



---

# Performance Progress Report



Flintshire County Council



*Print Date: 01-Dec-2016*

## 8 Modern and Efficient Council



### Actions

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
8.1.1.1 Develop the Community and Social Sectors through developing and growing social enterprises in Flintshire, in turn supporting and creating new forms of local business	Ian Bancroft - Chief Officer - Organisational Change 1	In Progress	01-Apr-2016	31-Mar-2017	55.00%	 GREEN	 GREEN

#### ACTION PROGRESS COMMENTS:

A second meeting has taken place with a key group of social enterprises who are looking to develop their own priorities for developing the social sector. Work on the procurement strategy has been updated to include specific work focussing on potential contracting with the social sector and a greater emphasis on community benefits within specifications. Work continues through the Community Asset Transfer (CAT) and Alternatively Delivery Model (ADM) programmes to support the sectors development. This work is long term and the end date of March 2017 allows for getting to a stage where a number of new social enterprises have been created and the sector has the capacity to lead its development.

Last Updated: 30-Nov-2016



ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
8.1.1.2 Encourage volunteers and active citizens	Ian Bancroft - Chief Officer - Organisational Change 1	In Progress	01-Apr-2016	31-Mar-2017	90.00%	 GREEN	 AMBER



#### ACTION PROGRESS COMMENTS:



Encouraging volunteers and active citizens is a longer-term programme. Initially we have our volunteering policy which has been shared with the Public Services Board (PSB). Work on volunteering is being developed jointly by public sector partners under the "community resilience" priority of the Board. Evaluation will take place at the end of the year on take up of the policy and use of volunteers by services. This will then complete work on this initial element of encouraging volunteers. The amber judgement on outcome reflects the longer-term nature of achieving this outcome.



Last Updated: 30-Nov-2016

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
--------	--------------	--------	------------	----------	------------	--------------	-------------

8.1.1.3 Ensure community benefit through our commissioning of goods and services and their impact	Arwel Staples - Strategic Procurement Manager	In Progress	01-Apr-2016	31-Mar-2017	75.00%	 GREEN	 AMBER
<p><b>ACTION PROGRESS COMMENTS:</b> A new set of Contract Procedure Rules (CPRs) has been approved by Council and will become operational on 1st November. As part of the new CPR there is a mandatory requirement to include community benefit considerations for all contracts above £1m. To ensure community benefits are agreed and included a new commissioning form has also been developed and, will be reviewed by the Corporate Procurement Unit prior to the commencement of each tendering exercise. The amber status reflects a position of uncertainty as to the level of compliance by officers to the new corporate procedure rules.</p> <p>Last Updated: 30-Nov-2016</p>							

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
8.1.1.4 Design and implement alternative delivery models (ADM's) to sustain important services to meet future need	Ian Bancroft - Chief Officer - Organisational Change 1	In Progress	01-Apr-2016	31-Mar-2017	70.00%	 GREEN	 GREEN
<p><b>ACTION PROGRESS COMMENTS:</b> Leisure and Libraries, Facility Management and Social Care Work Opportunities are working on their final implementation plans to go before Cabinet in December with set up of each of the new delivery models planned for the first half of 2017.</p> <p>Last Updated: 11-Nov-2016</p>							



ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
8.1.1.5 Empower communities to run and manage facilities in their locality through Community Asset Transfers CAT's)	Ian Bancroft - Chief Officer - Organisational Change 1	In Progress	01-Apr-2016	31-Mar-2017	50.00%	 GREEN	 GREEN
<p><b>ACTION PROGRESS COMMENTS:</b> Work continues on progressing a number of assets that have achieved "stage 2 sign off" of business planning through to stage 3 legal completion. A considerable amount of work has taken place in relation to Holywell Leisure Centre, the most complex asset transfer, including consultation with staff and revising and updating the business plan. This transfer is due to take place between December 2016 and March 2017. To complete work this year requires both final completion of a number of asset transfers and monitoring of all those completed last year.</p> <p>Last Updated: 30-Nov-2016</p>							

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
8.1.1.6 Ensure our Armed Forces Community and their families are not disadvantaged when accessing Council Services	Karen Armstrong - Corporate Business and Communications Executive Officer	In Progress	01-Apr-2016	31-Mar-2018	50.00%	 GREEN	 AMBER

**ACTION PROGRESS COMMENTS:**

Flintshire has played an active role in preparing for regional funding (Covenant Fund 2016) that has been made available from the Ministry of Defence. The application was submitted at the end of October 2016 and notification of a successful grant will be in the new year. The Council is also re-invigorating its working group to refresh and implement actions within the Armed Forces Covenant Action Plan. The amber status reflects a level of uncertainty about delivering the full impact.



