Fiona Mocko - Strategic Policies Advisor	In Progress	01-Apr-2019	31-Mar-2020	75.00%	GREEN	GREEN

ACTION PROGRESS COMMENTS:
The Safeguarding e-Learning module was launched in September 2019. A target was set for 200 employees to complete by March 31st 2020. To date 154 employees have completed this training. The Designated Safeguarding Leads are reminding employees within the Portfolio to complete the e-Learning module to ensure the target is achieved. The actions on the current action plan have been completed. The action plan for 2020/21 will be finalised by the Corporate Safeguarding Panel in March 2020.

Last Updated: 22-Jan-2020

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
5.1.2.2 (CP) Corporate Safeguarding Policy reviewed and updated	Fiona Mocko - Strategic Policies Advisor	In Progress	01-Apr-2019	31-Mar-2020	90.00%	GREEN	GREEN

ACTION PROGRESS COMMENTS:
The Corporate Safeguarding Policy has been reviewed and updated to reflect changes in reporting procedures and has been circulated to the Corporate Safeguarding Panel for their comments. The updated Corporate Safeguarding Policy will be endorsed by the Corporate Safeguarding Panel at their meeting in March 2020.

Last Updated: 24-Jan-2020

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
5.1.3.1 (CP) Maintaining the percentage of broadly compliant establishments within the County for public protection	Helen O'Loughlin - Team Leader - Food Safety & Food Standards	Ongoing	01-Apr-2019	31-Mar-2020	-	GREEN	GREEN

ACTION PROGRESS COMMENTS:

National Indicator that is reported annually. The team carry out a planned programme of inspections throughout the year to ensure the percentage of compliant establishments remains at a consistently high percentage.

Last Updated: 14-Jan-2020

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
5.1.4.1 (CP) Performance against current performance standards for front-line Streetscene and Transportation	Barry Wilkinson - Highways Network Manager	In Progress	01-Apr-2019	31-Mar-2020	85.00%	GREEN	GREEN

ACTION PROGRESS COMMENTS:

The Streetscene Standards have been agreed through a working group of elected members at the implementation of the service. These standards have been set as a minimum standard of service delivery to the county. The operations within Streetscene & Transportation continue to deliver these standards to the highest degree possible whilst responding to the prevailing demands.

Last Updated: 06-Jan-2020

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
5.1.4.2 (CP) Completion of a review and of performance standards for front-line Streetscene and Transportation Services	Katie Wilby - Transportation and Logistics Manager	Completed	01-Apr-2019	31-Mar-2020	100.00%	GREEN	GREEN

ACTION PROGRESS COMMENTS:

In July 2019, the Council's Cabinet approved the adoption of revised Streetscene service standards detailed, which included the additional service standards as a result of the portfolio changes.

Last Updated: 18-Oct-2019

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

ACTION PROGRESS COMMENTS:
Flintshire County Council currently undertake Civil Parking Enforcement and Environmental Enforcement. Civil Parking is the issuing of Penalty Charge Notices, off street and on street. And Environmental Enforcement covers, Fly Tipping, Littering, Side Waste, Public Space Protection Order (PSPO), Dogs Control Orders including dog fouling and abandoned vehicles. The standards for enforcement are set out in the environmental enforcement policy.
Last Updated: 24-Jan-2020

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
5.1.5.2 (CP) Develop and implement five education programmes for environmental awareness	Vicky Plant - Support Services Manager	In Progress	01-Apr-2019	31-Mar-2020	65.00%	GREEN	GREEN

ACTION PROGRESS COMMENTS:
To date, three educational programmes have taken place. Two programmes relate to specific hot spot area of side waste and fly tipping, these areas are Shotton and Queensferry . Residents have been educated by leaflet drops and door knocking face to face talks with officers from the authority and also local members of the areas. The programmes have included the installation of camera systems to record evidence and these have so far have proved to be a very successful deterrent and the areas are seeing an improvement in cleanliness. The third programme is the education and engagement of residents regarding dog fouling and dog control at specific locations across Flintshire. An educational campaign is being considered in relation to school visits and parking issues in school areas. The enforcement team has seen an increase in the complaints received about parking in school areas and feel it would be beneficial to provide some education and hands on engagement with pupils.
Last Updated: 24-Jan-2020

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

ACTION PROGRESS COMMENTS:
Weekly rotas are produced to ensure that all of the public car parks and on street traffic restrictions are monitored on a consistent and regular basis. On street logs are produced for each officer via their hand held terminals and these can be crossed checked with rota details for further accuracy. The Civic Enforcement Officers's meet with the Administration and Enforcement manager at monthly one to one meetings. On street logs of officer work activity are reviewed at these meetings and form a basis of the cross checks.

Last Updated: 24-Jan-2020

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
5.1.5.4 (CP) Ensure that all Pay and Display infrastructure is operational utilising back office technology and reporting	Vicky Plant - Support Services Manager	Ongoing	01-Apr-2019	31-Mar-2020	-	GREEN	GREEN

ACTION PROGRESS COMMENTS:
Daily checks are made on back office systems to ensure that all car parking machines are up and running and reporting any faults. If a fault does occur an email is sent from the machine to all the enforcement officers to update them. An officer in the area will then attend the machine to troubleshoot the problem. Any issues that cannot be resolved are then escalated to supervisor/manager level to see if they can resolve the issue. The final step would be to call out the Supplier if any issues cannot be resolved.

Last Updated: 14-Jan-2020

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
5.1.5.5 (CP) Respond to, and monitor, environmental crime complaints (in line with Streetscene standards)	Vicky Plant - Support Services Manager	Ongoing	01-Apr-2019	31-Mar-2020	-	GREEN	GREEN

ACTION PROGRESS COMMENTS:
Streetscene standards for fly tipping require a completion within 24 hours. All incidents are emailed through to the Enforcement Officers via the Customer Contact Centre Customer Relationship Management (CRM) System. The officer will attend the fly tip and carry out an investigation. Following this the officer will send a return email to confirm that the item(s) are ready for collection. The Customer Contact Centre will then email the relevant Area Supervisor to arrange collection. Abandoned vehicles will follow a similar process but there is no 24 hour collection standard. In this instance the monitoring will be at the Officer discretion based on the nature of the incident. Both Fly Tipping and Abandoned vehicles are recorded by the Enforcement Team in a spreadsheet to show dates reported and dates visited.

