



Quarter 2 Improvement Plan 2016/17 Progress Report



Flintshire County Council



Print Date: 05-Dec-2016

1 Housing



Actions

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
1.1.1.1 Deliver a proactive Housing Solution service to prevent homelessness for as many households as possible	Pam Davies - Housing Options Team Leader	In Progress	01-Apr-2016	31-Mar-2017	25.00%	 GREEN	 AMBER

ACTION PROGRESS COMMENTS:

The housing solutions team continue to focus on prevention. There has been a significant increase in customers approaching for housing assistance. The triage service is managing the demand, however this quarter has also seen an increase in those at risk of homelessness. This year we are reporting for the first time on the contribution to homeless prevention started by the triage process established in 2015.

Last Updated: 28-Nov-2016



ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
1.1.1.2 Stimulate the growth of affordable housing	Denise Naylor - Customer Services Manager	In Progress	01-Apr-2016	31-Mar-2017	50.00%	 GREEN	 GREEN

ACTION PROGRESS COMMENTS:

Construction at the Custom House site in Connah's Quay started in May 2016. The project is ahead of target and will see 12 new council homes built by December 2016. Construction at the Walks site in Flint commenced in August 2016 ahead of the planned programme and will deliver 92 council and affordable homes. A local lettings policy is being developed to support the allocation of tenants to these and future new build council homes. A report was considered by Cabinet on 19th July 2016 which set out proposals to develop council housing sites at Ysgol Delyn, Mold, Heol y Goron and Maes y Meillion, Leeswood and Redhall and the Dairy, Connah's Quay. Cabinet approved the development of 40 new Council homes on the 5 identified sites at a projected total cost of £6,376,931 with the funding of these schemes through prudential borrowing (subject to final approval and verification). Planning approval was expected by the end of October for these schemes. This next batch of schemes is under development

Last Updated: 28-Nov-2016



ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
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1.1.2.1 Deliver financial support to repair, improve and adapt private sector homes.	Gavin Griffith - Housing Regeneration & Strategy Manager	In Progress	01-Apr-2016	31-Mar-2017	50.00%	 GREEN	 AMBER
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ACTION PROGRESS COMMENTS:

The council has continued to support vulnerable householders to repair and improve their homes through its own loan programme and the Welsh Government Home Improvement Loan. Demand for the Flintshire loan remains strong, as it is repayable on sale or disposal rather than within the 10 year timeframe of the Welsh Government loan product. Whilst demand for the Welsh Government Loan has been lower, there are now a sufficient number of applications to match the resources available. Demand for Flintshire loans currently exceeds the available capital. We plan to manage this through the use of repayments made over the current financial year.



Last Updated: 28-Nov-2016

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
1.1.2.2 Reduce the number of long term vacant homes	Gavin Griffith - Housing Regeneration & Strategy Manager	In Progress	01-Apr-2016	31-Mar-2017	50.00%	 GREEN	 AMBER

ACTION PROGRESS COMMENTS:

The council continues to support a reduction in the number of long term vacant homes across the county. This is a downward trend. Investment in Flintshire capital funding for this work has been reduced in 16/17, so the primary loan product for resolving these is now the Welsh Government House into Homes Scheme. Four units of accommodation have been created in Quarter 1 through this Scheme and a further four additional units of accommodation in quarter 2.

Last Updated: 29-Nov-2016





ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
1.1.2.3 Deliver the six year asset management strategy to meet the Welsh Housing Quality Standard (WHQS) for all Council homes	Sean O'Donnell - Contract Surveyor	In Progress	01-Apr-2016	31-Mar-2017	50.00%	 GREEN	 GREEN



ACTION PROGRESS COMMENTS:

The Capital Works Team have continued with the good work achieved in Year 1 and the majority of contracts have continued into Year 2 as these were rolling contracts. The majority of these contracts were procured last year with the option to extend based upon contractor performance and other KPI data. The WHQS Capital Programme will be completed in the Year 2020.

Last Updated: 31-Oct-2016



Performance Indicators

KPI Title	Pre. Year Period Actual	Period Actual	Period Target	Perf. RAG	Perf. Indicator Trend	YTD Actual	YTD Target	Outcome RAG
IP1.1.1M01 Number of housing enquiries resolved at first point of contact	No Data	572	0	 GREEN	N/A	1131	0	 GREEN
<p>Lead Officer: Katie Clubb - Community Support Services Manager Reporting Officer: Jenni Griffith - Flintshire Connects Manager Aspirational Target: Progress Comment: There has been an increase in demand this quarter with 960 customers making contact for housing service advice and assistance. 572 of these enquiries were managed at the first point of contact and referred direct to the appropriate services. The remaining 388 were referred for more specialist advice. By managing 60% at first point of contact we have ensured there has been capacity of specialist teams to concentrate on the more complex and urgent cases in line with statutory duties.</p> <p>Last Updated: 29-Nov-2016</p>								
KPI Title	Pre. Year Period Actual	Period Actual	Period Target	Perf. RAG	Perf. Indicator Trend	YTD Actual	YTD Target	Outcome RAG
IP1.1.1M02 (HHA/013) - The percentage of all potentially homeless households for whom homelessness was prevented for at least 6 months	97.03	85.42	87	 AMBER	↓	85.42	87	 AMBER
<p>Lead Officer: Katie Clubb - Community Support Services Manager Reporting Officer: Pam Davies - Housing Options Team Leader Aspirational Target: 90.00 Progress Comment: The number of successful prevention / relief outcomes has reduced this quarter resulting in our target not being met. This is due to an increase in demand as well as the service experiencing some staffing issues. Availability of smaller accommodation to relieve homelessness within the timescale set and within the timescale prescribed by the legislation remains a challenge for the service.</p> <p>Last Updated: 25-Nov-2016</p>								

KPI Title	Pre. Year Period Actual	Period Actual	Period Target	Perf. RAG	Perf. Indicator Trend	YTD Actual	YTD Target	Outcome RAG
IP1.1.2.1M01 Repair / improve 40 private sector dwellings through the Council's capital programme and Welsh Government's national Home	23	4	11	 RED	↓	10	17	 AMBER

Lead Officer: Niall Waller - Enterprise and Regeneration Manager
Reporting Officer: Gavin Griffith - Housing Regeneration & Strategy Manager
Aspirational Target:
Progress Comment: The number of loans completed during this Quarter has not met target. We are in the process of allocating more people resources (building surveyors) to these loan applications so that we can work through them more quickly. There was also a month during this Quarter where the council for mortgage trained assessor was absent and therefore some loans were not approved as quickly as they usually are. These two aspects resulted in a failure to meet the target.



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
IP1.1.2.1M02 (PSR/009a) The average number of calendar days taken to deliver a Disabled Facilities Grant for Children.	319.5	128	316	 GREEN	↑	128	316	 GREEN



Lead Officer: Niall Waller - Enterprise and Regeneration Manager
Reporting Officer: Gavin Griffith - Housing Regeneration & Strategy Manager
Aspirational Target: 223.00
Progress Comment: One adaptation for a child was completed in this quarter. The time taken to complete it significantly exceeded the target set for average completion times. There are very few child adaptations undertaken each year and they are invariably complex and lengthy, as the child's needs tend to change rapidly over time, so performance against this indicator is highly variable.

Last Updated: 01-Dec-2016



KPI Title	Pre. Year Period Actual	Period Actual	Period Target	Perf. RAG	Perf. Indicator Trend	YTD Actual	YTD Target	Outcome RAG
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IP1.1.2.1M03 (PSR/009b) the average number of calendar days taken to deliver a Disabled Facilities Grant for Adults	258.62	170.79	247	 GREEN	↑	170.79	247	 GREEN
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Lead Officer: Niall Waller - Enterprise and Regeneration Manager
Reporting Officer: Gavin Griffith - Housing Regeneration & Strategy Manager
Aspirational Target: 204.00
Progress Comment: This indicator has exceeded the target for the Quarter and is therefore improving the annual average. Data for this quarter also shows an improvement against the Quarter 1 figures.
 Last Updated: 25-Nov-2016



KPI Title	Pre. Year Period Actual	Period Actual	Period Target	Perf. RAG	Perf. Indicator Trend	YTD Actual	YTD Target	Outcome RAG
IP1.1.2.2M01 The number of empty homes brought back into use through the Welsh Government Houses into Homes Scheme	24	8	10	 AMBER	↓	12	14	 AMBER

Lead Officer: Niall Waller - Enterprise and Regeneration Manager
Reporting Officer: Gavin Griffith - Housing Regeneration & Strategy Manager
Aspirational Target:
Progress Comment: An additional 8 units of accommodation were delivered through the scheme in this Quarter. This failed to meet target, however, 2 applicants withdrew their applications during this quarter and decided to self fund their schemes. Whilst there is a pipeline of applications, they are lengthy to process and we are reliant on the applicants providing information in a timely fashion. Therefore, it was not possible to deliver an extra 2 loans to replace those that had withdrawn in this Quarter.
 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
IP1.1.2.3M01 Capital Works Target – Roofs & Associated Components	No Data	0	42	 RED	N/A	0	42	 RED



Lead Officer: Tony Jones - Capital Works Team Manager
Reporting Officer: Sean O'Donnell - Contract Surveyor
Aspirational Target:
Progress Comment: The replacement of roof coverings forms part of the Whole House Envelope Programme. This also includes the replacement of windows and external doors. As part of the programme all three of the individual components are completed as one element and by the same principal contractor. This was the only programme to not be fully complete last year due to the logistical issues with the relocation of the mains electrical supply thus allowing the scaffolding to be erected for other the scheduled works to proceed. Quarters 1 & 2 have seen 104 properties completed which formed part of the 2015-2016 Programme. All surveys for Year 2 (2016-2017) are now complete and works is due to commence shortly.

Last Updated: 29-Nov-2016

KPI Title	Pre. Year Period Actual	Period Actual	Period Target	Perf. RAG	Perf. Indicator Trend	YTD Actual	YTD Target	Outcome RAG
IP1.1.2.3M02 Capital Works Target – Windows	No Data	0	42	 RED	N/A	0	42	 RED



Lead Officer: Tony Jones - Capital Works Team Manager
Reporting Officer: Sean O'Donnell - Contract Surveyor
Aspirational Target:
Progress Comment: The replacement of windows forms part of the Whole House Envelope Programme. This also includes the replacement of roof coverings and external doors. As part of the programme all three of the individual components are completed as one element and by the same principal contractor. This was the only programme to not be fully complete last year due to the logistical issues with the relocation of the mains electrical supply thus allowing the scaffolding to be erected for other the scheduled works to proceed. Quarters 1 & 2 have seen 104 properties completed which formed part of the 2015-2016 Programme. All surveys for Year 2 (2016-2017) are now complete and works is due to commence shortly.

Last Updated: 29-Nov-2016

KPI Title	Pre. Year Period Actual	Period Actual	Period Target	Perf. RAG	Perf. Indicator Trend	YTD Actual	YTD Target	Outcome RAG
IP1.1.2.3M03 Capital Works Target – External Doors	No Data	0	42	 RED	N/A	0	42	 RED

Lead Officer: Tony Jones - Capital Works Team Manager
Reporting Officer: Sean O'Donnell - Contract Surveyor
Aspirational Target:
Progress Comment: The replacement of external doors forms part of the Whole House Envelope Programme. This also includes the replacement of roof coverings and windows. As part of the programme all three of the individual components are completed as one element and by the same principal contractor. This was the only programme to not be fully complete last year due to the logistical issues with the relocation of the mains electrical supply thus allowing the scaffolding to be erected for other the scheduled works to proceed. Quarters 1 & 2 have seen 104 properties completed which formed part of the 2015-2016 Programme. All surveys for Year 2 (2016-2017) are now complete and works is due to commence shortly.

Last Updated: 29-Nov-2016



KPI Title	Pre. Year Period Actual	Period Actual	Period Target	Perf. RAG	Perf. Indicator Trend	YTD Actual	YTD Target	Outcome RAG
IP1.1.2.3M04 Capital Works Target – Kitchen replacements	203	270	309	 GREEN	↑	573	515	 GREEN

Lead Officer: Tony Jones - Capital Works Team Manager
Reporting Officer: Sean O'Donnell - Contract Surveyor
Aspirational Target:
Progress Comment: There are currently four contracts that include the upgrading of Kitchens as part of the Capital Programme.

Following on from the good progress achieved in Quarter 1, the Capital Works Team progressed into Quarter 2 and included the high rise flats, Flint in the kitchen upgrade workstream now that the external work is complete.

The combined target figures for Quarter 1&2 was to complete 515 kitchens and the Capital Works Team have achieved 573 kitchen upgrades respectively.