Last Updated: 30-Nov-2016

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
8.2.1.1 Develop and implement a three year financial plan that reflects anticipated funding, costs and efficiencies to support strategic decision making.	Gary Ferguson - Corporate Finance Manager	In Progress	01-Apr-2016	31-Mar-2017	80.00%	 GREEN	 AMBER

**ACTION PROGRESS COMMENTS:**

The Medium Term Financial Strategy (MTFS) has been adopted by Cabinet, with Overview and Scrutiny Committee input, and regular updates are provided. The provisional Local Government settlement of Welsh Government is due mid-October. The amber outcome rating derives from uncertainty over the content of the settlement at this early stage. The provisional Local Government settlement was received on 19th October 2016 and was more favourable than was forecast within the MTFS. This was due to the funding being mainly flat lined to the 2016/17 level whilst the MTFS projection had assumed a cut of 1.5%. A stage 1 budget report was considered by Cabinet and Corporate Overview and Scrutiny Committee in September and a Stage 2 report which will include further Corporate Financial Stewardship options was considered by Cabinet in November 2016.

Last Updated: 30-Nov-2016

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
8.2.1.2 Implement the People Strategy to ensure the council has sufficient capability and capacity to operate effectively as a smaller organisation	Sharon Carney - Lead Business Partner	In Progress	01-Apr-2016	31-Mar-2017	90.00%	 GREEN	 GREEN

**ACTION PROGRESS COMMENTS:**

The updated People Strategy for 2016-19 has been approved by Cabinet in November 2016. The strategy reflects organisational needs and aligns capacity to priorities. In the interim

period of Strategy revision, resources have been prioritised to meet dominant organizational needs including service reviews, efficiency led service model changes, the transition to Alternative Delivery Models, and workforce scale and cost reduction programmes.

Last Updated: 30-Nov-2016

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
8.2.1.3 Rationalise the Council's use of corporate accommodation	Lisa McLellan - Asset Manager	In Progress	01-Apr-2016	31-Mar-2018	70.00%	GREEN	GREEN

**ACTION PROGRESS COMMENTS:**

The Council's corporate accommodation is being rationalised through reducing floor space and the costs of occupied office accommodation, and increasing the number/percentage of employees working in an agile way. Continued optimisation of space at both Flint Offices and Alltami progresses alongside phased County Hall rationalisation.

Last Updated: 08-Sep-2016



ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
8.2.1.4 Optimise purchasing efficiencies through the use of regional and national procurement collaborations and through the increased use of electronic solutions	Arwel Staples - Strategic Procurement Manager	In Progress	01-Apr-2016	31-Mar-2017	60.00%	GREEN	AMBER

**ACTION PROGRESS COMMENTS:**


50 officers of 150 nominated have been trained in new systems and processes. The £400k annual savings target from regional and national procurement collaborations is on track to be achieved. There is ongoing monitoring of efficiencies gained from the National Procurement Service as part of this programme. The amber rating for outcome reflects the longer term uncertainty around optimising regional and national efficiencies.

Last Updated: 30-Nov-2016

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
--------	--------------	--------	------------	----------	------------	--------------	-------------

8.2.1.5 Embrace digital channels as the default in service design where possible to provide access to online services at a time and location convenient to the customer.	Rebecca Jones - Customer Services Team Leader	In Progress	01-Apr-2016	31-Mar-2017	50.00%	 GREEN	 GREEN
<p><b>ACTION PROGRESS COMMENTS:</b>                  The Council continues to make good progress towards providing services online. Quarter 2 saw an increase in the number of customers choosing electronic means to transact with the Council compared to quarter 1. Over 7,000 digital transactions were completed between July-September and website usage increased with over 186,000 users choosing the website to find information, submit enquiries and complete tasks. Customer Support Services continue to work closely with ICT as part of the Customer Service Strategy to develop a 'digital first' principle.</p> <p>Last Updated: 03-Nov-2016</p>							