Last Updated: 24-Jan-2020

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
5.1.5.6 (CP) Ensure all Fixed Penalty Notices / Penalty Charge Notices are progressed to ensure ongoing compliance	Vicky Plant - Support Services Manager	Ongoing	01-Apr-2019	31-Mar-2020	-	GREEN	GREEN

ACTION PROGRESS COMMENTS:

For Penalty Charge Notice's (PCN's) the progression includes administrative processes that are carried out via the Partnership company Wales Penalty Processing Partnership (WPPP). To include taking payments, processing appeals, notice to owner, bailiff engagement and Traffic Penalty Tribunal. Fixed Penalty Notice's (FPN's) are logged internally by the Enforcement Team, non-payment within 14 days will instigate a reminder letter giving another seven days to make payment. Failure to pay in this period will result in a second reminder giving another seven days to make payment. Failure to pay in this window will result in Single Justice Procedure paperwork being issued and an attendance at court if pursued. The internal spreadsheet gives an up to date record of payments made and current timescales.

Last Updated: 24-Jan-2020

Performance Indicators

KPI Title	Pre. Year Period Actual	Period Actual	Period Target	Perf. RAG	Perf. Indicator Trend	YTD Actual	YTD Target	Outcome RAG
CP7.1.4M01 Achieve minimum level of agreed standards	0	85	0	GREEN	↑	85	0	GREEN

Lead Officer: Barry Wilkinson - Highways Network Manager
Reporting Officer: Barry Wilkinson - Highways Network Manager
Progress Comment: Baseline Year: The portfolio continues to support the delivery of the service at the standards agreed, whilst responding to the demands of the service.

Last Updated: 24-Jan-2020

KPI Title	Pre. Year Period Actual	Period Actual	Period Target	Perf. RAG	Perf. Indicator Trend	YTD Actual	YTD Target	Outcome RAG
CP7.1.5M01 Number of targeted environmental educational campaigns	No Data	3	1.25	GREEN	N/A	6	3.75	GREEN

Lead Officer: Ruth Cartwright - Regulatory Services Manager
Reporting Officer: Vicky Plant - Support Services Manager
Progress Comment: Baseline Year: Developing campaign for school visits/education regarding parking issues in school areas.

Last Updated: 24-Jan-2020

KPI Title	Pre. Year Period Actual	Period Actual	Period Target	Perf. RAG	Perf. Indicator Trend	YTD Actual	YTD Target	Outcome RAG
CP7.1.5M02 Progress non-payment of all Penalty Charge Notice (PCN) / Fixed Penalty Notice (FPN).	0	90.37	100	AMBER	↑	90.37	100	AMBER

Lead Officer: Ruth Cartwright - Regulatory Services Manager
Reporting Officer: Vicky Plant - Support Services Manager
Progress Comment: Baseline Year: Staff absence has hindered the progression of Fixed Penalty Notices's for this quarter

Last Updated: 24-Jan-2020

Risks

RISK TITLE	LEAD OFFICER	SUPPORTING OFFICERS	INITIAL RISK RATING	CURRENT RISK RATING	TREND ARROW	RISK STATUS
Increased demand on enforcement services with introduction of new legislation	Vicky Plant - Support Services Manager	Ruth Cartwright - Regulatory Services Manager	Amber	Amber	⬌	Open

Potential Effect:
Lack of resilience to respond to parking contraventions or environmental crimes
Increased environmental crimes resulting in deterioration of natural environment
Decreased highway safety

Management Controls:
Review upcoming legislative changes
Improved time management of current enforcement team

Progress Comment:
Management Control in terms of Improving the Time Management of the Officers. The rota was changed Spring 2018 to effectively change the conflict of crossover within the job roles and allow the continuity of patrol to be more time effective. The team numbers have also increased from four to eight, and flexible working hours have also been introduced. Management changes to the rota are reflected in service demand and issues as reported in specific areas by members of the public, school, councillors etc.

Last Updated: 24-Jan-2020

RISK TITLE	LEAD OFFICER	SUPPORTING OFFICERS	INITIAL RISK RATING	CURRENT RISK RATING	TREND ARROW	RISK STATUS
Lack of public support for enforcement services	Vicky Plant - Support Services Manager	Ruth Cartwright - Regulatory Services Manager	Red	Amber	⬄	Open

Potential Effect:
Lack of support for the enforcement services
Rescinding of enforcement action leading to lack of confidence in service
Abuse and aggression towards the enforcement team
Increased traffic contraventions and environmental crime occurrences

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

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

Last Updated: 24-Jan-2020

Connected Council

Actions

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
6.1.1.1 (CP) Achievement of the aims, objectives and targets for: The Holway, Holywell – community-led regeneration	Jane M Davies - Senior Manager, Safeguarding & Commissioning	In Progress	01-Apr-2019	31-Mar-2020	75.00%	GREEN	GREEN

ACTION PROGRESS COMMENTS:

All agencies have consistently met together to plan local activities, particularly play and fuel poverty initiatives to address community resilience. Refurbishment of local garden and fencing areas has improved the physical infrastructure and the construction work on the Holway Hub is now complete. The Holway Development Group met in early December, and a rota is being drawn up for agencies to utilise the hub. Further work on the community centre is underway.

Last Updated: 23-Jan-2020

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
6.1.1.2 (CP) Achievement of the aims, objectives and targets for: Social Value – a social value framework to maximise local investment in communities	Niall Waller - Service Manager - Enterprise and Regeneration	In Progress	01-Apr-2019	31-Mar-2020	50.00%	GREEN	AMBER

ACTION PROGRESS COMMENTS:

The Social Value Strategy was approved early in 2019 and sets out the ambitions for generating new social value from Council activities. A software system to record social value generated by suppliers and services is being procured. A development officer to support officers and suppliers has been recruited and is engaging services and supporting procurement activity.

Last Updated: 09-Jan-2020

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
6.1.1.3 (CP) Achievement of the aims, objectives and targets for: Social Prescribing – a model for participation by local people with improvements in personal well-being	Jacque Slee - Team Manager Performance	In Progress	01-Apr-2019	31-Mar-2020	75.00%	GREEN	GREEN

ACTION PROGRESS COMMENTS:
The number of referrals from GPs to the Single Point of Access (SPOA) for a Social Prescribing response is increasing due to targeted activity. The support offered is in response to a discussion about "what matters" to the individual meaning that the responses are person centered and bespoke to the individuals' needs.
Last Updated: 22-Jan-2020

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
6.1.1.4 (CP) Achievement of the aims, objectives and targets for: Get Flintshire Moving – participation by local people with improvements in personal health	Neil Ayling - Chief Officer - Social Services	In Progress	01-Apr-2019	31-Mar-2020	75.00%	GREEN	GREEN