Last Updated: 29-Nov-2016

KPI Title	Pre. Year Period Actual	Period Actual	Period Target	Perf. RAG	Perf. Indicator Trend	YTD Actual	YTD Target	Outcome RAG
IP1.1.2.3M05 Capital Works Target – Bathrooms	290	452	419	 GREEN	↑	782	699	 GREEN

Lead Officer: Tony Jones - Capital Works Team Manager

Reporting Officer: Sean O'Donnell - Contract Surveyor



Aspirational Target:

Progress Comment: There are currently six contracts that include the upgrading of bathrooms as part of the Capital Programme.

Following on from the good progress achieved in Quarter 1, the Capital Works Team progressed into Quarter 2 and included the high rise flats, Flint into the bathroom upgrade workstream now that the external work is complete.

The combined target figures for Quarter 1&2 was to complete 699 bathrooms and the Capital Works Team have achieved 782 bathroom upgrades respectively.

Last Updated: 29-Nov-2016

KPI Title	Pre. Year Period Actual	Period Actual	Period Target	Perf. RAG	Perf. Indicator Trend	YTD Actual	YTD Target	Outcome RAG
IP1.1.2.3M06 Capital Works Target – Central Heating	124	28	57	 RED	↓	33	95	 AMBER

Lead Officer: Tony Jones - Capital Works Team Manager



Reporting Officer: Sean O'Donnell - Contract Surveyor

Aspirational Target:

Progress Comment: The Off Gas Programme in Treuddyn was completed late last year, however due to low oil prices, uptake was very low.

The Penyffordd Off Gas Installation is due to be completed in late October and with the steady increase in oil prices, we should see an increase in uptake from the tenants in these areas.

Last Updated: 03-Nov-2016

KPI Title	Pre. Year Period Actual	Period Actual	Period Target	Perf. RAG	Perf. Indicator Trend	YTD Actual	YTD Target	Outcome RAG
IP1.1.2.3M07 Capital Works Target – Electrical Systems	No Data	16	15	 GREEN	N/A	26	25	 GREEN



Lead Officer: Tony Jones - Capital Works Team Manager

Reporting Officer: Sean O'Donnell - Contract Surveyor

Aspirational Target:

Progress Comment: This work is currently managed by our in house Electric Department on behalf of the Capital Works Team. We have completed the upgrade of 16 electrical rewires for Quarter 2 following on from Electrical Testing certification.

Last Updated: 12-Oct-2016

KPI Title	Pre. Year Period Actual	Period Actual	Period Target	Perf. RAG	Perf. Indicator Trend	YTD Actual	YTD Target	Outcome RAG
IP1.1.2.3M08 Capital Works Target – Smoke Detectors	161	160	150	 GREEN	↑	280	250	 GREEN

Lead Officer: Tony Jones - Capital Works Team Manager

Reporting Officer: Sean O'Donnell - Contract Surveyor

Aspirational Target:



Progress Comment: The in house Responsive Repairs Team complete the Smoke Detector Installation Programme on behalf of the Capital Works Team and they have continued with their good progress achieved in Quarter 1.

A total number of 160 Smoke Detector installations were completed in Quarter 2. Combined installations for Quarter 1 & 2 were 280 against an overall target of 250. This is an improvement on last year due to the continuation of the Programme.

Last Updated: 29-Nov-2016

RISKS

Strategic Risk

RISK TITLE	LEAD OFFICER	SUPPORTING OFFICERS	INITIAL RISK RATING	CURRENT RISK RATING	TREND ARROW	RISK STATUS
Homelessness will remain a growing area of demand due to the current economic climate.	Katie Clubb - Community Support Services Manager	Pam Davies - Housing Options Team Leader	 Amber	 Amber	↔	Open

Potential Effect: Rising numbers of homeless households requiring support or assistance from the Council.
Management Controls: Only customers identified as being homeless / threatened with homelessness by the housing triage service are referred to the housing solutions service. This ensures the service is available to provide the specialist interventions to help in the prevention / relief of homelessness. Close working links with NEW Homes and the Bond Scheme to provide decent and affordable private sector housing to help in the positive discharge of homeless duties.
Progress Comment: The service has completed a forecasting model which highlights the areas of greatest risk and includes an action plan to mitigate against them. The action plan includes activities to increase the availability and reduce barriers to finding suitable and affordable accommodation.

Last Updated: 31-Oct-2016

RISK TITLE	LEAD OFFICER	SUPPORTING OFFICERS	INITIAL RISK RATING	CURRENT RISK RATING	TREND ARROW	RISK STATUS
The increased work programme to deliver the WHQS will not be met due to the scale of the programme.	Clare Budden - Chief Officer - Community and Enterprise	Tony Jones - Capital Works Team Manager	Amber	Amber	↓	Open




Potential Effect: Contractors under performing against targets may have an adverse effect on budgets
Management Controls:
Progress Comment: The risk has lowered as year 1 of the revised programme was delivered in full and year 2 of the programme is underway and already ahead of schedule. All work streams are progressing well with many exceeding installation targets at Q1 and Q2. A revised structure to ensure capacity at a Team Leader level has also been approved and recruitment is currently underway with appointments scheduled for end of November.




Last Updated: 29-Nov-2016

RISK TITLE	LEAD OFFICER	SUPPORTING OFFICERS	INITIAL RISK RATING	CURRENT RISK RATING	TREND ARROW	RISK STATUS
Council funding for adaptations and home loans will not be sufficient to meet demand.	Niall Waller - Enterprise and Regeneration Manager	Gavin Griffith - Housing Regeneration & Strategy Manager	Amber	Amber	↔	Open




Potential Effect: Adaptations are a statutory duty for the Council. Demand in excess of current budgets would create a financial pressure on the capital programme
Management Controls: i) Monthly management monitoring of budgets and case load.
 ii) Co-ordination across Council teams to ensure approach to adaptations makes best use of available budget.
Progress Comment: Demand for adaptations for home improvement loans is on track within current budget provision.

Last Updated: 12-Oct-2016

RISK TITLE	LEAD OFFICER	SUPPORTING OFFICERS	INITIAL RISK RATING	CURRENT RISK RATING	TREND ARROW	RISK STATUS
Financial assistance available to repair homes is not taken up by residents.	Niall Waller - Enterprise and Regeneration Manager	Gavin Griffith - Housing Regeneration & Strategy Manager				Open
<p>Potential Effect: Available resources will not be fully utilized and the programme may not realise its full impact in bringing quality homes into flintshire</p> <p>Management Controls: i) The programme has been extensively promoted this year. ii) Officers are working closely with potential developers to raise awareness of the programme and encourage suitable projects to be brought forward.</p> <p>Progress Comment: At present the budget for repair to homes is forecast to be fully utilised for this year.</p> <p>Last Updated: 14-Oct-2016</p>						

RISK TITLE	LEAD OFFICER	SUPPORTING OFFICERS	INITIAL RISK RATING	CURRENT RISK RATING	TREND ARROW	RISK STATUS
Customer expectations for the timeliness of adaptations undertaken through disabled facilities grants will not be met due to competing demands on resources.	Niall Waller - Enterprise and Regeneration Manager	Gavin Griffith - Housing Regeneration & Strategy Manager				Open
<p>Potential Effect: The Council has a statutory duty to deliver DFGs and failure to do so in a timely manner risks challenge and reputational impact.</p> <p>Management Controls: Caseload management to unblock slower cases and review process on an ongoing basis.</p> <p>Progress Comment: Improvements to the adaptation process are currently being made including reducing the bureaucracy of the programme, developing a framework for suppliers to speed up procurement, a new IT system to facilitate case management and improving the purchasing of frequently-used equipment. These measures are expected to bring down the timescale for adaptation that enter the system after they are in place.</p> <p>Last Updated: 14-Oct-2016</p>						

RISK TITLE	LEAD OFFICER	SUPPORTING OFFICERS	INITIAL RISK RATING	CURRENT RISK RATING	TREND ARROW	RISK STATUS
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The supply of affordable housing will continue to be insufficient to meet community need.	Clare Budden - Chief Officer - Community and Enterprise	Denise Naylor - Customer Services Manager, Melville Evans - Strategic Housing and Regeneration Programme (SHARP) Programme Manager				Open
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Potential Effect: Impact would increase pressure on housing solutions and homelessness services.

Management Controls: Affordable Housing Officer in post to monitor Section 106 and Social Housing Grant. Robust programme management arrangements for Strategic Housing and Regeneration Programme (SHARP).

Progress Comment: The Council continues to work to develop robust arrangements for the delivery of new affordable housing in Flintshire through a number of different supply streams. The Council's SHARP is currently on site at Custom House, Connah's Quay and The Walks, Flint with a total of 114 new Council and Affordable homes. A further 40 new Council properties at Leeswood, Mold and Connah's Quay are scheduled to start on site this calendar year. These will be funded by the Housing Revenue Account (HRA) through Prudential Borrowing.

A number of other sites under the Council's ownership have also been identified for potential new housing and feasibility work is currently being undertaken to bring these sites forward.



The Council, through its NEW Homes Housing Company continues to deliver new affordable housing throughout the county. NEW Homes Board recently approved the development of 62 units it will manage on The Walks, Flint. The development of these units will be funded through a loan from Flintshire County Council to NEW Homes.

0 new Section 106 properties have recently been, or are in the process of being transferred to NEW Homes management at Northop Hall, Abermorddu and Saltney, bringing a total of 38 properties under its management, with further properties proposed to be delivered in partnership with private developers. In line with the terms of the Section 106 Agreement, local residents living in these settlements will be prioritised for these properties. In addition, NEW Homes also manages 31 properties on behalf of private landlords. NEW Homes works closely with private landlords to ensure they are meeting the Welsh Government's Rent Smart requirements which are aimed to promote the development of a dynamic and high quality private rented sector in Flintshire.

Last Updated: 25-Nov-2016

2 Living Well



Actions

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
2.1.1.1 Ensure care home provision within Flintshire enables people to live well and have a good quality of life.	Lin Hawtin - Commissioning Manager	Ongoing	01-Apr-2016	31-Mar-2017	-	 GREEN	 AMBER

ACTION PROGRESS COMMENTS:

1) We are awaiting a national census update on the care home sector across Wales, which will include current data for Flintshire. The Flintshire profile will inform the work of the residential care review, under the oversight of Modernising Social Services Board, and will underpin the action plan being developed. 2) Flintshire is a pilot site for the development and implementation of joint monitoring tools to support the quality of nursing care by October 2016; we are on track to start in October. 3) One Community Circles Coordinator has been recruited; the evaluation of the project will now be completed by the end of October. "Community Circle" is a way for friends and family to support someone through from conversation to action, supported by a facilitator. It gets the person together with members of their local community, and enables them to work together to support the person in achieving their personal outcome. It is applicable for people who are supported to live in their own homes, or in residential care. 4) The Flintshire version of "Progress for Providers" has been completed, and monitoring tools have been established to sit alongside. Implementation is planned for October 2016. "Progress for Providers" is Flintshire's self-assessment tool for care homes, which allows providers to assess themselves in a range of outcome areas, and produce an action plan to enable them to work progressively towards compliance at bronze, silver and gold standard. This action is ongoing and therefore there is no "% complete" recorded. Tasks are on track to meet the expected position at the end of March; the amber Outcome RAG reflects the continuing fragility of the sector.



Last Updated: 30-Nov-2016

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
2.1.1.2 Support greater independence for individuals with a frailty and / or disability, including those at risk of isolation.	Susie Lunt - Senior Manager, Integrated Services	Ongoing	01-Apr-2016	31-Mar-2017	-	 GREEN	 GREEN

ACTION PROGRESS COMMENTS:

Loneliness and isolation will be included as part of the "What Matters" conversation implemented in the information, advice and assistance service. We are in Phase 2 of a pilot for Multi Me, a secure social platform created for people with learning disabilities. It is designed to help them communicate and tell their story through the use of "multi-media", and become more in control of their lives through personal goal setting and the help of their online support network. This action to support greater independence for individuals with a frailty and / or disability is ongoing and therefore there is no "% complete" recorded. Tasks which contribute to this action are on track to meet the expected position at the end of March.



Last Updated: 29-Nov-2016

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
2.1.1.3 Improve outcomes for looked after children	Craig Macleod - Senior Manager, Children's Services & Workforce	In Progress	01-Apr-2016	31-Mar-2017	50.00%	 GREEN	 GREEN

ACTION PROGRESS COMMENTS:

Quarter 1: A plan to move forward with a refreshed Corporate Parenting Strategy will be presented to Social and Health Care Overview & Scrutiny Committee in September. This will include the arrangements for involving children and young people in the content of the strategy. Quarter 2: Proposals to refresh our Corporate Parenting Strategy were endorsed by Health and Social Services Overview and Scrutiny Committee. The strategy will set our commitments around the themes of Education, Health and Well-Being, Stability and Security and Leaving Care. The action is 50% complete to date. During Quarter 3 Internal Audit will work with the service to review how effective the authority is as a Corporate Parent for care leavers. The internal audit review will consider how effective we are in equipping care leavers to have the skills to lead a good quality, independent life. The findings will help refresh the strategy.