### Performance Indicators

KPI Title	Pre. Year Period Actual	Period Actual	Period Target	Perf. RAG	Perf. Indicator Trend	YTD Actual	YTD Target	Outcome RAG
IP8.1.1.3M01 Percentage of contracts awarded in the financial year over £1m with community benefit clauses included in contract documents	No Data	75	N/A	N/A	N/A	75	N/A	 AMBER

**Lead Officer:** Arwel Staples - Strategic Procurement Manager  
**Reporting Officer:** Arwel Staples - Strategic Procurement Manager  
**Aspirational Target:**  
**Progress Comment:** A new set of Contract Procedure Rules (CPRs) have been approved by Council and became operational on 1st November. As part of the new CPRs there is a mandatory requirement to include Community Benefit considerations for all contracts above £1m. To ensure Community Benefits are agreed and included a new Commissioning Form has also been developed and will be reviewed by the Corporate Procurement Unit prior to the commencement of each tendering exercise. The amber rating is due to i) the uncertainty of compliance with the CPRs and ii) unknown contracts which are not procured by the Corporate Procurement Unit.



Last Updated: 30-Nov-2016

KPI Title	Pre. Year Period Actual	Period Actual	Period Target	Perf. RAG	Perf. Indicator Trend	YTD Actual	YTD Target	Outcome RAG
-----------	-------------------------	---------------	---------------	-----------	-----------------------	------------	------------	-------------

IP8.1.1.3M02 Percentage of contracts awarded in the financial year under £1m with community benefit clauses included in contract documents	No Data	25	N/A	N/A	N/A	25	N/A	 AMBER
--	---------	----	-----	-----	-----	----	-----	--


**Lead Officer:** Arwel Staples - Strategic Procurement Manager  
**Reporting Officer:** Arwel Staples - Strategic Procurement Manager  
**Aspirational Target:**  
**Progress Comment:** A new set of Contract Procedure Rules (CPRs) has been approved by Council and became operational on 1st November. As part of the new CPRs there is a mandatory requirement to include Community Benefit considerations for all contracts between £25k and £1m. To ensure Community Benefits are agreed and included a new Commissioning Form has also been developed and will be reviewed by the Corporate Procurement Unit prior to the commencement of each tendering exercise.

Last Updated: 30-Nov-2016

KPI Title	Pre. Year Period Actual	Period Actual	Period Target	Perf. RAG	Perf. Indicator Trend	YTD Actual	YTD Target	Outcome RAG
IP8.2.1.1M01 Amount of efficiency targets achieved.	21447000	9605000	10521000	 RED	↓	19308000	21803000	 AMBER

**Lead Officer:** Gary Ferguson - Corporate Finance Manager  
**Reporting Officer:** Sara Dulson - Finance Manager  
**Aspirational Target:**  
**Progress Comment:** This month 6 budget monitoring indicates a current projection of 91% of efficiencies to be achieved within 2016/17. The 91% refers to a current projection of £9.605M against the revised efficiency target of £10.521M which was revised following allocation of contingency fund for a number of efficiencies no longer achievable in the current financial year due to Member decisions as referenced in the M4 monitoring report.

Last Updated: 25-Oct-2016

KPI Title	Pre. Year Period Actual	Period Actual	Period Target	Perf. RAG	Perf. Indicator Trend	YTD Actual	YTD Target	Outcome RAG
IP8.2.1.2M02 Increase percentage of staff that receive an annual appraisal	No Data	58.47	N/A	N/A	N/A	99.74	N/A	 AMBER



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

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

**Aspirational Target:**

**Progress Comment:** Corporate Resources Overview and Scrutiny received a detailed update report in November. There has been a significant increase in the appraisals either completed or scheduled (by 20 December 2016).

Last Updated: 30-Nov-2016

KPI Title	Pre. Year Period Actual	Period Actual	Period Target	Perf. RAG	Perf. Indicator Trend	YTD Actual	YTD Target	Outcome RAG
IP8.2.1.2M04 (CHR/002) The number of working days per full time equivalent (FTE) local authority employee lost due to sickness absence.	2.07	2.05	2.33	 GREEN	↑	2.05	2.33	 GREEN



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

**Reporting Officer:** -

**Aspirational Target:** 9.60


**Progress Comment:** Compared to the same quarter in 15/16, there has been an significant improvement which has meant that the authority achieved the quarterly target of 2.33 (annual target of 9.30). On going interventions continue to be made to further improve attendance.