ACTION PROGRESS COMMENTS:
Let's Get Moving aims to develop opportunities for residents to be more active in their communities to achieve improvements in health and well-being. Work has been undertaken to encourage Council staff to be more active during the day through lunchtime walks, development and mapping of community walks, and working with Flintshire Public Services Board (PSB) organisations to support their workforce to move more and sit less. Activity in quarter three has included working with Cheshire Wildlife Trust on the Dee Coastliners project, with Greenfield Valley Board to increase use by the community, lunchtime walks for Council employees and the Active Colleges programme with Coleg Cambria.
Last Updated: 24-Jan-2020

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
6.1.2.2 (CP) Delivery of Aura Business Plan 2019/20	Colin Everett - Chief Executive	In Progress	01-Apr-2019	31-Mar-2020	75.00%	GREEN	GREEN

ACTION PROGRESS COMMENTS:
Aura is performing well against its annual and medium-term business plan aims, objectives and targets. Regular reports are made to the Aura Board and to the Partnership Board with the Council. Periodic reports are made to Overview and Scrutiny. A report was made to Cabinet in January 2020 on the renewal of the service contract with Aura for years four and five (from 01.09.20)
Last Updated: 24-Jan-2020

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
6.1.3.1 (CP) Adopting a Social Value Framework with an action plan with aims, objectives and targets, to make progressive impact on the value of monetary and non-monetary investment by contractors and suppliers, the geographic spread of investment across communities, and the social policy priorities of the Council and its partners.	Niall Waller - Service Manager - Enterprise and Regeneration	In Progress	01-Apr-2019	31-Mar-2020	75.00%	GREEN	AMBER

ACTION PROGRESS COMMENTS:

The Social Value Strategy was approved Spring 2019 and sets out the ambitions for generating new social value from Council activities. A software system to record social value generated by suppliers and services is being procured currently. A development officer to support officers and suppliers has been recruited.

Last Updated: 09-Jan-2020

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
6.2.1.1 (CP) A seamless and successful transition to an Integrated Contact Centre	Rebecca Jones - Customer Services and Registration Manager	Completed	01-Apr-2019	31-Dec-2019	100.00%	GREEN	GREEN

ACTION PROGRESS COMMENTS:

Housing and Streetscene Contact Centres amalgamated on 7 August, 2019. The single Contact Centre is now based at Ty Dewi Sant, Ewloe.

Last Updated: 22-Jan-2020

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
6.2.1.2 (CP) Improvements in customer service response and resolution times	Rebecca Jones - Customer Services and Registration Manager	Ongoing	01-Apr-2019	31-Mar-2020	-	GREEN	GREEN

ACTION PROGRESS COMMENTS:

Performance against our published response times remains good with an average of 76% of complaints responded to within 10 working days. This represents a small increase from the start of the year and the last quarter. Customer Service continue to support portfolios to achieve timely responses to customer enquiries through regular reporting including Assembly Members and Members of Parliament enquiries.

Last Updated: 30-Jan-2020

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
6.2.1.3 (CP) Extension of the range of digitised services in Social Services, Education and Revenues and Benefits	Rebecca Jones - Customer Services and Registration Manager	Ongoing	01-Apr-2019	31-Mar-2020	-	GREEN	GREEN

ACTION PROGRESS COMMENTS:

The number of residents signing up to My Account continues to grow and now stands at 9489. Each new service area made available through the website is linked to My Account so that residents need only sign in once. The next service area to be digitised will be Revenues and Benefits in January. Thereafter the intention is to renew the payment portal which will improve the look and feel for residents making digital payments. The delayed direct debit module will be added late in quarter one though, given the problems experienced with the initial release, there will be a substantial test period to ensure that all aspects are functioning correctly.

Last Updated: 22-Jan-2020

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
6.2.2.1 (CP) Meeting the aims, objectives and targets of the adopted Strategy	Rebecca Jones - Customer Services and Registration Manager	Ongoing	01-Apr-2019	31-Mar-2020	-	GREEN	GREEN

ACTION PROGRESS COMMENTS:

The range of service areas available over the website continues to grow in line with the project plan. Work has commenced on improving access to broadband via the LFFN (Local Full Fibre Network Project). Significant investment is being made (via Welsh Government grant) in improving Wi-Fi connectivity within schools. Key technologies are being replaced so that the Council IT systems are secure (eg Windows 7 has now been wholly replaced). Gov.roam has been put in place which enables all our employees and public sector partners to log in to network systems as though they were in their own premises which facilitates remote/mobile working and the co-location of employees.

Last Updated: 24-Jan-2020

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
6.2.2.2 (CP) Meeting the set customer standards	Rebecca Jones - Customer Services and Registration Manager	Ongoing	01-Apr-2019	31-Mar-2020	-	GREEN	GREEN

ACTION PROGRESS COMMENTS:

The volume and nature of enquiries through Connects Centres continues to grow (and is reported on separately in more detail). Performance within the combined contact centre continues to improve and the percentage of calls answered remains at just over 90% for the third consecutive month. The percentage of calls answered within 30 seconds has increased slightly to 66%, with 58% of calls being answered within 15 seconds. Average call waiting time has reduced to just under a minute, there is a decrease in the number of calls abandoned (to 7%) and this is likely to be a result of the decrease in number of calls offered.

Last Updated: 17-Jan-2020

Performance Indicators

KPI Title	Pre. Year Period Actual	Period Actual	Period Target	Perf. RAG	Perf. Indicator Trend	YTD Actual	YTD Target	Outcome RAG
CP5.2.1M01 Call abandonment rate for a combined Housing and Streetscene Contact Centre	No Data	7.05	15	GREEN	N/A	7.05	15	GREEN

Lead Officer: Rebecca Jones - Customer Services and Registration Manager
Reporting Officer: Rebecca Jones - Customer Services and Registration Manager
Progress Comment: Baseline Year: The percentage of calls abandoned continues to reduce from 22% in quarter one which corresponds with reduced call waiting times.

Last Updated: 24-Jan-2020

KPI Title	Pre. Year Period Actual	Period Actual	Period Target	Perf. RAG	Perf. Indicator Trend	YTD Actual	YTD Target	Outcome RAG
CP5.2.1M02 Call answering rate for a combined Housing and Streetscene Contact Centre	No Data	92.95	0	GREEN	N/A	92.95	0	GREEN

Lead Officer: Rebecca Jones - Customer Services and Registration Manager
Reporting Officer: Rebecca Jones - Customer Services and Registration Manager
Progress Comment: Baseline Year: 93% of the calls offered to the Contact Centre were answered in quarter three - 64% of calls were answered within 30 seconds. Three FTE have joined the team and are extending their knowledge of Council services to enable them to answer a wide range of customer enquiries.