Last Updated: 29-Nov-2016

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
2.1.2.1 Ensure that effective services to support carers are in place as part of the integrated social and health services.	Lin Hawtin - Commissioning Manager	Ongoing	01-Apr-2016	31-Mar-2017	-	 GREEN	 GREEN

ACTION PROGRESS COMMENTS:

The work on co-production will continue through October to December. The Action Plan resulting from the review of the Carer's Strategy will be in place by March 2017. The new strategy for young carers has a performance framework, incorporating an annual progress report which is presented to senior managers and the regulator. The tasks underpinning this action are on track and our outcome RAG is Green. [This action has a status of Ongoing because it has no finite end point and is aimed at ensuring that effective services are in place for carers continuously and for the long term. In the CAMMS system, there is no option to enter a "% complete" for actions with a status of Ongoing. However, the report generated from CAMMS shows a blank column; this should show as "not applicable" for those actions with a status of Ongoing]



Last Updated: 30-Nov-2016

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
2.1.2.2 Influence the use of intermediate care funds to support effective discharge from hospital and ensure a smoother transition between Health and Social Care Services.	Susie Lunt - Senior Manager, Integrated Services	In Progress	01-Apr-2016	31-Mar-2017	80.00%	 GREEN	 AMBER

ACTION PROGRESS COMMENTS:

Quarter 2 update: The ICF programme has been subject to change during the year in line with Ministerial Announcements. There are now 3 identifiable elements of the Fund. Welsh Government and/or the Part 9 Regional Board have approved the majority of funding proposals with work actively taking place to implement, hence the 80% completion. Part 9 Regional Board was established in line with the Regulation and Inspection Act 2016 and is tasked with overseeing the implementation of pooled budgets and facilitating joint working between FCC and BCUHB. Challenges to implementation of some “projects” within the current financial year are being actively managed. All established projects will continue to be monitored through Quarters 3 and 4, with reporting arrangements being met in line with regional governance arrangements. Partners are actively involved in the development of proposals and monitoring of progress and the financial position.



Last Updated: 30-Nov-2016



ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
2.1.2.3 Work through the Children's Services Forum and Participation Group to improve access to CAMHS	Craig Macleod - Senior Manager, Children's Services & Workforce	In Progress	01-Apr-2016	31-Mar-2017	30.00%	 GREEN	 AMBER



ACTION PROGRESS COMMENTS:

Quarter 1: We have formally raised with Health the need for timely information to help monitor and understand initiatives to improve the support that Child an Adolescent Mental Health Services (CAMHS) are able to offer in respect of looked after children. Health will provide a specific focus on looked after children at the next strategic partnership group. We are working closely with Wrexham and Betsi Cadwaladr University Health Board (BCUHB) to secure ICF money for children with complex needs. A service is being developed by Flintshire and BCUHB East division to offer intensive therapeutic support for looked after children to minimise the need for high cost intensive out of county residential placements. Quarter 2: We estimate that the tasks underpinning this action are now 30% complete. We are making good progress, but the outcome is uncertain, and therefore the Outcome RAG is amber. A costed business case has been developed in partnership with CAMHS and Wrexham to extend the provision of therapeutic support across the area. A tendering process has been undertaken for the service but assurance will need to be given that ICF funding will be available before the service can be commissioned. There is regional work being led by BCUHB to enhance CAMHS and improve performance in Referral to Assessment (28 days) and Assessment to Treatment timeline. This work will continue into the second half of the year. We are advised that progress is being make in recruiting staff and services to enhance CAMHS provision with some challenges finding psychologists and psychiatrists available in region. BCU will be sharing progress and performance with regional Heads of Children's Services during Quarter 3.



Last Updated: 29-Nov-2016

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
2.1.2.4 Further develop dementia awareness across the County.	Lin Hawtin - Commissioning Manager	In Progress	01-Apr-2016	31-Mar-2017	50.00%	 GREEN	 GREEN
<p>ACTION PROGRESS COMMENTS: A new dementia cafe has opened in Sealand. Three events have been held for local businesses and 10 businesses have since applied for accreditation. A Facebook page for care homes will be going live in September, and the BCU dementia support workers project implemented. The tender has been awarded to Crossroads, and signage for Dementia Friendly Flint has been completed. Quarter 2 update: The Facebook page has gone live with 10 care home providers and is actively being used between homes and 7 activities providers, to promote activities available for residents. The 10 businesses above have now been accredited by Flint Dementia Friendly Communities and this includes three Flintshire County Council departments. These tasks have contributed to our 50% completion rate. Key milestones for the next half of the year include accreditation of Sealand and Queensferry as a Dementia Friendly Community, and another memory cafe opening in Connah's Quay.</p> <p>Last Updated: 29-Nov-2016</p>							

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
2.2.1.1 Strengthen arrangements within all Council portfolios to have clear responsibilities to address safeguarding.	Fiona Mocko - Policy Advisor (Equalities and Cohesion)	Completed	01-Apr-2016	31-Mar-2017	100.00%	 GREEN	 AMBER
<p>ACTION PROGRESS COMMENTS: Each Portfolio has a nominated lead for safeguarding. A Corporate Safeguarding Panel has been set up and is meeting regularly.</p> <p>Last Updated: 30-Nov-2016</p>							

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
2.2.1.2 Ensure that the workforce are trained in line with the new Codes of Practice for Safeguarding	Fiona Mocko - Policy Advisor (Equalities and Cohesion)	In Progress	01-Apr-2016	31-Mar-2017	5.00%	 GREEN	 AMBER
<p>ACTION PROGRESS COMMENTS: A training strategy will need to be developed to ensure that all employees who come into direct or indirect contact with children or adults at risk , recognise signs of abuse and modern slavery and know how to make a report. There will need to be a range of training for different groups of employees. The Training Strategy will be developed and implemented following approval of the Corporate Safeguarding policy. A draft Corporate Safeguarding policy has been prepared; the Training Strategy will be completed by January 2017.</p>							

Last Updated: 30-Nov-2016




ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
2.2.1.3 Working with our partners we will ensure that our response rates to referrals remain within statutory targets.	Jacque Slee - Performance Lead – Social Services	Ongoing	30-Aug-2016	31-Mar-2017	-	 GREEN	 GREEN

ACTION PROGRESS COMMENTS:

Quarter 1: We continue to perform well against the national benchmarks for adult and child protection; risk was managed for all adult protection referrals in Quarter 1 and 100% of reviews of child protection plans were carried out on time. We had an increase in child protection referrals in Quarter 1, which resulted in some capacity issues for the children's Safeguarding Managers. As a result all initial conferences were scheduled as soon as possible; 69% of these fell within the statutory timescale of 15 days. Quarter 2: Good performance was recorded in Q2; risk was managed for all adult protection referrals and 99.2% of reviews of child protection plans were carried out on time. The Safeguarding Unit continue to manage increasing requests for initial conferences, which has impacted on diary capacity; however, performance improved this quarter to 90.6%. This is an ongoing action so there is no % completion rate shown.

Last Updated: 16-Nov-2016

Performance Indicators

KPI Title	Pre. Year Period Actual	Period Actual	Period Target	Perf. RAG	Perf. Indicator Trend	YTD Actual	YTD Target	Outcome RAG
IP2.1.1.1M02 (SCAL/027) Number of care homes which are a 'Service of Concern'	2	1	3	 GREEN		1	3	 GREEN



Lead Officer: Lin Hawtin - Commissioning Manager

Reporting Officer: Nicki Kenealy - Contracts Team Manager

Aspirational Target: 0.00

Progress Comment: There is 1 care home which is deemed to be 'service of concern' by Care and Social Services Inspectorate Wales (CSSIW). An action plan is in place to address the issues of concern, and this is being monitored by CSSIW.



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
IP2.1.1.1M03 (SCAL/028) Number of care homes in 'Escalating Concerns'	0	0	2	 GREEN	↔	0	2	 GREEN

Lead Officer: Lin Hawtin - Commissioning Manager
Reporting Officer: Nicki Kenealy - Contracts Team Manager
Aspirational Target: 0.00

Progress Comment: We don't currently have any care homes with "escalating concerns".

Last Updated: 28-Nov-2016




KPI Title	Pre. Year Period Actual	Period Actual	Period Target	Perf. RAG	Perf. Indicator Trend	YTD Actual	YTD Target	Outcome RAG
IP2.1.2.1M01 (SCA/018c) The percentage of identified carers of adult service users who were assessed or reassessed in their own right during the year who were provided with a service	99.86	91.05	82	 GREEN	↓	91.05	82	 GREEN

Lead Officer: Lin Hawtin - Commissioning Manager
Reporting Officer: Jacque Slee - Performance Lead – Social Services
Aspirational Target: 82.00




Progress Comment: Work is progressing with North East Wales Carers Information Service (NEWCIS) to ensure that we are able to capture all data for carers' assessments and services. New documentation developed regionally in line with the Social Care and Well-being Act is being implemented in Social Services, although this is currently in paper form. Work is ongoing to develop these forms electronically and until this work is completed we are unable to report on a complete data set for carers' assessments and services. The Integrated Assessment should be available electronically from March 2017.

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
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IP2.1.2.2M01 SCA/001 Monitoring the rate of delayed transfers of care for social care reasons (rate per 1000)	2.3	1.18	2	 GREEN		1.18	2	 GREEN
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Lead Officer: Janet Bellis - Localities Manager
Reporting Officer: Jacque Slee - Performance Lead – Social Services
Aspirational Target: 2.00
Progress Comment: There were 4 delayed discharges for social care reasons in the quarter. Delayed discharges for social care reasons tend to be where there are complex mental health needs and the local authority are seeking a suitable placement. All delays are monitored regularly by Social Care and BCUHB jointly and early resolutions are prioritised.
 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
IP2.2.1.1M04 SCC/014 - Initial child protection conferences held within 15 days of the strategy discussion	98.21	90.57	95	 AMBER		90.57	95	 AMBER

Lead Officer: Jane M Davies - Senior Manager, Safeguarding & Commissioning
Reporting Officer: Jacque Slee - Performance Lead – Social Services
Aspirational Target: 98.00
Progress Comment: Conference numbers are still high; diary capacity impacting on ability to meet timescales for 3 families. The Safeguarding Unit endeavor to schedule all initial conferences within statutory timescales or as soon as possible afterwards. Conferences are occasionally delayed in the best interest of the family.
 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
IP2.2.1.1M05 SCC/034 – The percentage of child protection reviews completed within timescales.	100	99.17	98	 GREEN		99.17	98	 GREEN

Lead Officer: Jane M Davies - Senior Manager, Safeguarding & Commissioning
Reporting Officer: Jacque Slee - Performance Lead – Social Services
Aspirational Target: 100.00
Progress Comment: A late review was recorded for one child; the review was moved to take account of statutory timescales for the pre-birth conference of a younger sibling, which was felt to be in the best interests of the family. All other child protection reviews were completed within timescales.
 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
IP2.3.3M03 SCA/019 - Adult protection referrals where the risk was managed	100	100	98	 GREEN	↔	100	98	 GREEN

Lead Officer: Jane M Davies - Senior Manager, Safeguarding & Commissioning
Reporting Officer: Jacque Slee - Performance Lead – Social Services
Aspirational Target: 100.00
Progress Comment: Risk was reduced or removed for all adults with an adult protection referral completed in the quarter.
 Last Updated: 25-Oct-2016

RISKS

Strategic Risk

RISK TITLE	LEAD OFFICER	SUPPORTING OFFICERS	INITIAL RISK RATING	CURRENT RISK RATING	TREND ARROW	RISK STATUS
Fragility and sustainability of the care home sector.	Neil Ayling - Chief Officer - Social Services	Jane M Davies - Senior Manager, Safeguarding & Commissioning	 Red	 Red	↔	Open

Potential Effect: Reduced quality of care, increased difficulties with recruitment and retention of staff, and reduced capacity in the care home sector.
Management Controls: Refocus specialisms within in house provision to fit with changing demands. Continue to monitor capacity in the sector.
Progress Comment: Q1 - We are awaiting the national census data of the care home sector across Wales, and this will include current data for Flintshire. This Flintshire profile will inform the work of the residential care review board, and will underpin the action plan being developed.

Q2 - Data from the national census has been received. The regional fee setting group is due to meet on 18th October, taking into census data, data from local authority questionnaires regarding hours and existing market intelligence. The outcomes from this group should be available by November 2016.

A Project Manager has been appointed to deliver a programme of work and priorities to support the care crisis.