Last Updated: 30-Nov-2016


KPI Title	Pre. Year Period Actual	Period Actual	Period Target	Perf. RAG	Perf. Indicator Trend	YTD Actual	YTD Target	Outcome RAG
IP8.2.1.4M01 Achievement of efficiency savings achieved due to the use of National, Regional and Sectoral procurement frameworks	1306470	69000	100000	 GREEN	↓	329000	200000	 GREEN




**Lead Officer:** Arwel Staples - Strategic Procurement Manager  
**Reporting Officer:** Arwel Staples - Strategic Procurement Manager  
**Aspirational Target:**  
**Progress Comment:** Year to date efficiency savings calculations are currently £329k against an annual target of £400k. Whilst it is anticipated that the annual target will be achieved, further analysis is yet to be undertaken to ascertain market and category breakdowns.  
 Last Updated: 30-Nov-2016

KPI Title	Pre. Year Period Actual	Period Actual	Period Target	Perf. RAG	Perf. Indicator Trend	YTD Actual	YTD Target	Outcome RAG
IP8.2.1.4M02 Efficiencies achieved through the use of end to end electronic purchasing	No Data	No Data	N/A	<b>N/A</b>	<b>N/A</b>	No Data	N/A	 RED

**Lead Officer:** Arwel Staples - Strategic Procurement Manager  
**Reporting Officer:** Arwel Staples - Strategic Procurement Manager  
**Aspirational Target:**  
**Progress Comment:** Welsh Government have made available to the Council details of the new Benefits Realisation Tracking Tool for end to end electronic purchasing. Once this training on the tool has been received the Council will be able to verify efficiencies achieved.  
 Last Updated: 30-Nov-2016




KPI Title	Pre. Year Period Actual	Period Actual	Period Target	Perf. RAG	Perf. Indicator Trend	YTD Actual	YTD Target	Outcome RAG
IP8.2.1.5M01 Increase the number of transactional services online and via the Flintshire app	No Data	7460	N/A	<b>N/A</b>	<b>N/A</b>	11627	N/A	 GREEN




**Lead Officer:** Katie Clubb - Community Support Services Manager  
**Reporting Officer:** Rebecca Jones - Customer Services Team Leader  
**Aspirational Target:**  
**Progress Comment:** The number of customer enquiries received via digital channels i.e. website e-forms, Mobile App and Live Chat continue to increase. Compared to Q1 there was an overall increase in digital transactions of 44% in Q2. The number of customers choosing to contact the Council via its website increased by 51.7% in Q2 from 3,148 online e-forms to 6,521 in Q2. In Q1 it was reported that the NEW Homes website was launched but usage is low and opportunities are being explored to promote its use.  
 Last Updated: 25-Oct-2016




KPI Title	Pre. Year Period Actual	Period Actual	Period Target	Perf. RAG	Perf. Indicator Trend	YTD Actual	YTD Target	Outcome RAG
IP8.2.1.5M02 Increase the take-up of online services	No Data	186584	N/A	N/A	N/A	372073	N/A	 GREEN
<p><b>Lead Officer:</b> Rebecca Jones - Customer Services Team Leader  <b>Reporting Officer:</b> Rebecca Jones - Customer Services Team Leader  <b>Aspirational Target:</b>  <b>Progress Comment:</b> There was an increase in the number of users to the Council’s website in Q2. 186,584 users visited the online services that are provided by Flintshire County Council via the website, with each user visiting on average 2.26 times during the quarter. Over 1.2 million web pages were viewed and this means, website users looked at around 6 pages during their visit to our website. Internally, the new InfoNet was launched in August 2016 and 4,898 users have accessed the site, and viewed over 115,000 pages.</p> <p>Last Updated: 11-Nov-2016</p>								