Last Updated: 24-Jan-2020

KPI Title	Pre. Year Period Actual	Period Actual	Period Target	Perf. RAG	Perf. Indicator Trend	YTD Actual	YTD Target	Outcome RAG
CP5.2.1M04 My Account sign up	No Data	9225	1250	GREEN	N/A	16678	3750	GREEN

**Lead Officer:** Rebecca Jones - Customer Services and Registration Manager
Reporting Officer: Rebecca Jones - Customer Services and Registration Manager
Progress Comment: Baseline Year: The Council continue to promote self-service and the number of My Account subscriptions increased in the quarter three by 24%.

Last Updated: 24-Jan-2020

Risks

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	Jacque Slee - Team Manager Performance	Amber	Yellow	⬌	Open

Potential Effect:
Lack of capacity to and desire of the sector resulting in unsustainable community and social sector projects such as Community Asset Transfers and Alternative Delivery Models

Management Controls:
Work with Flintshire Community Voluntary Sector, Co-operative Wales, and local community groups and social enterprises to develop skills.

Progress Comment:
We continue to make progress in growing the social sector through the development of Community Asset Transfers and Alternative Delivery Models. Regular review meetings and partnership board meetings are in place.
 The strategic role and importance of ADMs is a priority in the Council Plan for 2019/20 with work underway to ensure that the delivery is effective and sustainable.

Last Updated: 22-Jan-2020

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	Jacque Slee - Team Manager Performance	Amber	Yellow	⬌	Open

Potential Effect:
More competition from other agencies or decreasing use of the services means they are in the future unsustainable

Management Controls:
Continue to work with the Alternative Delivery Models (ADM's) to grow their entrepreneurial skills and meet with them annually at least to review progress

Progress Comment:
Aura, Newydd and HFT have now successfully taken forward their Business Plans. Regular reporting to the Council through the appropriate Scrutiny Committees continues to take place. The level of risk of unsustainability remains yellow.

Last Updated: 15-Jan-2020

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	Jacque Slee - Team Manager Performance	Amber	Yellow	⬇	Open

Potential Effect:
Reductions in funding to these models by the public sector resulting in the new to stop or close services and facilities

Management Controls:
Support to Alternative Delivery Models (ADM's) to ensure their financial plans are resilient if public funding decreases

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

Last Updated: 15-Jan-2020

| 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	Jacque Slee - Team Manager Performance	Amber	Amber	↔	Open

Potential Effect:

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

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

Last Updated: 15-Jan-2020

RISK TITLE	LEAD OFFICER	SUPPORTING OFFICERS	INITIAL RISK RATING	CURRENT RISK RATING	TREND ARROW	RISK STATUS
Community Resilience	Neil Ayling - Chief Officer - Social Services	Jacque Slee - Team Manager Performance	Amber	Amber	↔	Open

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

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

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

Last Updated: 15-Jan-2020

RISK TITLE	LEAD OFFICER	SUPPORTING OFFICERS	INITIAL RISK RATING	CURRENT RISK RATING	TREND ARROW	RISK STATUS
Customers who do not have access to technology, or the confidence to use it.	Rebecca Jones - Customer Services and Registration Manager	Margaret Parry-Jones - Overview & Scrutiny Facilitator	Red	Amber	⬇	Closed

Potential Effect:

Customers are excluded from accessing Council services e.g. school admissions, and do not access benefits they are entitled to receive e.g. Council Tax Reduction.

Management Controls:

Flintshire Connects provides face to face support for vulnerable customers who need assistance to access services.   All Connects Centre are equipped with self-service facilities to assist those people who do not have access to technology and the team can signpost to other support e.g. Aura (libraries).   The Customer Service Advisors are trained to support customers who do not have confidence to use digital technology e.g. creating email accounts, navigating website, applying for services online.
The intention is to introduce Digital Champions moving forward to further support our customers and ensure no one is excluded from accessing Council services now and in the future.

Progress Comment:

This risk has been closed due to it also being measured through various KPI's.

Last Updated: 13-Jan-2020

Serving Council

Actions

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

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

Last Updated: 14-Jan-2020

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

ACTION PROGRESS COMMENTS:
The overarching aim of the strategy is to improve the health, safety and wellbeing of employees and to prevent work associated ill health, for the overall benefit of all. This encompasses the physical, mental and social health of employees and recognises that employees' values, personal development and work across the organisation contribute to their overall wellbeing at work.

Last Updated: 14-Jan-2020

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

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

Last Updated: 14-Jan-2020

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

ACTION PROGRESS COMMENTS:
The progress for succession planning will be reported in March 2020.

Last Updated: 14-Jan-2020

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

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

Last Updated: 14-Jan-2020

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

ACTION PROGRESS COMMENTS:

This progress update will be provided annually in quarter four.

Last Updated: 14-Jan-2020

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

ACTION PROGRESS COMMENTS:

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

Last Updated: 23-Dec-2019

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
7.2.1.2 (CP) Selected KPI's are reported monthly in the Monitoring Report	Sara Dulson - Strategic Finance Manager	In Progress	01-Apr-2019	31-Mar-2020	75.00%	GREEN	GREEN

ACTION PROGRESS COMMENTS:

The monitoring of the revenue budget for Council fund and for the Housing Revenue Account (HRA) is reported to Cabinet on a monthly basis. The following KPI's are included specifically in that monthly report 1) Achievement of efficiencies 2) Housing Revenue Account closing balance against budget. An additional KPI on the variance between the outturn and the budget are reported as part of the Councils quarterly performance monitoring.

Last Updated: 06-Jan-2020

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
7.2.1.3 (CP) Achievement of a balanced annual budget which support the policy aims of the Council by March 2020	Sara Dulson - Strategic Finance Manager	In Progress	01-Apr-2019	31-Mar-2020	75.00%	AMBER	GREEN

ACTION PROGRESS COMMENTS:
We have set a cycle of reviewing our Medium Term Financial Strategy (MTFS) on an annual basis. The financial forecast for 2020/21 has been reported to Council in April and October 2019. The latest forecast for 2020/21 is that the Council has a budget gap of £16.2m. The solutions for 2020/21 are split into four quartiles 1) Portfolio Business Plans and Corporate Finance 2) The National position 3) Local Taxation and income and 4) Organisational Change. To date £1.784m has been identified from Portfolio Business Plans and Corporate Finance. The provisional settlement from Welsh Government (WG) is due at the end of November though the final settlement will not be received until 11 February 2020. The Council and the Welsh Local Government Association has called on WG to ensure adequate funding is passported to Councils from the additional funding announced in the UK spending review. Without this additional funding the risk of not being able to set a legal and balanced budget remains significant. The latest forecast was considered by Council on 10 December 2019 which reported a gap of £15.6m. A combination of Corporate Finance and Portfolio business efficiencies could contribute £8.2m to the gap (subject to a number of risks) with the remaining local options to be reviewed once the provisional settlement had been received in December. The final settlement from Welsh Government is due 25/2/20. The provisional settlement was received on 16 December 2019. This represented an increase of 3.7% for Flintshire with the all Wales average being 4.3%. This represented a cash uplift of £10.4m however once the additional responsibilities of the teachers pension employers increase and teacher pay grant are taken into account, this leaves around £6.5m to contribute to the budget gap. Council will meet on 28th January and will consider the latest position alongside the ongoing work and open risks that remain to meet a legal and balanced budget alongside the Councils response to the provisional settlement.