Last Updated: 29-Nov-2016

RISK TITLE	LEAD OFFICER	SUPPORTING OFFICERS	INITIAL RISK RATING	CURRENT RISK RATING	TREND ARROW	RISK STATUS
The quality of care home services will not meet required standards.	Neil Ayling - Chief Officer - Social Services	Lin Hawtin - Commissioning Manager	Amber	Amber	↔	Open
<p>Potential Effect: Negative impact on reputation of the Council. Management Controls: Contract monitoring in place. Good relationship with Care and Social Services Inspectorate Wales (CSSIW). Good relationships with providers. Staff Training. Progress Comment: Flintshire is a pilot site for the development and implementation of joint monitoring tools to support the quality of nursing care by October 2016; we are on track to start in October. One Community Circles coordinator has been recruited; the evaluation of the project will now be completed by the end of October. The Flintshire version of "Progress for Providers" has been completed, and the monitoring tools have been established to sit alongside.</p> <p>Last Updated: 12-Oct-2016</p>						

RISK TITLE	LEAD OFFICER	SUPPORTING OFFICERS	INITIAL RISK RATING	CURRENT RISK RATING	TREND ARROW	RISK STATUS
Children and vulnerable families are not fully supported where multi-agency services and partners do not move toward an early intervention and prevention approach	Craig Macleod - Senior Manager, Children's Services & Workforce	Ray Dickson - Children's Fieldwork Services Manager	Amber	Amber	↔	Open

Potential Effect: High re-referral rates, Looked After Children (LAC) health assessments not completed on time, IAA requirements not met

Management Controls: Development and implementation of multi agency early intervention hub.

Progress Comment: Quarter 1:

New structure in Children's Services has been embedded, and managers have been appointed. Work continues on the development of a early intervention hub to support demand management in partnership with other agencies.

Quarter 2:

Project arrangements for developing an Early Intervention Hub are in place with a Project Sponsor, Strategic Advisor and project administrator in place. Specific work streams have been developed and lead officers identified to take them forward. Within Social Services there is a high demand for targeted support and early intervention services. Management decisions are being made on how finite resources can be best deployed based on individual circumstances and presenting/associated risk. This area of the service will be reviewed by the service in quarter 3 to identify opportunities to take different approaches to manage and respond demand.

Last Updated: 28-Nov-2016

RISK TITLE	LEAD OFFICER	SUPPORTING OFFICERS	INITIAL RISK RATING	CURRENT RISK RATING	TREND ARROW	RISK STATUS
Demand and aspirations for independent living will not be met.	Neil Ayling - Chief Officer - Social Services	Susie Lunt - Senior Manager, Integrated Services	Amber	Amber	↔	Open

Potential Effect: Insufficient capacity within existing extra care provision

Management Controls: Flint:

- Full planning approval was granted for the scheme in March 2015.
- Pennaf aim to be on site by September 2015; FCC is overseeing the completion of several tasks in order to meet this target, which includes 1) further investigative work of the historic ditch, 2) demolition of the maisonettes, 3) surveys and 4) utility diversions.
- Partnership working groups will continue to agree, oversee and monitor the building design and service model as the scheme progresses.

Holywell:

- The outline design has been amended to reflect stakeholder feedback, as a result the site will now include additional public parking to meet local demand.
- Outline planning application refused 18th May 2015.
- Partnership working groups will be established once the scheme has received outline planning approval.

Progress Comment: Flint:

The construction of the Flint Extra Care scheme – to be named Llys Raddington – commenced in July 2016. Ty Glas, a subsidiary of Pennaf, are managing the scheme development, with Anwyl undertaking construction. Llys Raddington will open in early 2018 with 73 1 & 2 bedroom apartments. Partnership working groups will continue to agree, oversee and monitor the interior design, service model and public relations activities as the construction develops.

Holywell:

Social Services teams continue to work with Wales & West Housing to confirm a viable site for the Holywell Extra Care scheme. Detailed design and planning activities to follow.

Last Updated: 28-Nov-2016

RISK TITLE	LEAD OFFICER	SUPPORTING OFFICERS	INITIAL RISK RATING	CURRENT RISK RATING	TREND ARROW	RISK STATUS
Funding between Health and the Council does not transfer smoothly e.g. Continuing Health Care, ICF, Primary Care Funds	Neil Ayling - Chief Officer - Social Services	Susie Lunt - Senior Manager, Integrated Services	Amber	Green	↓	Open

Potential Effect: Increased costs to the Council
Management Controls: Refreshed strategic direction led by BCUHB's new Executive Boards and a new operating structure currently being introduced. The structure will have more of a locality focus with a strengthened focus on increasing capacity within community based services.
Progress Comment: BCUHB have appointed a CHC lead manager and we are in the process of updating the Standard Operating Procedures for CHC. The lead officer now attends Partnership Friday on a monthly basis to deal with CHC issues.

With regard to ICF, we meet with BCUHB East regularly to agree on going and new funding arrangements. Under these controls we are able to mitigate the level of risk to green.

Last Updated: 29-Nov-2016

RISK TITLE	LEAD OFFICER	SUPPORTING OFFICERS	INITIAL RISK RATING	CURRENT RISK RATING	TREND ARROW	RISK STATUS
Service provision is not co-ordinated/integrated.	Neil Ayling - Chief Officer - Social Services	Susie Lunt - Senior Manager, Integrated Services	Amber	Amber	↔	Open

Potential Effect: Ineffective joint services
Management Controls: Refreshed strategic direction led by BCUHB's new Executive Boards and a new operating structure currently being introduced. The structure will have more of a locality focus with a strengthened focus on increasing capacity within community based services.
Progress Comment: Part 9 of the Social Services and Wellbeing Act (Wales) sets out new requirements for pooled budgets. BCUHB and Local Authorities are required to develop pooled budget arrangements for long term care by 2018. Discussions are taking place regionally and locally in relation to how best to take this forward. The level of risk relates to our ability to achieve this in what is a challenging timescale.

Last Updated: 27-Oct-2016

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

Potential Effect: Criticism from Regulator



Management Controls: N/A

Progress Comment: A specific module on Safeguarding in line with the Act is being delivered to staff in Social Services. Work is being undertaken to develop a programme for the staff group in the wider Council. Corporate Training are making act compliant e-learning available to all staff by end December 2016.

Last Updated: 11-Oct-2016

3 Economy and Enterprise



Actions

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
3.1.1.1 Strategic / Regional positioning in readiness for future accelerated growth	Niall Waller - Enterprise and Regeneration Manager	In Progress	01-Apr-2016	31-Mar-2017	50.00%	 GREEN	 AMBER

ACTION PROGRESS COMMENTS:

Flintshire County Council (FCC) has played a central role in meeting with UK and Welsh Government on behalf of both North Wales and the Mersey Dee Alliance area to discuss the vision for future economic growth in the region. Flintshire strategic development sites have featured in both the North Wales Growth Vision and the Cheshire Warrington Local Enterprise Growth Plan. The aim, for the end of the year, is to have contributed to the publication of the Infrastructure Prospectus for the Mersey Dee region and to have continued to build support within Welsh and UK Government for the Growth Vision for North Wales and the Mersey Dee area.

Last Updated: 28-Nov-2016

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
3.1.1.2 Maximise the economic value of transformation projects	Niall Waller - Enterprise and Regeneration Manager	In Progress	01-Apr-2016	31-Mar-2017	50.00%	 GREEN	 AMBER

ACTION PROGRESS COMMENTS:

The Vibrant and Viable Places (VVP) is in it's final year of delivery and all projects are on track to fully spend. Pipeline projects are being developed to use any underspend funds that Welsh Government might make available. There are close working arrangements in place between the contractor for the SHARP programme, Wates Living Space, and the Communities First programme to ensure that unemployed people are offered pre-employment support and work experience opportunities. By the end of the year, the intention is to; fully spend all allocated VVP resources and to successfully bid for additional resources if they become available from Welsh Government; and build successful work experience and apprenticeship placements with the supply chain for the SHARP programme;

Last Updated: 29-Nov-2016

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
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3.1.1.3 Facilitate the creation of jobs	Niall Waller - Enterprise and Regeneration Manager	In Progress	01-Apr-2016	31-Mar-2017	50.00%		
<p>ACTION PROGRESS COMMENTS: 36 new enquiries were received during quarter 2 in respect of new investment and existing business expansion, which will lead to job creation. Of the 36 enquiries for support, 9 are from the social enterprise sector. The cumulative number of enquiries received in 2016/17 to date is 102. 3 events were held in this quarter to develop supply chain activity. During Flintshire Business Week 2016 we delivered a seminar regarding E-Procurement with FCC; E-Tendering training with Business Wales and delivered a Regional Business Exhibition featuring in excess of 60 trade stands. Of the 36 business enquiries received, 31 converted to investment in the quarter resulting in a conversion rate of 86%. 31 conversions to investment resulted in 322 new jobs created of which 242 are in the Enterprise Zone and 5 are from the social enterprise sector. The cumulative total for 2016/17 is 934 new jobs. The aim for the year is to provide a responsive support service to businesses considering expanding or investing in the area. The measure for this action is KPI IP3.1.1.3 M01.</p> <p>Last Updated: 15-Nov-2016</p>							

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
3.1.1.4 Strengthen the economic benefits of town centres and the visitor economy	Niall Waller - Enterprise and Regeneration Manager	In Progress	01-Apr-2016	31-Mar-2017	50.00%		
<p>ACTION PROGRESS COMMENTS: The final schemes in the capital works programme started on site in late September 2016. The Buckley shop front improvement and vacant unit grant will improve the appearance of town centre shop units and encourage the re-use of empty shops. Welsh Government have granted £60k to the North East Wales tourism marketing partnership to support the Ambassadors Programme and for promotion of the region. Flintshire County Council (FCC) Coastal Communities Fund aim to improve access and awareness of the Dee coastline project which is now largely complete, having installed small scale visitor infrastructure and interpretation at key points along the Dee. By the end of the year the aim is to complete the last projects in the previous phase of town centre support and, in particular, the improvements to the Square at St. Mary’s Church in Flint. The service will also have started the process of developing a new plan for supporting town centres in the future which will extend into next year. The tourism service will focus on the ongoing work to grow the Ambassadors programme in North East Wales, promote the area as part of the North East Wales brand and improve the management of key destinations for visitors.</p> <p>Last Updated: 28-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
IP3.1.1.2M01 Delivery of supply chain development events	No Data	4	2		N/A	5	3	



Lead Officer: Niall Waller - Enterprise and Regeneration Manager
Reporting Officer: Rachael Byrne - Enterprise Manager
Aspirational Target:
Progress Comment: 3 events were held in Q2 to develop supply chain activity. During Flintshire Business Week 2016 (FBW16) we delivered a seminar regarding E-Procurement with Flintshire County Council (FCC); E-Tendering training with Business Wales and delivered a Regional Business Exhibition featuring in excess of 60 trade stands.
 Last Updated: 28-Nov-2016

KPI Title	Pre. Year Period Actual	Period Actual	Period Target	Perf. RAG	Perf. Indicator Trend	YTD Actual	YTD Target	Outcome RAG
IP3.1.1.2M02 Percentage Number of business enquiries converted to investment within Flintshire	No Data	86	N/A	N/A	N/A	86	N/A	 GREEN

Lead Officer: Niall Waller - Enterprise and Regeneration Manager
Reporting Officer: Rachael Byrne - Enterprise Manager
Aspirational Target:
Progress Comment: Of the 36 business enquiries received, 31 converted to investment in Q2 resulting in a conversion rate of 86%
 Last Updated: 07-Oct-2016

KPI Title	Pre. Year Period Actual	Period Actual	Period Target	Perf. RAG	Perf. Indicator Trend	YTD Actual	YTD Target	Outcome RAG
IP3.1.1.3M01 Number of new jobs in Flintshire	0	322	700	 RED	↑	934	1100	 GREEN

Lead Officer: Niall Waller - Enterprise and Regeneration Manager
Reporting Officer: Rachael Byrne - Enterprise Manager
Aspirational Target:
Progress Comment: 31 conversions to investment resulted in 322 new jobs created of which 242 are in the Enterprise Zone and 5 are from the social enterprise sector. A cumulative total 16/17 of 934 new jobs.
 Last Updated: 07-Oct-2016

KPI Title	Pre. Year Period Actual	Period Actual	Period Target	Perf. RAG	Perf. Indicator Trend	YTD Actual	YTD Target	Outcome RAG
IP3.1.1.3M02 Number of jobs created as a result of large capital programmes (Welsh Housing Quality Standard)	16	10	9	 GREEN	↑	20	18	 GREEN

Lead Officer: Tony Jones - Capital Works Team Manager



Reporting Officer: Sean O'Donnell - Contract Surveyor

Aspirational Target:

Progress Comment: All Programmes have continued into the New Financial Year due to rolling WHQS Programmes. As a direct result of this, local jobs that were created have been retained.

It is positive to note that the number of jobs continues to improve and future progress will be maintained through the new Flintshire Apprentice Academy.

Last Updated: 28-Nov-2016

KPI Title	Pre. Year Period Actual	Period Actual	Period Target	Perf. RAG	Perf. Indicator Trend	YTD Actual	YTD Target	Outcome RAG
IP3.1.1.3M03 Number of jobs created as a result of large capital programmes (Strategic Housing and Regeneration Programme)	0	41	0	 GREEN	↑	87	0	 GREEN

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



Reporting Officer: Denise Naylor - Customer Services Manager

Aspirational Target:

Progress Comment: Works commenced in May 2016 on the Custom House site in Connah's Quay and works at The Walks site in Flint commenced in July 2016. The figure quoted relates to data collected by Wates Residential relating to local labour.