**RISKS**

**Strategic Risk**

RISK TITLE	LEAD OFFICER	SUPPORTING OFFICERS	INITIAL RISK RATING	CURRENT RISK RATING	TREND ARROW	RISK STATUS
The capacity and appetite of the community and social sectors.	Ian Bancroft - Chief Officer - Organisational Change 1	Dawn Holt - Alternative Delivery Models and Transforming Social Services Programme Manager				Open
<p><b>Potential Effect:</b> No increase in the number and strength in community and social sectors which in turn will limit the capacity for communities to assist in community asset transfer and other programmes.  <b>Management Controls:</b> Careful business planning and capacity development with community partners.  <b>Progress Comment:</b> Q2 - Building on the Community Asset Transfers from 2015/16 nine applications are now being progressed. In addition five ADM's are in progress, see section 8.1.1.4.</p> <p>Last Updated: 30-Nov-2016</p>						

RISK TITLE	LEAD OFFICER	SUPPORTING OFFICERS	INITIAL RISK RATING	CURRENT RISK RATING	TREND ARROW	RISK STATUS
The willingness of the workforce and Trade Unions to embrace change.	Ian Bancroft - Chief Officer - Organisational Change 1	Dawn Holt - Alternative Delivery Models and Transforming Social Services Programme Manager				Open
<p><b>Potential Effect:</b> Organisational change objectives cannot be met.  <b>Management Controls:</b> Careful service and business planning with inclusivity of Trade Union and workforce input.  <b>Progress Comment:</b> Q2 - Organisational change programmes are broadly within planned timescales, reflecting the willingness of the workforce and Trade Unions to embrace change.</p> <p>Last Updated: 30-Nov-2016</p>						

RISK TITLE	LEAD OFFICER	SUPPORTING OFFICERS	INITIAL RISK RATING	CURRENT RISK RATING	TREND ARROW	RISK STATUS
Market conditions which the new alternative delivery models face.	Ian Bancroft - Chief Officer - Organisational Change 1	Dawn Holt - Alternative Delivery Models and Transforming Social Services Programme Manager				Open
<p><b>Potential Effect:</b> New Alternative Delivery Models will see a decrease in income and could be un-sustainable.  <b>Management Controls:</b> Realistic business plans and an increased commercialism of new organisations (e.g leisure and libraries), underpinned by sufficient financial acumen.  <b>Progress Comment:</b> Completed Alternative Delivery Model (ADM) business plans contain some initial considerations of market conditions. More detailed planning market analysis work is being completed in the transition phase for those business plans approved by Cabinet. Final Community Asset Transfer (CAT) plans are on the whole progressing.</p> <p>Last Updated: 29-Nov-2016</p>						

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

**Potential Effect:** Alternative Delivery Models become unsustainable as it cannot meet costs with reduced funding from the Council.  
**Management Controls:** Properly plan for reduced levels of council funding for each Alternative Delivery Model and contingency plans. An agreed funding model where the Council subsidises the ADM's over a limited period is built into the MTFs.  
**Progress Comment:** Q2 - The amber rating is due to the transitional arrangements currently in place. The transitional period is nearing end and reports are due to go to Cabinet in December. Following this the risk level will change.

Last Updated: 30-Nov-2016

RISK TITLE	LEAD OFFICER	SUPPORTING OFFICERS	INITIAL RISK RATING	CURRENT RISK RATING	TREND ARROW	RISK STATUS
Procurement regulations stifling our ability to develop local community and third sector markets	Arwel Staples - Strategic Procurement Manager		Yellow	Yellow	↔	Open




**Potential Effect:** Unlikely increase in spend with Small and Medium Enterprises (SMEs) and third sector suppliers  
**Management Controls:** Introduction of a new and improved corporate procurement strategy.  
**Progress Comment:** A new corporate procurement strategy has been developed. The strategy has now been approved and one of the key outcomes is local supplier development, increased use of community benefits, and increased spend with Social Enterprises.

Last Updated: 30-Nov-2016

RISK TITLE	LEAD OFFICER	SUPPORTING OFFICERS	INITIAL RISK RATING	CURRENT RISK RATING	TREND ARROW	RISK STATUS
Newly established Social Enterprises fail in their early stages of development	Ian Bancroft - Chief Officer - Organisational Change 1	Dawn Holt - Alternative Delivery Models and Transforming Social Services Programme Manager, Mike Dodd - Social Enterprise Development Lead Officer	Amber	Amber	↔	Open

**Potential Effect:** New social enterprises are not sustainable and go into liquidation  
**Management Controls:** i) Business development to the sector supported by the Council.  
 ii) Monitoring of performance of new Social Enterprise delivery.  
 iii) New network of social enterprise taking responsibility for increasing strength of the sector.  
**Progress Comment:** Q2 - The Social Enterprise Sector working group has met twice and is planning how it will provide leadership and support to the sector.