Last Updated: 24-Jan-2020

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
7.2.2.1 (CP) Management of a cost-effective Housing Revenue Account Business Plan for 2020/21	Rachael Corbelli - Finance Manager	In Progress	01-Apr-2019	31-Mar-2020	50.00%	GREEN	GREEN

ACTION PROGRESS COMMENTS:
The 2019/20 HRA business plan is currently being delivered to plan with no issues being reported. There may be future issues following on from the Welsh Government work around rent setting, which is not an issue for the year 2020/21 business plan.

Last Updated: 24-Jan-2020

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
7.2.2.2 (CP) Maintaining affordable service charges which achieve income targets	Dawn Kent - Senior Sheltered Housing Officer	In Progress	01-Apr-2019	31-Mar-2020	75.00%	GREEN	GREEN

ACTION PROGRESS COMMENTS:

On-going monitoring of customer satisfaction. The impact of service charges will be less for households on a low income as most of the service charges are currently eligible to be paid by Housing Benefit/Universal Credit (UC). As part of this work, consideration will need to be given to work through options which consider the impact to any approach to full cost recovery for those not able to access benefits. There has been discussion with the Housing Board members and elected members with regards to introducing full cost recovery for service charges in a phased approach. This will be implemented from April 2020 onwards.

Last Updated: 17-Jan-2020

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
7.2.2.3 (CP) Effective management of rent arrears to maintain income targets	David Barnes - Manager - Revenues	In Progress	01-Apr-2019	31-Mar-2020	75.00%	GREEN	GREEN

ACTION PROGRESS COMMENTS:

Good progress is being made to improve rent collection and reduce rent arrears. The implementation of the Mobysoft 'Rent Sense' module in July 2019 continues to help the service to direct resource capacity to those tenants at risk of falling further into arrears and not paying rent on time. Despite the ongoing challenges with welfare reform and an increasing number of tenants claiming Universal Credit, rent arrears are now starting to fall when compared to the previous year. Rent Arrears as at end of quarter three were £2.093m compared to £2.319m in the previous year - a reduction of £225k in cash terms. The deployment of Mobysoft is also helping to change working practices and target resources through a combination of early interventions to assist tenants in need of help and taking recovery action against tenants who fail to engage or pay. .

Last Updated: 24-Jan-2020

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
7.2.3.2 (CP) Agreement and implementation of a programme of cost recovery and commercial set models	Kelly Oldham Jones - Income Generation and Marketing Manager	In Progress	01-Apr-2019	31-Mar-2020	33.00%	AMBER	AMBER

ACTION PROGRESS COMMENTS:

The Council's Income Generation Policy sets the rationale for charging and calls for an annual review of fees and charges and full cost recovery wherever possible. In July 2019 Cabinet and the Corporate Resources and Overview Scrutiny Committee endorsed that the annual review of fees and charges will achieve full cost recovery wherever possible by October 2022 and an annual uplift in line with a recognised inflation index will be applied to all applicable fees and charges. The annual uplift in line with a recognised inflation index will be implemented in the 2020 annual review of fees and charges, which is due to commence in April 2020. Services will also be asked to demonstrate whether or not their fees and charges are achieving full cost recovery. To assist services with setting fees and charges that operate at full cost recovery, and demonstrating this, a template has been developed and tested. This has been modelled to recover some corporate costs/overheads and has been used to set new fees/charges in year. The Council's mechanisms for verifying full cost recovery will be enhanced in future with an aim to have a robust process in place that accounts for all costs incurred when delivering services, captures service demand data and which is clear and communicated to all employees. Cabinet endorsed a second phase of Alternative Delivery Models in July 2019 (please see Collaboration Sub-priority below). Since this time the model for two of the services in scope has changed with greater focus around enhancing commercial approaches within existing working arrangements. As such, feasibility studies and/or options appraisals will follow to explore practical application of a suitable commercial approach.

Last Updated: 16-Jan-2020

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
7.2.3.3 (CP) Achievement of corporate income target	Kelly Oldham Jones - Income Generation and Marketing Manager	Ongoing	01-Apr-2019	31-Mar-2020	-	AMBER	AMBER

ACTION PROGRESS COMMENTS:

The £207,000 income target for 2018/19 was not achieved and with an additional £100,000 target for 2019/20 the 2019/20 income target totalled £307,000. Business planning efficiencies for 2019/20 totalled £143,000, requiring a further £164,000 to be found to achieve the 2019/20 income target. The annual review of fees and charges has identified additional income of £13,000 to date, leaving £151,000 to be found in year to achieve the 2019/20 income target. An income target deficit at this level has been included in the forecast outturn for the 2019/20, and funding provision will be made from the Contingency Fund to compensate for this deficit. The corporate review of all fees and charges - both existing charges and new opportunities - has been completed. The outcomes have been included in the draft budget for 2020/21 and the annual income target has been adjusted to account for the revised forecast levels of income. Given the completion of the review, future income targets can be predicted with a high level of confidence. A residual target of £50k for new income is likely to remain for 2020/21.

Last Updated: 28-Jan-2020

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
7.2.3.4 (CP) Agreement of a model for cost recovery for application to service level agreements	Kelly Oldham Jones - Income Generation and Marketing Manager	Completed	01-Apr-2019	31-Mar-2020	100.00%	GREEN	GREEN

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

Last Updated: 23-Dec-2019

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

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

Last Updated: 13-Jan-2020

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

ACTION PROGRESS COMMENTS:
The final annual report will be published at the end of quarter four 2019/20.

Last Updated: 24-Jan-2020

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
7.3.1.3 (CP) Successful transition to a combined CCTV monitoring service hosted by Wrexham County Borough Council	Neal Cockerton - Chief Officer - Housing and Assets	In Progress	01-Apr-2019	31-Mar-2020	70.00%	GREEN	GREEN

ACTION PROGRESS COMMENTS:
The Control Room has now been temporarily relocated to phase 2 to de-risk any issues linked to the demolition works (Phase 3 and 4) which are to commence in January 2020. Fibre connectivity to Wrexham is now established. Work with staff in relation to Wrexham/Flintshire service integration is to commence January 2020.