Last Updated: 01-Dec-2016

KPI Title	Pre. Year Period Actual	Period Actual	Period Target	Perf. RAG	Perf. Indicator Trend	YTD Actual	YTD Target	Outcome RAG
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IP3.1.1.4M02 Number of new Ambassadors recruited	No Data	6	6	 GREEN	N/A	6	6	 GREEN
<p>Lead Officer: Niall Waller - Enterprise and Regeneration Manager Reporting Officer: Rachael Byrne - Enterprise Manager Aspirational Target: Progress Comment: 6 new Ambassadors signed up to the Flintshire Ambassador Programme during Q2. In addition, Tourism delivered a Coastal Communities Fund Familiarisation Visit for 16 delegates; delivered a tourism sector network event and training for 30 delegates during Flintshire Business Week (FBW) and secured £30K external funding (from Visit Wales) in partnership with Theatr Clwyd for an Ice Rink during December, 2016.</p> <p>Last Updated: 28-Nov-2016</p>								




RISKS

Strategic Risk

RISK TITLE	LEAD OFFICER	SUPPORTING OFFICERS	INITIAL RISK RATING	CURRENT RISK RATING	TREND ARROW	RISK STATUS
The Northern Powerhouse and LEP could pose risks to the growth of the Flintshire economy if there is not devolution of powers and freedoms to match those being developed in England.	Clare Budden - Chief Officer - Community and Enterprise	Niall Waller - Enterprise and Regeneration Manager, Rachael Byrne - Enterprise Manager	 Red	 Amber		Open
<p>Potential Effect: If a significant growth deal package is agreed for Cheshire / Warrington area then it will bring the local partners the ability to manage the economy locally with new investment as well as devolved powers that allow a responsive approach to meeting local needs. This has the potential to make the area more attractive to new business investment and to enable the maximum benefits from economic growth to reach local people.</p> <p>Management Controls: The Council is closely involved in the development of the Northern Powerhouse and in the development of the Cheshire / Warrington growth vision. The Council, together with partners across North Wales, is working to develop an ambitious growth vision for North Wales.</p> <p>Progress Comment: The risk assessment remains unchanged in this quarter but there has been extensive work to make the case for increased devolution of powers as part of the North Wales Growth Vision.</p> <p>Last Updated: 14-Oct-2016</p>						

RISK TITLE	LEAD OFFICER	SUPPORTING OFFICERS	INITIAL RISK RATING	CURRENT RISK RATING	TREND ARROW	RISK STATUS
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Infrastructure investment does not keep pace with needs and business is lost to the economy.	Clare Budden - Chief Officer - Community and Enterprise	Niall Waller - Enterprise and Regeneration Manager				Open
<p>Potential Effect: The potential impact would include businesses choosing not to locate in Flintshire, existing businesses finding it harder to justify remaining in the area and a worsening quality of life where, for example, traffic congestion increases.</p> <p>Management Controls: Working with North Wales Economic Ambition Board and Mersey Dee Alliance partners to make a robust and well-evidenced case for investment.</p> <p>Progress Comment: Flintshire has worked with partners across North Wales and the North West of England in developing ambitious visions for economic growth for both North Wales and the Cheshire Warrington area. Both visions set out the economic benefits that can be realised in the region and the infrastructure needed to deliver them. These have been submitted to the UK Government for consideration. Further work is also underway to identify the barriers to developing the key strategic development sites in Flintshire.</p> <p>Last Updated: 14-Oct-2016</p>						

RISK TITLE	LEAD OFFICER	SUPPORTING OFFICERS	INITIAL RISK RATING	CURRENT RISK RATING	TREND ARROW	RISK STATUS
Support for businesses in Flintshire does not meet needs and fails to encourage investment.	Clare Budden - Chief Officer - Community and Enterprise	Niall Waller - Enterprise and Regeneration Manager, Rachael Byrne - Enterprise Manager				Open
<p>Potential Effect: i) Lower level of investment ii) Lower level of employment iii) Failure to realise wider benefits to the county from business investment</p> <p>Management Controls: i) Co-ordinated approach to business support across partner agencies to ensure good intelligence sharing and use of available resources ii) Sign posting to other support agencies where appropriate</p> <p>Progress Comment: The Council has been working closely with potential investors and the rate of conversion remains high. Flintshire Business Week 2016 was very successful with a number of well-attended events and remains a very popular and cost-effective way of engaging with and supporting the business community and enabling them to network and trade together.</p> <p>Last Updated: 14-Oct-2016</p>						

RISK TITLE	LEAD OFFICER	SUPPORTING OFFICERS	INITIAL RISK RATING	CURRENT RISK RATING	TREND ARROW	RISK STATUS
Devolved powers in Wales do not match those in England.	Clare Budden - Chief Officer - Community and Enterprise	Niall Waller - Enterprise and Regeneration Manager				Open

Potential Effect: Areas with a greater range of devolved powers have the potential to manage their economy in a more responsive manner and are able to take decisions quickly across a wide range of service areas. This gives them a considerable advantage in creating the conditions for successful business growth and neighbouring areas are likely to struggle to compete for new business investment.



Management Controls: The Council, together with partners in the Mersey Dee Alliance and North Wales Economic Ambition Board, has contributed to ambitious visions of economic growth for North Wales and the Mersey Dee area. These visions set out the potential economic growth that can be achieved and the investment and devolved powers needed to make it deliverable.

Progress Comment: The risk assessment remains unchanged in this quarter but there has been extensive work to make the case for increased devolution of powers as part of the North Wales Growth Vision.

Last Updated: 14-Oct-2016

4 Skills and Learning

Actions



ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
4.1.1.1 Work with the public, private and voluntary sectors to maximise the number of apprenticeships, traineeships and work experience opportunities.	Jeanette Rock - Principal Education Officer Inclusion	In Progress	01-Apr-2016	31-Mar-2017	40.00%	 GREEN	 GREEN

ACTION PROGRESS COMMENTS:

Work has continued to build on the progress made in the previous year. The Flintshire Apprenticeship Academy is established and partnership working with Future Works is underway. Opportunities to capitalise on apprenticeships, traineeships and work experience are being maximised through a range of forums, events and partnership working. Flintshire Business Week (September 2016) has a specific seminar focusing on this priority and information regarding local and regional opportunities for young people is collated into a Careers Wales newsletter which is circulated regularly to Flintshire schools. The European Social Funded Project, TRAC, began in April 2016. This focuses on providing bespoke intervention to young people between the ages of 11 and 19 who are at risk of becoming NEET (Not in Education, Employment or Training). Careers Wales is a partner agency for this project whom have supported improved access to suitable opportunities based on information gained from both employers, education establishments and the young people themselves. Coleg Cambria are also a partner within TRAC, and this has afforded regular discussion regarding the suitability of opportunities currently on offer and also identification of barriers to access. Alongside TRAC, the Council has targeted its resources at supporting young people to maintain their engagement, either through individual personal support or coordination of the provision and liaison between the relevant partners. Additional Welsh Government funding has now been allocated to Careers Wales to further increase the opportunities for apprenticeships in Wales and a number of events have been scheduled in partnership with schools in response to this. These include frequent workshop/information sharing opportunities to ensure pupils, teachers and parents/carers are well informed regarding the opportunities offered through apprenticeships. A High Impact Interactive Careers Fair is scheduled for February 2017 which will focus on raising the parity of esteem between work-based learning and traditional academic routes, and a further event 'Into the Future' focused on Key Stage 5 pupils, explores the apprenticeship as an alternative to higher education. The Construction Industry Training Board (CITB) is embarking on a pilot project which links construction companies with schools. The aim is to raise awareness of the significant range of career opportunities available within the construction industry and promote these as viable options given the perceived future level of need for skilled employees in this field. Two Flintshire Secondary Schools have been identified to participate in the initial pilot for this academic year.

Last Updated: 28-Nov-2016



ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
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4.1.1.2 Increase training and apprenticeship opportunities through the Future Works Flintshire Apprenticeship Academy and Major Capital programmes.	Sean O'Donnell - Contract Surveyor	In Progress	01-Apr-2016	31-Mar-2017	50.00%	 GREEN	 GREEN
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ACTION PROGRESS COMMENTS:

All Programmes have continued into the new financial year due to rolling WHQS Programmes. As a direct result of this, training and apprenticeship opportunities that were created have been retained. It is positive to note that the number of jobs and apprenticeships continues to improve and future progress will be maintained through the new Flintshire Apprentice Academy.

Last Updated: 28-Nov-2016



ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
4.1.1.3 Support the Young Entrepreneur Programme with the Flintshire Business Entrepreneurship Network.	Sharon Jones - Communities First Cluster Delivery Manager East	In Progress	01-Apr-2016	31-Mar-2017	80.00%	 GREEN	 GREEN

ACTION PROGRESS COMMENTS:

We supported a Job Fair at Civic Hall Connahs Quay with over 300 job vacancies and 472 people attended – we promoted the Enterprise Club at the event. The Lead Officer also has been developing a programme of Entrepreneurship to be delivered into Communities First School, the project is called Skies the Limit and this is working in partnership with Theatre Clwyd , 9 junior schools involved and over 100 pupils took part in the project. We are working with Young Enterprise engaging with schools on entrepreneurial activities, developing business skills which is being incorporated into the curriculum. This project is ongoing. The Lead officer is working on an event to be delivered in Wrexham but is part of the Flintshire Business Entrepreneurship Network (BEN) and is aimed at encouraging businesses to support the BEN initiative.

Last Updated: 28-Nov-2016

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
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<p>4.1.1.4 Further develop the Youth Engagement and Progression work programme for learners in danger of disengaging through:</p> <ul style="list-style-type: none"> • Targeting vocational and employability skills • Enhancing personal support, including coaching, mentoring and help with transition • Realise the benefits of regional European Social Fund Programmes • Increasing the use of release on temporary licence (ROTL) to better engage with post-custody education, training and employment prior to release.` 	<p>Jeanette Rock - Principal Education Officer Inclusion</p>	<p>In Progress</p>	<p>01-Apr-2016</p>	<p>31-Mar-2017</p>	<p>50.00%</p>	 GREEN	 GREEN
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ACTION PROGRESS COMMENTS:

Work continues in line with the Welsh Government Youth Engagement and Progression Framework requirements. Regular meetings are scheduled with schools and other education providers, and attended by a range of appropriate support agencies. The Learner Profiling Tool is used to identify young people at risk. A range of options are considered and a package of support determined. A database of local and regional services/provision has been developed and maintained to facilitate access to a range of varied opportunities, focusing on the development of interpersonal and employability skills. A menu of vocational courses has also been established with the local college and work-based learning providers. Funding is available to support more bespoke packages for individuals with more significant needs. Additional support, guidance and provision is now available through the European Social Funded project TRAC which began in April 2016. This targets young people between the ages of 11 and 19 who are at risk of disengagement. TRAC is a 2 year partnership project between Wrexham County Council, Coleg Cambria and Careers Wales providing resources to deliver a range of effective support to targeted young people. Coleg Cambria operated a Summer Academy. Pupils at risk of not engaging with an outcome at the start of Year 12 were identified by schools and other partner agencies and supported to access the academy which provided a range of activities throughout the Summer break. This proved to be highly successful in facilitating a successful transition for these pupils into their chosen Year 12 placement. Since September 2016, 87 placements have been offered to Key Stage 4 learners in Flintshire on the following vocational courses - Hair & Beauty, Motor Vehicle, Small Animal Care and Construction. Pupils access the courses following interview to ensure that they will benefit from the opportunity provided. A further 43 places have been taken up on the military preparation courses, with 14 of these young people embarking on their second year of the course. The TRAC project is operational and has established links with all Flintshire secondary schools and Pupil Referral Units. A total of 163 pupils have been referred to the project to date for additional intervention.

Last Updated: 01-Nov-2016



ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
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<p>4.1.2.1 Working effectively with the Regional School Improvement Service (GwE) to:</p> <ul style="list-style-type: none"> • Develop leadership capacity in schools through school modernisation and regional working; • Share best teaching practice and resources across schools most in need; • Identify and target support for those schools most in need; • Develop the capacity of schools to respond to national initiatives and curriculum reforms; and • Improve skills in digital literacy, literacy and numeracy 	<p>Claire Homard - Principal Education Officer Primary</p>	<p>In Progress</p>	<p>01-Apr-2016</p>	<p>31-Mar-2017</p>	<p>25.00%</p>	 GREEN	 GREEN
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ACTION PROGRESS COMMENTS:

Evidence that challenge and support interventions are being effective is demonstrated by an improvement in the number of primary schools being awarded Standards Group 1 by Welsh Government (WG), this has increased by 7 schools from 2015 (10.4% increase). There are currently no primary schools in a serious category of Estyn follow up or in the Red support category under the national categorisation model. The number of primary schools being monitored by the School Performance Monitoring Group has already reduced by 3 this term with further removals expected. Secondary schools still pose a concern with 2 in the Amber support category and 4 in the Red. Two secondary schools are currently in serious Estyn categories of concern but are responding appropriately to support and high levels of intervention.