Last Updated: 29-Nov-2016

RISK TITLE	LEAD OFFICER	SUPPORTING OFFICERS	INITIAL RISK RATING	CURRENT RISK RATING	TREND ARROW	RISK STATUS
Newly established Community Asset Transfers fail in their early stages of development	Neal Cockerton - Chief Officer - Organisational Change 2	Dawn Holt - Alternative Delivery Models and Transforming Social Services Programme Manager				Open

**Potential Effect:** New social enterprises are not sustainable and go into liquidation  
**Management Controls:** Business development support for the sector; monitoring and management of performance of new Social Enterprise delivery; new network of social enterprises taking responsibility for self-help.  
**Progress Comment:** Business development work is on going. Monitoring of new Community Asset Transfers starts this year with reports received from Community groups and monitoring meetings arranged.

The Social Enterprise Sector working group is now active.

Last Updated: 30-Nov-2016

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					Open

**Potential Effect:** The Council does not have sufficient funding to meet it's priorities and obligations.  
**Management Controls:** i) The Council's Medium Term Financial Strategy and efficiency programme.  
 ii) National negotiations on local government funding.  
**Progress Comment:** Q2) The Provisional Settlement for 2017/18 has since been received and is more favourable than the figure assumed within the forecast.

Work is continuing regarding stage 2 of the 2017/18 budget and the forecast will be updated once this work is complete.

Last Updated: 29-Nov-2016

RISK TITLE	LEAD OFFICER	SUPPORTING OFFICERS	INITIAL RISK RATING	CURRENT RISK RATING	TREND ARROW	RISK STATUS
The capacity and capability of the organisation to implement necessary changes.	Sharon Carney - Lead Business Partner		Red	Amber	↓	Open
<p><b>Potential Effect:</b> Organisational change objectives cannot be met.  <b>Management Controls:</b> Careful service and business planning with alignment of corporate resources supplemented with specialist external support where required.  <b>Progress Comment:</b> Organisational change programmes are broadly on time and on budget.</p> <p>Last Updated: 29-Nov-2016</p>						

RISK TITLE	LEAD OFFICER	SUPPORTING OFFICERS	INITIAL RISK RATING	CURRENT RISK RATING	TREND ARROW	RISK STATUS
The pace of procurement collaborations and our limited control over their development.	Gareth Owens - Chief Officer - Governance	Arwel Staples - Strategic Procurement Manager	Yellow	Amber	↓	Open
<p><b>Potential Effect:</b> Procurement efficiencies will not be realised.  <b>Management Controls:</b> Monitoring and management of the National Procurement Service (NPS) work programme and its benefits.  <b>Progress Comment:</b> The National Procurement Service (NPS) has increased the pace of procurement collaboration delivery with 30+ framework agreements in place and further projects identified. The work programme delivery is being closely monitored.</p> <p>However actual benefits to the Council from the NPS framework agreements is varied, therefore further monitoring of actual benefits is required going forward.</p> <p>Last Updated: 20-Oct-2016</p>						

RISK TITLE	LEAD OFFICER	SUPPORTING OFFICERS	INITIAL RISK RATING	CURRENT RISK RATING	TREND ARROW	RISK STATUS
Public attitude to accessing services on-line.	Clare Budden - Chief Officer - Community and Enterprise	Rebecca Jones - Customer Services Team Leader	Yellow	Yellow	↔	Open
<p><b>Potential Effect:</b> Targeted efficiencies to be achieved through people switching to accessing services will not be met.</p> <p><b>Management Controls:</b> Connects will promote and assist with self-service for to enable a full digital shift.</p> <p><b>Progress Comment:</b> Q2) There continues to be an increase in the number of people choosing digital to transact with the Council; the number of digital transactions and website usage grows every quarter.</p> <p>Customer Services regularly monitor customer feedback around digital to ensure the services delivered digitally are fit for purpose. Frontline support continues to be offered via Flintshire Connects Advisors, encouraging and enabling customers to self-service now and in the future. Additionally, the rollout of payment kiosks at Flintshire Connects, with no concerns from the public demonstrates a level of acceptance that customers expect to self-service when accessing certain services.</p> <p>Last Updated: 29-Nov-2016</p>						