Last Updated: 15-Jan-2020

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
7.3.1.4 (CP) Agreement to implement a sub-regional sustainable urban drainage system approval body as a new statutory service	Andrew Farrow - Chief Officer - Planning, Environment and Economy	In Progress	01-Apr-2019	31-Mar-2020	50.00%	AMBER	GREEN

ACTION PROGRESS COMMENTS:
Following approval by Cabinet for the establishment the new statutory service: Job Evaluation Questionnaires (JEQs) have been written for the the new Sustainable Urban Drainage Advisory Board (SAB) role and the reconfigured team Leader role. Both are due to go to JEQ panel by the end of January and then the recruitment process into both roles will begin. We are confident that at least one of the roles will be filled by the end of quarter four, if not both.

Last Updated: 24-Jan-2020

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
7.3.1.5 (CP) Successful transition to a new service model for enforcement services	Stephen Jones - Chief Officer - Streetscene and Transportation	Completed	01-Apr-2019	31-Mar-2020	100.00%	GREEN	GREEN

ACTION PROGRESS COMMENTS:
The new in-house service has taken on the role of enforcement against littering and dog fouling from the previous contractual arrangement. The new arrangement is bedded in and the target for Fixed Penalty Notice (FPN) income are being achieved.

Last Updated: 22-Oct-2019

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
7.4.1.1 (CP) Successful implementation of priority projects within the digital programme plan	Lisa McQuaide - Project Manger	Ongoing	01-Apr-2019	31-Mar-2020	-	GREEN	GREEN

ACTION PROGRESS COMMENTS:

The Council has a rolling list of priority projects within the scope of the Digital Strategy. The Council has completed the projects that it intended to complete in quarters one and two. The projects delivered the range of services intended by the deadline set for each project.

Last Updated: 24-Jan-2020

Performance Indicators

KPI Title	Pre. Year Period Actual	Period Actual	Period Target	Perf. RAG	Perf. Indicator Trend	YTD Actual	YTD Target	Outcome RAG
CP6.1.1M01 Percentage of permanent employees who have left within first year of employment	No Data	6.78	3.5	RED	N/A	6.78	3.5	AMBER

Lead Officer: Andrew Adams - Business Information and Compliance Adviser
Reporting Officer: Sharon Carney - Lead HR Business Partner
Progress Comment: Human Resources actively encourage the use of exit interviews so portfolios can monitor and understand individual's reasons for leaving. Reasons for leaving include individuals not having a clear understanding of what to expect to in their role and/or of the Council as an employer. The feedback obtained from exit interviews will assist Human Resources to review the effectiveness of the various recruitment methods used across the Council.

Last Updated: 14-Jan-2020

KPI Title	Pre. Year Period Actual	Period Actual	Period Target	Perf. RAG	Perf. Indicator Trend	YTD Actual	YTD Target	Outcome RAG
CP6.1.1M02 Percentage of employee turnover (excluding early retirement and voluntary redundancy)	0	2	2	GREEN	N/A	2	2	GREEN

Lead Officer: Andrew Adams - Business Information and Compliance Adviser
Reporting Officer: Sharon Carney - Lead HR Business Partner
Progress Comment: The turnover percentage excluding early retirement and voluntary redundancy for quarter three is 2.00%. Human Resources actively encourage the use of exit interviews so portfolios can monitor and understand individual's reasons for leaving. Reasons for leaving include individuals not having a clear understanding of what to expect to in their role and/or of the Council as an employer. The feedback obtained from exit interviews will assist Human Resources to review the effectiveness of the various recruitment methods used across the Council.

Last Updated: 14-Jan-2020

KPI Title	Pre. Year Period Actual	Period Actual	Period Target	Perf. RAG	Perf. Indicator Trend	YTD Actual	YTD Target	Outcome RAG
CP6.1.2M01 (PAM/001) The number of working days per full time equivalent (FTE) local authority employees lost due to sickness absence	2.85	3.15	2	RED	↓	3.15	2	RED

Lead Officer: Sharon Carney - Lead HR Business Partner
Reporting Officer: Andrew Adams - Business Information and Compliance Adviser
Progress Comment: The full time equivalent (FTE) days lost for the Council during quarter three is 3.15. There was a significant increase in quarter three (300% increase from the previous quarter) in the number of absences due to infections; i.e norovirus. This follows a national trend as reported by Public Health England in December 2019 that surveillance showed the number of positive norovirus laboratory reports was 28% higher than the average for the last five years.
The HR Business Partner team continue to work closely with Portfolios and Schools to ensure attendance.

Last Updated: 24-Jan-2020

KPI Title	Pre. Year Period Actual	Period Actual	Period Target	Perf. RAG	Perf. Indicator Trend	YTD Actual	YTD Target	Outcome RAG
CP6.1.2M02 Increase in attendance of managers and employee Stress Management training	No Data	161	50	GREEN	N/A	246	150	GREEN

Lead Officer: Andrew Adams - Business Information and Compliance Adviser
Reporting Officer: Sharon Carney - Lead HR Business Partner
Progress Comment: The programme is designed to help employees identify signs of stress in themselves and their colleagues so that it can be dealt with it at the earliest opportunity with support from Human Resources and Occupational Health. We will continue to target specific Portfolios and Services Areas who are likely to benefit most.

Last Updated: 16-Jan-2020

KPI Title	Pre. Year Period Actual	Period Actual	Period Target	Perf. RAG	Perf. Indicator Trend	YTD Actual	YTD Target	Outcome RAG
CP6.1.2M03 Number of accredited Mental Health First Aiders across the organisation	No Data	No Data	10		N/A	No Data	10	

Lead Officer: Andrew Adams - Business Information and Compliance Adviser
Reporting Officer: Sharon Carney - Lead HR Business Partner
Progress Comment: The Health and Wellbeing Strategy has been reviewed by Chief Officer Team and Academi with feedback provided. The strategy is now complete with it due to be published imminently. The Council have agreed an action plan with 'Time to Change' and implementation date to be confirmed. This will enable training of mental health champions and recruitment of Mental Health First Aiders across the Council.

Last Updated: 15-Jan-2020

KPI Title	Pre. Year Period Actual	Period Actual	Period Target	Perf. RAG	Perf. Indicator Trend	YTD Actual	YTD Target	Outcome RAG
CP6.1.3M03 Percentage of all direct employees achieving Foundation Living Wage	No Data	100	100	GREEN	N/A	100	100	GREEN

Lead Officer: Andrew Adams - Business Information and Compliance Adviser
Reporting Officer: Sharon Carney - Lead HR Business Partner
Progress Comment: The Council's new pay model provides for a competitive salary across the majority of its evaluated positions. The new pay model provides for a minimum hourly rate of £9.00 per hour which meets the Foundation Living Wage.