Last Updated: 01-Nov-2016



ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
<p>4.1.2.2 Reducing the impact of poverty and disadvantage, including through the Families First Programme (2015-17) and Flintshire’s Integrated Youth Services Strategy, (2014-18), “Delivering Together”</p>	<p>Ann Roberts - Families First Lead / Youth Services Manager</p>	<p>In Progress</p>	<p>01-Apr-2016</p>	<p>31-Mar-2017</p>	<p>80.00%</p>	 GREEN	 AMBER

ACTION PROGRESS COMMENTS:

Welsh Government (WG) have announced a full re-commission of the Families First programme from April 2017 with a six month transition to October 2017. The lead officer is developing a competitive dialogue process. WG will announce the new budgets in December 2016 when we will need to issue notice to several projects to de-commission. The re-focus is on parenting, young people provision, and the ring fenced disability element. The programme re shape is in hand and will feed into organisation redesign principles enhancing provision towards the Health and Social Service and Wellbeing Act (Wales) 2014 as the Families First programme will be a resource for families. Further progress update will be provided in January 2017 following budget announcements.



Last Updated: 28-Nov-2016

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
4.1.2.3 Improving outcomes for Looked After Children and young people exiting the Youth Justice System	Chris Clarke - Youth Justice Service Manager	In Progress	01-Apr-2016	31-Mar-2017	70.00%	 GREEN	 AMBER
<p>ACTION PROGRESS COMMENTS:</p> <p>Following a period of reduced performance in 2015/16 due to staffing issues, a renewed focus has been given to delivering Education, Training and Employment (ETE) options. Activities have including an action plan delivered by the Executive Management Board and supported by Youth Justice Board Cymru. An internal review of recording and monitoring procedures has embedded robust recording into the system data collection. The confirmation of the proactive education coordinator in post within the new Integrated Youth Provision service (IYP) and the enhanced role of the educational panel within the IYP and improved partnerships with the 3rd sector Symud Ymlaen organisation has enhanced delivery. Supporting delivery of this project were: i) The Youth Engagement Progression Framework (YEPF) ii) Key workers in the resilience project as part of IYP iii) The YEPF coordinator and TRAC team as part of the 14-19 Network Update Oct 16: The Youth Justice Service (YJS) has been able to sustain financing of the targeted youth worker position to support out of court disposal and other diversionary processes in order to maintain reduced entry into the Criminal Justice system. The wider application of the enhanced case management framework is being explored including it's application as part of an exit strategy post court orders and for Looked After Children (LAC), including out-of-county. The Management Board has had access to the Lord Lamming report "Keeping Children in Care and Out of Trouble" and will be considering its key recommendations. The Reintegration & Resettlement Panel has now been operational for over 12months and is reviewing all LAC cases into/out of the County and the range of interventions/contacts needed. The Integrated Youth Services provision is also looking at greater joint resourcing and training in order to further utilise the range of community youth service resources more effectively post exit for YJS young people. The mentoring project utilising volunteers to have contacts with young people post exit from the service continues to develop.</p> <p>Last Updated: 28-Nov-2016</p>							

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
4.1.2.4 Continuing to implement Band A of the 21st Century Schools Programme.	Damian Hughes - Senior Manager, School Planning & Provision	In Progress	01-Apr-2016	31-Mar-2017	50.00%	 GREEN	 GREEN
<p>ACTION PROGRESS COMMENTS:</p> <p>Band A - 21st Century Schools Programme Long term programme, spanning from 2014 – 2019. It should be noted that school change projects can take 3-5 years from inception to delivery. Projects approved by Welsh Government (WG) through its 21st Century schools programme (Band A) are Deeside 6th, Coleg Cambria, and Holywell Learning Campus. The construction project at Coleg Cambria (Deeside 6th) completed in August 2016 and was operational at the start of the new academic year, September 2016. Phase 1 of the construction project at Holywell Learning Campus completed in August 2016. The primary and secondary schools have moved into their new facilities in September 2016. Phase 2 of the project, which includes demolition of the high school and creation external play areas is programmed to be complete in March 2017. A revised Strategic Outline Programme (SOP) for the remainder of the agreed funding envelope for Band A has been presented and approved in principal by WG. Therefore, proposed Schemes at Connah's Quay High School and Penyffordd, will now have to navigate the WG business case process before capital funding is released at Full Business Case (FBC) stage. Anticipated programme as follows: Proposed Capital projects at Connah's Quay High School, Penyffordd, were approved by Cabinet 18th October for the remainder of Band A. Additionally, the balance of the agreed funding</p>							

envelope to be spent on Queensferry Campus with potential demolition or making secure/safe of John Summers High school and improvement works to support the modernisation of inclusion provision in the area. Connah's Quay High School: Contractor engagement November 2016. Anticipated construction start: August 2017, anticipated completion: February 2019. Penyffordd: Contractor engagement: January 2017, anticipated construction start: January 2018, completion phase 1 July 2019, phase 2 December 2019. School Modernisation Programme Implementation plan for the next stage of School Modernisation was approved by Cabinet in June 2015. Review results: John Summers High school: Closure of 16-18, 31st August 2016, closure of 11-16, 31st August 2017 Ysgol Maes Edwin closed 31st August 2016 Ysgol Llanfynydd closed 31st August 2016 Ysgol Mornant, Picton will federate with Ysgol Maes Garmon in November 2016 Review at Nercwys VA School, Cabinet agreed to a "Pause and Review" 18th October 2016 to allow options for collaboration to be considered. Review at Brynford, Lixwm and Rhosesmor, planned paper to Cabinet, November 2016.



Last Updated: 28-Nov-2016

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
4.1.2.5 Developing and implementing a plan for the next phase of Schools Modernisation, through the 21st Century Schools (Band B) programme.	Damian Hughes - Senior Manager, School Planning & Provision	In Progress	01-Apr-2016	31-Mar-2017	50.00%	 GREEN	 AMBER

ACTION PROGRESS COMMENTS:

This is a long term programme extending to 2024. School change projects can take 3-5 years from inception to delivery. Welsh Government (WG) has confirmed its commitment that there will be a Band B, 21st Century programme to follow band A, this is likely to be programmed between 2019 to 2024. Local Authorities in Wales are awaiting further confirmation and detail from WG, in terms of the available funding, criteria and intervention rate. Modelling and preparatory work around options and affordability of a forward band B programme is currently being undertaken. No change since Q1 due to timing and sequence of future programme.

Last Updated: 29-Nov-2016



ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
4.1.2.6 Securing a sustainable strategy for repairs and maintenance of school buildings.	Damian Hughes - Senior Manager, School Planning & Provision	In Progress	01-Apr-2016	31-Mar-2017	25.00%	 GREEN	 AMBER

ACTION PROGRESS COMMENTS:

Annual budgetary increase for repair and maintenance is not viable in the context of Local Authority finance. Repair and Maintenance backlog is a long term programme linked to the School Modernisation Programme. Additionally, business cases for capital improvement and Repairs and Maintenance (R & M) projects in schools will be submitted via the Council's business case process for consideration. Continuation of the Council's capital programme through two funding streams will support the following: Reduction in unfilled spaces; Securing a sustainable strategy for Repairs and Maintenance (i.e. will reduce backlog maintenance); Provide and efficient school estate; Remove mobile classroom; Improve condition and Suitability of the school estate; Ensure the right number of schools in the right places. Removal of Perth Y Terfyn Infants County Primary (CP), Ysgol Fron Junior CP and Holywell High

School as part of the Holywell Learning Campus project has effectively removed £400K of backlog maintenance (costs based on a five year cycle) from the schools portfolio. As the Council's band B programme has not been approved the outcome RAG status is classified as amber.



Last Updated: 28-Nov-2016

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

ACTION PROGRESS COMMENTS:

Consultants were engaged by the Authority to provide options for efficiencies for home to school transport, both operational and via policy change. A task and finish group was set up to consider options and reported back through the democratic process. The Cabinet meeting held on the 21st June 2016, was when they considered the recommendations of the School Transport Task & Finish Group. It was resolved that if approval is given for areas of discretionary transport provision should be considered for further policy change in the future and the recommendations of the School Transport Task and Finish Group be supported by Cabinet.

Last Updated: 29-Nov-2016



ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
4.1.2.8 Developing an effective local approach to national inclusion reforms.	Jeanette Rock - Principal Education Officer Inclusion	In Progress	01-Apr-2016	31-Mar-2017	30.00%	 GREEN	 AMBER



ACTION PROGRESS COMMENTS:

The Welsh Government (WG) programme of reforms for Additional Learning Needs (ALN) continues to develop. The bill is due to be presented during the Autumn Term 2016 with the changes to be implemented by 2018. At this time, Person Centred Planning (PCP) is the only area of the reforms that has been confirmed and funding has been allocated by WG to support a training programme for this. Flintshire's Education Psychology Service have developed and implemented a training programme to ensure all schools have accessed initial training (this was completed in July 2016). The next stage of the programme has been to identify Beacon schools who are fully embracing and embedding PCP into their practice and these are being supported so that their effective practice and expertise can be shared across the county. The draft Code of Practice for ALN is due to be released during the Autumn Term 2016 and this alongside the bill will inform the next steps in terms of preparing schools for the reforms. Welsh Government have identified funding to support Local Authorities (LAs) and schools to prepare for the reforms. LAs have been tasked to work regionally to identify appropriate projects and Flintshire Officers have decided to focus of Post 16 provision mapping and the role of the Additional Learning Needs Coordinator. The North Wales regional plan has been submitted to Welsh Government for ratification and it is anticipated that the projects will begin in January 2017.

Last Updated: 28-Nov-2016

Performance Indicators

KPI Title	Pre. Year Period Actual	Period Actual	Period Target	Perf. RAG	Perf. Indicator Trend	YTD Actual	YTD Target	Outcome RAG
IP4.1.2.1M22 The percentage of young people of school age in the youth justice system that are offered 25 hours ETE	133	85	40	 GREEN	↑	185	80	 GREEN
<p>Lead Officer: Chris Clarke - Youth Justice Service Manager Reporting Officer: Louisa Greenly - Performance Management & Information Officer Aspirational Target: Progress Comment: The service continues to identify young people not in education, training or employment, those who are not receiving appropriate hours, and liaise closely with colleagues in education to facilitate better access. The Youth Justice Centre offers vocational qualifications to improve future employability.</p> <p>Last Updated: 28-Nov-2016</p>								

KPI Title	Pre. Year Period Actual	Period Actual	Period Target	Perf. RAG	Perf. Indicator Trend	YTD Actual	YTD Target	Outcome RAG
IP4.1.2.1M23 The percentage of young people above school age in the youth justice system that are offered 16+ ETE	60	75	55	 GREEN	↑	75	55	 GREEN
<p>Lead Officer: Chris Clarke - Youth Justice Service Manager Reporting Officer: Louisa Greenly - Performance Management & Information Officer Aspirational Target: Progress Comment: The service works with 16-18 year olds to encourage them to access education and training, maintaining close links with colleges and schools. The service works with external providers such as Groundworks and the LIFT project to develop learning opportunities for young people within the criminal justice system.</p> <p>Last Updated: 20-Oct-2016</p>								

RISKS

Strategic Risk

RISK TITLE	LEAD OFFICER	SUPPORTING OFFICERS	INITIAL RISK RATING	CURRENT RISK RATING	TREND ARROW	RISK STATUS
Local employers and learning providers do not work closely enough to identify and meet the skills based needs of the future	Jeanette Rock - Principal Education Officer Inclusion	Claire Homard - Principal Education Officer Primary	Amber	Amber	↔	Open
<p>Potential Effect: Flintshire residents are not appropriately skilled to meet the labour market requirements.</p> <p>Management Controls: Close links with providers and employers are maintained through a variety of forums. Each of these has representation from Flintshire officers across a range of portfolios. The development of the Flintshire Apprenticeship Board has provided a forum to share relevant information and concerns internally between officers and Members to inform appropriate actions.</p> <p>Progress Comment: Labour Market Intelligence is feeding into the forums to provide further evidence of employee skill needs for the future. The Construction Industry Training Board (CITB) have just started a pilot project which creates direct links between local schools and construction companies to develop awareness of the range of future employment opportunities and the associated skills required.</p> <p>Last Updated: 29-Nov-2016</p>						

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

RISK TITLE	LEAD OFFICER	SUPPORTING OFFICERS	INITIAL RISK RATING	CURRENT RISK RATING	TREND ARROW	RISK STATUS
Timescales of ESF programmes will not meet local targets and requirements.	Jeanette Rock - Principal Education Officer Inclusion	Claire Homard - Principal Education Officer Primary	Amber	Amber	↔	Open

Potential Effect: Reduced time to make best use of the ESF funding resulting in low project impact on young people who are at risk of disengagement and becoming NEET (Not in Education, Employment or Training).