Last Updated: 14-Jan-2020

KPI Title	Pre. Year Period Actual	Period Actual	Period Target	Perf. RAG	Perf. Indicator Trend	YTD Actual	YTD Target	Outcome RAG
CP6.1.3M04 Percentage of eligible employees receiving an annual appraisal	90.91	80.94	100	AMBER	↓	80.94	100	AMBER

Lead Officer: Sharon Carney - Lead HR Business Partner
Reporting Officer: Andrew Adams - Business Information and Compliance Adviser
Progress Comment: As at 31 December 2019, based on the information recorded in iTrent, the percentage of our eligible workforce who had received an appraisal was 81%. The current appraisal policy, forms and tools in support of performance management are being reviewed with a view to adopting a new, simplified process which is flexible enough to accommodate the diverse range of services, positions occupied across the Council.

Last Updated: 14-Jan-2020

KPI Title	Pre. Year Period Actual	Period Actual	Period Target	Perf. RAG	Perf. Indicator Trend	YTD Actual	YTD Target	Outcome RAG
CP6.2.1M01 The percentage of planned efficiencies achieved	97	91	95	AMBER	↓	91	95	AMBER

Lead Officer: Gary Ferguson - Corporate Finance Manager
Reporting Officer: Sara Dulson - Strategic Finance Manager
Progress Comment: The 91% is reported within the Month 8 Revenue report

Last Updated: 23-Dec-2019

KPI Title	Pre. Year Period Actual	Period Actual	Period Target	Perf. RAG	Perf. Indicator Trend	YTD Actual	YTD Target	Outcome RAG
CP6.2.1M03 Maximise the collection of Council Tax	85.7	85.2	85.6	⬤⬤⬤ AMBER	⬇	85.2	85.6	⬤⬤⬤ GREEN

Lead Officer: Gareth Owens - Chief Officer - Governance
Reporting Officer: David Barnes - Manager - Revenues
Progress Comment: The bulk single person discount (SPD) review, undertaken in quarter three, has resulted in the withdrawal of discounts amounting to £350k. In turn this has resulted in a major re-billing exercise to recover additional income due to the Council. This is being partly recovered in quarter three and partly in quarter four and has negatively impacted, on a temporary basis, on in-year collection levels and cashflow. Performance, in real terms without the impact of the SPD review, would otherwise be 85.5%, which is nearly on track with the target.

Last Updated: 24-Jan-2020

Risks

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 - Strategic Finance Manager	Red	Red	⬌	Open

Potential Effect: Reduction in funding of Revenue Support Grant leading to challenging financial position for the Council in its ability to set a balanced budget.

Management Controls: In view of the significant financial challenge and in the absence of indicative future funding allocations from Welsh Government, the Council has primarily needed to focus on the year ahead. However, known pressures are able to be modelled for the life of the current Council term with the strategy to be reviewed during the period based on the best available intelligence and identification of solutions available.

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

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

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

Council considered the updated financial position for 2020/21on 28th January 2020 following the receipt of the Provisional Settlement from Welsh Government on 16th December. The forecast at December was a gap £15.629m which when taking into account stage 1 budget solutions left a remaining gap of £7.465m. The provisional settlement for Flintshire represents an increase of 3.7% (all Wales Average 4.3%). Once taking into account the funding of teachers pensions, teachers pay grant and Nursing care, the net amount available to contribute to the gap is £6.559m. The Council is continuing to work on further options to balance the budget whilst seeking clarification on a number of specific grants and consideration of a number of open risks and final options to recommend a final balanced budget will be considered by Cabinet and Council on 18th February 2020.

Last Updated: 30-Jan-2020

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		Amber	Amber	⟷	Open

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

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

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

Last Updated: 24-Jan-2020

RISK TITLE	LEAD OFFICER	SUPPORTING OFFICERS	INITIAL RISK RATING	CURRENT RISK RATING	TREND ARROW	RISK STATUS
Fully funding demand led services and inflationary pressures	Sara Dulson - Strategic Finance Manager	Gary Ferguson - Corporate Finance Manager	Red	Red	↔	Open

Potential Effect: Reductions or cessation of services and high increases in Council Tax levels

Management Controls: National lobbying for improved funding for local government in Wales to include indexation of nationally agreed pay award, increases in demand and Nationally agreed legislative changes.

Maximisation of business planning efficiencies from Portfolios and increases to fees and charges

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

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

The provisional settlement for 2020/21 was received on 16 December 2019. The settlement represented a 3.7% increase for Flintshire. The all Wales average increase was 4.3%.

The settlement represents a cash increase of £10.4m for 2020/21 however once funding for new responsibilities for teachers pension employer contributions, and teachers pay grant no longer funded is taken into account, the net increase towards the in year pressures is £6.559m. Though the Council welcomes the improved position this is £3.6m short to what is needed to fully fund demand and inflationary pressures.

The Council considered the latest position at the end of January 2020 where it gave an update on the provisional settlement and outlined the work underway to bring proposals for a balanced budget to Cabinet and Council on 18th February 2020. The final settlement is due to be received 25th February 2020.

Last Updated: 30-Jan-2020

RISK TITLE	LEAD OFFICER	SUPPORTING OFFICERS	INITIAL RISK RATING	CURRENT RISK RATING	TREND ARROW	RISK STATUS
Competing priorities and limited organisational capacity slow the pace of change	Gareth Owens - Chief Officer - Governance	Lisa McQuaide - Project Manger	Amber	Amber	↔	Open

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

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

Progress Comment:
Planned work programme discussions are due to take place 27/01/20 - risk level remains the same in terms of competing priorities and capacity.

Further information will be available following the work plan completion.

Last Updated: 17-Jan-2020

RISK TITLE	LEAD OFFICER	SUPPORTING OFFICERS	INITIAL RISK RATING	CURRENT RISK RATING	TREND ARROW	RISK STATUS
Encouraging our customers to access services digitally results in some people finding it more difficult to get the support or service they need	Cher Lewney - Digital Customer & Community Resilience Programme Manager	Aled Griffith - IT Infrastructure Manager	Amber	Green	↓	Closed

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

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

Progress Comment:
This risk has been closed due to the risk no longer being appropriate and the lack of opportunity to measure a meaningful and reflective impact.

Last Updated: 13-Jan-2020

RISK TITLE	LEAD OFFICER	SUPPORTING OFFICERS	INITIAL RISK RATING	CURRENT RISK RATING	TREND ARROW	RISK STATUS
A shift in technical and digital skill-sets is required to ensure we can support new digital ways of working.	Cher Lewney - Digital Customer & Community Resilience Programme Manager	Aled Griffith - IT Infrastructure Manager	Amber	Amber	⬌	Closed

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

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

Progress Comment: This risk is to be reassessed as we are not able to report on it efficiently or effectively.

Last Updated: 24-Jan-2020

RISK TITLE	LEAD OFFICER	SUPPORTING OFFICERS	INITIAL RISK RATING	CURRENT RISK RATING	TREND ARROW	RISK STATUS
Potential impact on service demand when setting fees and charges	Kelly Oldham Jones - Income Generation and Marketing Manager	Rachael Corbelli - Finance Manager	Amber	Amber	⬌	Open

Potential Effect:
Reduced service demand and knock on effect on workforce capacity.
Reduced income and/or failure to achieve income target.

Management Controls:
Market analysis for new fees/charges to inform level of charging.
Three year staged approach to achieve full cost recovery, allowing incremental increases rather than one significant in year change.
Annual review of fees and charges which will consider service demand and enable fees and charges to be reviewed in line with demand/cost analysis.

Progress Comment:
This risk is ongoing, with the management controls deployed when setting new fees/charges and for the annual review as and when required.

Last Updated: 14-Jan-2020

RISK TITLE	LEAD OFFICER	SUPPORTING OFFICERS	INITIAL RISK RATING	CURRENT RISK RATING	TREND ARROW	RISK STATUS
Meeting Internal Targets	Sara Dulson - Strategic Finance Manager	Gary Ferguson - Corporate Finance Manager	Amber	Red	↑	Open

Potential Effect: Impact on the overall financial position of the Authority impacting on Medium Term Financial Strategy.

Management Controls: Review of in year efficiencies and mitigate any shortfalls.

Review of income and expenditure to ensure financial management is robust.

Review at Programme Board and escalation as necessary.

Progress Comment: The revenue financial monitoring is reported to Cabinet and to Corporate Overview and Scrutiny Committee Monthly. At the Month 6 the in year efficiencies were reported to be 91% achievable against the target.

Recurring shortfalls in income and expenditure that cannot be mitigated are included as pressures in the MTFS.

Programme Boards receive an update on the financial position for the portfolio at each meeting.

The M8 revenue monitoring report is reporting that 91% of the in year efficiencies will be met by the end of the financial year. The MTFS continues to be updated as necessary for pressures that are unable to be mitigated.

Last Updated: 30-Jan-2020

RISK TITLE	LEAD OFFICER	SUPPORTING OFFICERS	INITIAL RISK RATING	CURRENT RISK RATING	TREND ARROW	RISK STATUS
Collaborative working	Colin Everett - Chief Executive	Joanne Pierce - Executive Officer (Chief Executives Suite)	Red	Amber	⬇	Open

Potential Effect:
• Failure to deliver efficiencies
• Reputational damage
• Failure to deliver corporate priorities

Management Controls:
• Ensure that all service change takes into account collaborative benefits as one of the options
• Regularly monitor progress of existing collaborations
• Ensure appropriate governance arrangements are in place, both at transition and as part of the final collaboration
• Provide political and professional profile for ongoing collaborative projects

Progress Comment:
- All portfolio business plans consider collaborations as a model of delivery.
- Progress against collaboration models is monitored and reported upon twice annually; including providing a position statement to WLGA.
- All collaborations consider and make arrangements for appropriate governance; following the governance arrangements of the lead authority.
- Cabinet are informed of the progress against ongoing collaborative projects twice annually. Flintshire takes a professional role in all the collaborations we are a partner in.

Last Updated: 07-Jan-2020

RISK TITLE	LEAD OFFICER	SUPPORTING OFFICERS	INITIAL RISK RATING	CURRENT RISK RATING	TREND ARROW	RISK STATUS
The transition of one service model to another	Neal Cockerton - Chief Officer - Housing and Assets	Lynne McAlpine - Personal Assistant	Red	Amber	⬇	Open

Potential Effect:
• Delay in the transition
• Anticipated efficiencies will not be realised leading to potential increased cost

Management Controls:
- Ensure adequately resourced
- Realistic programmes regularly managed and monitored
- Regular reporting to COT , Cabinet and Scrutiny

Progress Comment:
Work in relation to the new ADM models of delivery is at various stages depending on the specific project. All are currently at Concept stage and will be progressed through to Feasibility, at the end of this stage a decision will be taken whether to progress to the next stage which is detailed work around business planning and further more detailed viability testing.

Last Updated: 15-Jan-2020

RISK TITLE	LEAD OFFICER	SUPPORTING OFFICERS	INITIAL RISK RATING	CURRENT RISK RATING	TREND ARROW	RISK STATUS
Increasing costs of service delivery and rising demand for some services	Gary Ferguson - Corporate Finance Manager	Sara Dulson - Strategic Finance Manager	Red	Red	↓	Open

Potential Effect: The Council may not be able to deliver services or may not be able to set a legal balanced budget

Management Controls: • Regular monitoring of budgets

• Escalation of areas of increasing financial risk such as increased cost and demand

• Seek additional national funding for inflationary uplifts and areas of high service demand

• Challenge by finance for mitigation within the service

• Prevention strategies to minimise demand

• Regular reporting to COT/Cabinet/Council

Progress Comment: The Council monitors the cost of service delivery through revenue monthly monitoring with service managers. The Council considered the latest position at the end of January 2020 where it gave an update on the provisional settlement and outlined the work underway to bring proposals for a balanced budget to Cabinet and Council on 18th February 2020. The final settlement is due to be received 25th February.

Last Updated: 30-Jan-2020

RISK TITLE	LEAD OFFICER	SUPPORTING OFFICERS	INITIAL RISK RATING	CURRENT RISK RATING	TREND ARROW	RISK STATUS
Not investing sufficiently in the resource to modernise our business processes and technologies.	Mandy Humphreys - IT Business Services Manager	Aled Griffith - IT Infrastructure Manager, Gareth Barclay - Senior Performance and Business Data Officer	Red	Amber	⬇	Closed

Potential Effect:

This will impact both our customers, who increasingly expect to access services digitally and our partners, who increasingly wish to collaborate with us digitally.

Failure to digitise services will limit the degree to which the council will be able to deliver associated efficiencies.

Management Controls:

The Digital Strategy Board will assess business cases for inclusion in the Digital Strategy with prioritization given to those likely to deliver tangible benefits to the public.

Funding arrangements to support business cases will need to be included.

Any business cases/projects that are considered critical to the success of the strategy where no funding is available should be submitted as bids as part of the councils Medium Term Financial Strategy/Capital Strategy.

Progress Comment:

Closed as the risk a duplicated of Competing priorities and limited organisation capacity slow the pace of change.

Last Updated: 28-Jan-2020