Management Controls: Officers work collaboratively with the Regional Team to ensure information is submitted in a timely fashion to support the bid process. Staff roles within the project are designed clearly to have maximum impact on the defined cohort with the time allocated.

Progress Comment: Q1 - The TRAC project has now been signed off by the Welsh European Funding Office (February 2016). The risks now are linked with the full recruitment to the posts given the time-limiting impact of BREXIT on the project.

Q2 - Recruitment has taken place and all TRAC posts are now filled giving a complete establishment of staff.

Last Updated: 29-Nov-2016

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

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

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

Progress Comment: Fortnightly meetings between the Senior Manager for School Improvement and the Senior Challenge Adviser for the Flintshire Hub ensure that schools causing concern are regularly discussed and the appropriate support provided.

Last Updated: 20-Sep-2016

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

Potential Effect: Higher teaching ratios, unfilled places, backlog maintenance pressures

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

Progress Comment: Reducing unfilled places via School Organisation Change is an on-going process which has a long timeline (School change projects can take 3-5 years from inception to delivery) before reductions of unfilled places can be realised and continues to be an on-going 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 around 10% unfilled in all school sectors.

The recent School Organisation Change determinations, will result in a reduction in unfilled places across both primary and secondary sectors. This will be required post statistical school returns in September.

As a snapshot, the Holywell Learning Campus project has reduced unfilled places in this area by circa 450 places

Last Updated: 28-Nov-2016

RISK TITLE	LEAD OFFICER	SUPPORTING OFFICERS	INITIAL RISK RATING	CURRENT RISK RATING	TREND ARROW	RISK STATUS
Limited funding to address the backlog of known repair and maintenance works in Education & Youth assets	Damian Hughes - Senior Manager, School Planning & Provision	Claire Homard - Principal Education Officer Primary	Red	Red	↔	Open

Potential Effect: The fabric of Education and Youth buildings will continue to decline.
Management Controls: Continuation of School Modernisation Programme, Continuation of Repairs & Maintenance planned maintenance programme, Capital Business Cases for School improvement, Implementation of Band A and Band B 21st Century Schools programmes
Progress Comment: Continuation of School Modernisation programme is the only conceivable way of addressing the repair and maintenance backlog. Additionally the programme continuation will also support:

- (i) A reduction of unfilled places
- (ii) Provide a more efficient school estate and concentrate resources on teaching by removal of unwanted fixed costs in infrastructure and leadership
- (iii) Ensure that the condition and suitability of the school estate is improved.

Additionally, capital business cases for capital improvement and R & M projects in schools will be submitted via the Council's business case process for consideration.

No change since Q1

Last Updated: 17-Oct-2016



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

Potential Effect: Downturn in school performance and underachievement
Management Controls: Regular Challenge Adviser monitoring visits through GwE.
 Well defined and established links between senior officers in GwE and the LA to support effective communication.
 A comprehensive programme of training and intervention designed to support the development of leadership skills.
 LA programme of School Monitoring meetings for schools causing concern, particularly in relation to leadership through the Governing Body and/or the headteacher.
Progress Comment: All schools in Flintshire currently have appropriate leadership arrangements in place. Out of 64 primary schools there are two Acting Head positions - one in relation to potential school reorganisation and one in relation to the temporary secondment of the substantive Head to the Regional School Improvement Service. In the secondary sector where there are 12 schools, there are two interim Headteacher posts to cover vacancies and these will be advertised within the following few months to secure substantive appointments.

Last Updated: 29-Nov-2016

5 Safe Communities



Actions

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
5.1.1.1 Develop a plan to deliver the key outcomes of the North Wales Safer Communities Board (NWSCB) Community Safety Plan.	Sian Jones - Public Protection Manager - Community	Completed	01-Apr-2016	31-Mar-2017	100.00%	 GREEN	 GREEN

ACTION PROGRESS COMMENTS:

This action is complete. The North Wales Safer Communities Board Plan for 2016/17 has been approved. The plans of the Public Services Board (PSB) are consistent with and support the regional plan.



Last Updated: 30-Nov-2016

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
5.1.1.2 Contribute to the delivery of the North Wales Community Safety Plan priorities	Sian Jones - Public Protection Manager - Community	Completed	01-Apr-2016	31-Mar-2017	100.00%	 GREEN	 GREEN

ACTION PROGRESS COMMENTS:

This action is on-going. The regional priorities have been embedded within the local 'People are Safe' delivery plan for 2016/17 under the guidance of the Public Services Board.

Last Updated: 29-Nov-2016

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
5.1.1.3 Reduce fear of crime by making use of the latest technologies including closed circuit television (CCTV)	Doug Dowling - CCTV and Campus Manager	In Progress	01-Apr-2016	31-Mar-2017	25.00%	 GREEN	 AMBER



ACTION PROGRESS COMMENTS:

Feasibility study completed and consultants report received. Executive Summary issued to Chief Executive and Cabinet for consideration. Consultation with Town & Community Councils and other Stakeholders has been postponed and is to be completed by the end of the 2016/17 financial year. Relocation of the CCTV control room has been postponed. Progress to Stage Two of the consultants brief includes preparation of detailed technical specifications, proposals, drawings and tender documentation for the upgrade of the CCTV control room equipment from analogue to state of the art digital technology and the procurement of re-deployable cameras (where possible) to complement the static CCTV camera

scheme if agreed. Revised Service Level Agreements with Town & Community Councils are overdue.

Last Updated: 29-Nov-2016

Performance Indicators

KPI Title	Pre. Year Period Actual	Period Actual	Period Target	Perf. RAG	Perf. Indicator Trend	YTD Actual	YTD Target	Outcome RAG
IP5.1.1.2M01 The percentage of high risk repeat victims of domestic abuse referred to the Flintshire MARAC	38.2	17	28	 GREEN	↑	38.1	56	 GREEN

Lead Officer: Sian Jones - Public Protection Manager - Community



Reporting Officer: Jackie Goundrey - Domestic Abuse Co-ordinator

Aspirational Target:



Progress Comment: The aim of the Multi Agency Risk Assessment Conference (MARAC) is to reduce repeat victimisation to those individuals at serious risk of harm. Cases are discussed once unless there is a further incident, which would then require the case to be brought back to MARAC for further review.

The period actual indicates the percentage of repeat cases brought back to MARAC. The national baseline is 28%. Flintshire have seen a reduction in the number of cases being brought back to MARAC for review.

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
IP5.1.1.2M02 Achieving a waiting time of less than 20 days from referral to treatment (KPI 2)	144.37	84.21	80	 GREEN	↑	168.5	160	 GREEN



Lead Officer: Sian Jones - Public Protection Manager - Community
Reporting Officer: -
Aspirational Target:
Progress Comment: 84.21% of referrals have achieved the waiting time of less than 20 days showing an improvement against our local target of 80%, and above the level expected by Welsh Government.
 Last Updated: 28-Nov-2016

KPI Title	Pre. Year Period Actual	Period Actual	Period Target	Perf. RAG	Perf. Indicator Trend	YTD Actual	YTD Target	Outcome RAG
IP5.1.1.2M03 Achieving the Welsh Government target for the percentage of completed substance misuse treatments (80%)	71.07	86.1	80	 GREEN	↑	86.1	80	 GREEN

Lead Officer: Sian Jones - Public Protection Manager - Community
Reporting Officer: -
Aspirational Target: 80.00
Progress Comment: 86.1% of Substance Misuse Treatments was achieved during Quarter 2. This is above the local target of 80%, and above the level expected by the Welsh Government.
 Last Updated: 11-Nov-2016

RISKS

Strategic Risk

RISK TITLE	LEAD OFFICER	SUPPORTING OFFICERS	INITIAL RISK RATING	CURRENT RISK RATING	TREND ARROW	RISK STATUS
Lack of sustainable funding to deliver nationally determined community safety priorities.	Sian Jones - Public Protection Manager - Community		 Amber	 Yellow	↓	Open

Potential Effect: Unable to deliver services
Management Controls: Develop suitable exit strategies
Progress Comment: No issues to report. Funding levels for external grants in 2016/17 have all been confirmed.

Last Updated: 29-Nov-2016



RISK TITLE	LEAD OFFICER	SUPPORTING OFFICERS	INITIAL RISK RATING	CURRENT RISK RATING	TREND ARROW	RISK STATUS
Retention of experienced and skilled staff due to the short term grant funding regime.	Sian Jones - Public Protection Manager - Community		Amber	Amber	↔	Open

Potential Effect: Staff shortages may impact on service delivery.
Management Controls: Appropriate support has been put in place to enable the officers to undertake their work effectively.
Progress Comment: We have received confirmation of grant funding until 31st March 2017, however Welsh Government are unable to commit to funding levels beyond that date.

Last Updated: 29-Nov-2016

6 Poverty



Actions

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
6.1.1.1 Provide advice and support services to help people protect their income	Paul Neave - Manager - Advice and Homelessness Service	In Progress	01-Apr-2016	31-Mar-2017	50.00%	 GREEN	 GREEN

ACTION PROGRESS COMMENTS:

During Quarter 2, Flintshire residents received specialist advice and support to access on-going social security benefits worth £451,982 and one-off lump sum payments totalling £100,805. During the remainder of the financial year, FCC will continue to fund advice and support services, which help low-income households to maximise their household income. The demand from residents for access to advice and support providers will continue to be effectively managed by the Advice and Housing Support Gateways.



Last Updated: 28-Nov-2016

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
6.1.1.2 Helping people to get closer to work and / or be work ready through a range of Government and European funded programmes.	Katie Clubb - Community Support Services Manager	In Progress	01-Apr-2016	31-Mar-2017	50.00%	 GREEN	 AMBER

ACTION PROGRESS COMMENTS:

The Council and third sector providers are delivering support packages to households to enable them to get closer to work. The outcomes will be collated from across North Wales and reported half yearly. The commissioning team will ensure the focus of support providers remains on assisting people to get closer to work by developing skills and confidence.

Last Updated: 16-Nov-2016

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
6.1.1.3 Deliver energy efficiency measures to homes in Flintshire.	Leanna Jones - Home Energy Conservation Officer	In Progress	01-Apr-2016	31-Mar-2017	50.00%	 GREEN	 GREEN



ACTION PROGRESS COMMENTS:

The External Wall Insulation in the Tower Blocks – Bolingbroke and Castle Heights was completed in Quarter 2. The Gas Infill projects remain on track and the External Wall projects active in parts of Shotton and Garden City are nearing completion. There are 9 left to complete in Quarter 3. The remaining PV installs in properties that needed re-roofing and/or roof

repairs are now completed. The Pilot project with ASHP/solar/battery storage is to commence Q3.

Last Updated: 28-Nov-2016

Performance Indicators

KPI Title	Pre. Year Period Actual	Period Actual	Period Target	Perf. RAG	Perf. Indicator Trend	YTD Actual	YTD Target	Outcome RAG
IP6.1.1.1M01 (WEL/001) Amount of additional Social Security and Tax Credits paid to Flintshire residents as a result of the work undertaken by FCC	1188772	140844	125000	 GREEN	↓	785630	750000	 GREEN


Lead Officer: Katie Clubb - Community Support Services Manager

Reporting Officer: Paul Neave - Manager - Advice and Homelessness Service


Aspirational Target:

Progress Comment: During September 2016, Flintshire households were helped to access welfare benefits and tax credits totalling £140,844pa and the one-off payments totalling £30,321.



Last Updated: 28-Nov-2016

KPI Title	Pre. Year Period Actual	Period Actual	Period Target	Perf. RAG	Perf. Indicator Trend	YTD Actual	YTD Target	Outcome RAG
IP6.1.1.1M02 Amount of discretionary housing payment (DHP) paid to support people to adjust to Welfare Reform changes	69521.84	65760.09	N/A	N/A	↑	106111.88	N/A	 GREEN

Lead Officer: Jen Griffiths - Benefits Manager
Reporting Officer: Claire Flint - Systems Team Leader (Revenue & Benefits)
Aspirational Target:
Progress Comment: There has been an increase in awards since quarter 1. The service has been actively involved in solutions for customers across all tenures, in particular those with high arrears which has resulted in a number of higher value one-off payments. Cumulative expenditure is to be monitored during Quarter 3 as an increase in demand is expected due to the introduction of the Reduced Benefit Cap in November.
 Last Updated: 28-Nov-2016



KPI Title	Pre. Year Period Actual	Period Actual	Period Target	Perf. RAG	Perf. Indicator Trend	YTD Actual	YTD Target	Outcome RAG
IP6.1.1.1M03 Number of residents supported to better manage their financial commitments	95	21	N/A	N/A	↓	21	N/A	 GREEN

Lead Officer: Katie Clubb - Community Support Services Manager
Reporting Officer: Paul Neave - Manager - Advice and Homelessness Service
Aspirational Target:
Progress Comment: This quarter 21 residents have been supported by Citizen's Advice Flintshire who are covering the role of the Specialist Debt Advisor temporarily.
 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
IP6.1.1.1M04 Speed of processing of Housing Benefit claims - new claims	44.67	24.82	20	 AMBER	↓	50.31	40	 AMBER

Lead Officer: Jen Griffiths - Benefits Manager
Reporting Officer: Anna Friend - Team Leader - Benefits
Aspirational Target:
Progress Comment: There has been a slight improvement from Q1, however this is still outside of target. This is due to vacancies and recruitment, a concentrated period of annual leave commitments and staff absences due to sickness. Housing Benefit legislation requires the customer to be given one calendar month, or longer if reasonable, to provide any information required to support the claim. We are unable to process the claim until this information is provided. If the customer, doesn't provide the information within a calendar month, and doesn't have good reason for the delay in providing the information, the claim is then terminated but this cannot happen earlier than one month. Therefore our performance is directly affected by the speed at which the customer provides the information.

Last Updated: 28-Nov-2016



KPI Title	Pre. Year Period Actual	Period Actual	Period Target	Perf. RAG	Perf. Indicator Trend	YTD Actual	YTD Target	Outcome RAG
IP6.1.1.1M05 Speed of processing of Housing Benefit claims - change of circumstances	18.31	7.19	8	 GREEN	↑	11.6	16	 GREEN

Lead Officer: Jen Griffiths - Benefits Manager
Reporting Officer: Anna Friend - Team Leader - Benefits
Aspirational Target:
Progress Comment: Performance has exceeded target again in Quarter 2, however a slight increase in the average number of days to process within the quarter is due to some technical difficulties with automation of processes and the peak holiday season for staff.

Last Updated: 28-Nov-2016

RISKS

Strategic Risk

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.	Katie Clubb - Community Support Services Manager	Pam Davies - Housing Options Team Leader	 Yellow	 Yellow	↔	Open

Potential Effect: Service providers with insufficient resources to meet demand will quickly build up long waiting lists and residents will not be able to access timely advice that prevents problems from escalating to ones that require more costly specialist interventions.

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

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

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 much as possible.

A social welfare training and development programme is enabling front line workers to increase their knowledge and skills and helping to manage the increase in demand from residents for help with social welfare issues from immediately fall upon traditional service providers.

Delivering more initiatives that targeted early intervention of help and support to households preventing problems from escalating and needing specialist advice/support.

Progress Comment: From October 2016, the Council’s Welfare Rights Team will be based in the Citizen Advice Flintshire Mold office. The collaboration with Citizen Advice Flintshire will maximise the efficient use of service resources, increasing the number of households who are helped to access their correct entitlement of social security benefits. In addition, the Advice and Housing Support Gateways, continue to help providers to manage the demand from households experiencing social welfare problems as a result of the ongoing transformation of the United Kingdom social security system.

Last Updated: 29-Nov-2016

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.	Katie Clubb - Community Support Services Manager	Paul Neave - Manager - Advice and Homelessness Service	Amber	Amber	↔	Open

Potential Effect: Rent arrear levels amongst FCC tenants will increase if they are not able to implement strategies to manage the impact generated by the reduction in their Housing Benefit award. Any reduction in income to the Housing Revenue Account negatively affects the Housing Service Business model.

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

Management Controls: The funding from the DWP, within the 2016/17 Delivery Partnership Agreement, will ensure that Flintshire's Universal Credit claimants have access to appropriate personal budgeting support during the current financial year.

FCC is negotiating with the Department for Work and Pensions over the level of funding, which will be available during the next financial year, when one, or more of the three Jobcentres in Flintshire, commence delivering the Universal Credit Full (Digital) Service and the number of Flintshire residents claiming Universal Credit will increase.

Progress Comment: Due to the continued, slow introduction of Universal Credit within Flintshire, the number of claimants who are also tenants remain low and the personal budgeting service, delivered by Citizen Advice Flintshire, is coping with the present demand from Universal Credit claimants who are struggling to pay their rent.

It is not projected that there will be a significant increase in the number of Universal Credit claimants during this current financial year.

FCC continues to work closely with the Universal Credit Service Centre to identify and resolve issues that arise with requests for a claimant's housing costs to be paid directly to social/private landlords.

Last Updated: 28-Nov-2016

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

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

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

From October 2016, the FCC Welfare Rights Team will be based in the Citizen Advice Flintshire's Mold office. The collaboration with Citizen Advice Flintshire aims to promote the effective and efficient use of the Council's income maximisation service resources, through streamlining referral processes, eliminating duplication of effort, improving the customer experience, increasing the number of households who can be helped to access their correct entitlement of social security benefits.

Progress Comment: During quarter 2, Flintshire residents received specialist advice and support to access on-going social security benefits worth £451,982 and one-off lump sum payments totalling £100,805., increasing the spending power of these households within the local economy.

Last Updated: 18-Oct-2016

RISK TITLE	LEAD OFFICER	SUPPORTING OFFICERS	INITIAL RISK RATING	CURRENT RISK RATING	TREND ARROW	RISK STATUS
Residents do not take up the energy efficiency measures available.	Niall Waller - Enterprise and Regeneration Manager	Gavin Griffith - Housing Regeneration & Strategy Manager	Amber	Amber	↔	Open


Potential Effect: i) Available resources not used to their full potential
 ii) Household energy bills higher than needed
 iii) Fuel poverty remains higher than needed

Management Controls: Extensive publicity for the programme as well as direct contact with eligible households where appropriate.

Progress Comment: There has been a strong level of demand for energy efficiency measures and in particular for the external wall insulation offered in Deeside.



Last Updated: 14-Oct-2016

RISK TITLE	LEAD OFFICER	SUPPORTING OFFICERS	INITIAL RISK RATING	CURRENT RISK RATING	TREND ARROW	RISK STATUS
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Available funding for energy efficiency measures falls short of public demand.	Niall Waller - Enterprise and Regeneration Manager	Gavin Griffith - Housing Regeneration & Strategy Manager	Amber	Amber		Open
<p>Potential Effect: i) Public frustration with lack of funding with impact on Council reputation ii) Opportunity to reduce household costs and fuel poverty not fully realised Management Controls: i) All potential sources of external funding proactively targeted for support ii) Use made wherever possible of innovative forms of finance iii) Managing public expectation as far as possible Progress Comment: There remains more demand for energy efficiency measures than the current level of funding allows, in particular for solar panels and external wall insulation. Expectations are being managed as far as possible and other sources of funding to increase the level of provision are being actively sought.</p> <p>Last Updated: 14-Oct-2016</p>						

7 Environment



Actions

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
7.1.1.1 Access available funding to support Council priorities for accessing employment, health, leisure and education	Sue Price - Transport Policy Officer	In Progress	01-Apr-2016	31-Mar-2017	60.00%	 AMBER	 GREEN

ACTION PROGRESS COMMENTS:

The Active Travel Design Guidance recommends following 7 stages for developing the Integrated Network Map for submission to Welsh Government for approval in September 2017. The stages to be completed within the scope of this financial year are Stages 1, 2, 3 & 4. Stages 1 & 2 are now complete with stage 3 under way, this makes up the 60% completion figure. The remaining 40% will involve completion of stage 3 and 4. The intention is to also undertake informal engagement with stakeholders in the new year to help shape the draft Integrated Network Map ready for Statutory Consultation which is proposed to be carried out April 2017.

Last Updated: 15-Nov-2016



ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
7.1.1.2 Prioritise the Council's road infrastructure for repairs and maintenance and implement programmes of work within available funding in order to improve the resilience, efficiency and reliability of the transport network.	Ian Bushell - Technical and Performance Manager	In Progress	01-Apr-2016	31-Mar-2017	65.00%	 GREEN	 GREEN



ACTION PROGRESS COMMENTS:



Road Infrastructure and Repairs and Maintenance are built up of 3 main contracts. Carriageway Surface Dressing from 01/04/16 to 01/05/16 - All works are complete. Carriageway Resurfacing from 01/05/16 to 31/10/16 - All works are in Progress with 2 schemes left to complete. Carriageway Patching from 01/01/17 to 31/03/17 - Works are in progress and are anticipated completion as per dates above.

Last Updated: 28-Nov-2016



ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
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7.1.1.3 Use available funding to support the Council's priorities to improve road safety on the County's highway network.	Lee Shone - Road Safety Officer	In Progress	01-Apr-2016	31-Mar-2017	53.00%	 GREEN	 GREEN
<p>ACTION PROGRESS COMMENTS: Welsh Government funding received for Road Safety Grant Schemes (2016/17) - i) A5026, Lloc - Junction Improvement - Design complete, materials ordered, due on site next month for physical works. ii) A5104 Penymynydd to Warren Hall - Route treatment - Route treatment - Design complete, materials ordered, due on site next month. iii) Liverpool Road/Alltami Road - Route treatment - Tender being prepared with a return date of mid December. Site works to begin during January 2017. Welsh Government funding received for Safer Routes in the Community (2016/17) for an upgrade of existing zebra Crossing, to a light controlled crossing, London Road, Trelawnyd (Outside School) - Scheme complete</p> <p>Last Updated: 28-Nov-2016</p>							

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
7.1.1.4 Work closely with the communities to develop innovative and sustainable community transport schemes	Katie Wilby - Transportation and Logistics Manager	Ongoing	01-Apr-2016	01-Apr-2017	-	 GREEN	 AMBER
<p>ACTION PROGRESS COMMENTS: Working groups have now been set up within the 21 communities that have signed up to the project and working group meetings have been taking place throughout August and September 2016. The purpose of the working groups is to organise the public drop-in events within their communities, arrange publicity for the events and identify the demand within each area. A series of 'drop in' events will be held across the County starting on 30th September 2016 to engage with the wider community and stakeholders to explain how people can get involved in the project, understand the demand and capacity within the areas and what support may be required in setting up the new initiatives.</p> <p>Last Updated: 23-Sep-2016</p>							

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
7.2.1.1 Establish an Environment working Group to ensure that the Council adopts an integrated approach to service delivery which meets the aims and objectives of the Single Environment Grant (SEG).	Andrew Farrow - Chief Officer - Planning and Environment	Completed	01-Apr-2016	31-Mar-2017	100.00%	 GREEN	 GREEN
<p>ACTION PROGRESS COMMENTS: The Single Environment Working Group (SEWG) was established in June and has met twice since. The Group has successfully coordinated the actions of the two portfolios to meet the aims of the SEG claim. SEWG are tracking the latest position on 2017/18 SEG level. Officers attended a Welsh Government workshop on 30.11.2016 to gain advice on clarity for submitting future SEG claims and we will also be presenting in terms of our SEWG approach.</p>							



Last Updated: 30-Nov-2016

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
7.2.1.2 Agree the Local Development Plan vision and objectives, and options to accommodate growth	Andy Roberts - Planning Strategy Manager	In Progress	01-Apr-2016	31-Mar-2017	50.00%	 GREEN	 GREEN

ACTION PROGRESS COMMENTS:

Q2 Update: The position at quarter 2 is that this action is progressing as per the timeframe for completion, which was set out in the progress report for quarter 1 (See below). A number of Member, Stakeholder and Town and Community Council engagement sessions have taken place to consider the growth and spatial options which then began a six week period of public consultation on 28th October 2016. Q1 Update: The Plan's vision and objectives were consulted on in the spring of 2016 as part of the Key Messages public consultation, where the feedback resulted in only minor amendments to the wording of certain objectives for clarification. The vision and objectives now form part of the emerging Plan strategy. Growth and spatial options have been developed and discussed with Members at the Planning Strategy Group. These will be published for public consultation in the autumn of 2016, in line with the revised Delivery Agreement and Timetable approved by Cabinet in June 2016. The Plan is on target to prepare the Core Strategy by the end of 2016 which will be made available for consultation by March 2017.

Last Updated: 29-Nov-2016



ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
7.2.1.3 Reducing our Carbon footprint	Paul Kindlin - Energy Conservation Building Surveyor	In Progress	01-Apr-2016	31-Mar-2017	50.00%	 GREEN	 AMBER

ACTION PROGRESS COMMENTS:

Same as Q1 except for energy consumption figures have changed and asset rationalisation. Flintshire County Councils Carbon Reduction Commitment (CRC) returns showed a reduction of 913 tonnes from 22032 tonnes in the year 2014/15 to 21119 in 2015/16. Energy Consumption figures for Q2 compared to Q2 last year, reflect the warm summer and mild early autumn showing reductions in all fuels as follows: Electricity - 4 %, Gas - 36%, Oil -80%, LPG -43%. Asset rationalisation has started to take effect with four school closures, Ysgol Llanfynydd, Ysgol Maes Edwin, Ysgol Y Fron, Perth y Terfyn, various library closures and CAT transfers (Connah's Quay Baths). Activities to achieve 50% completion were lighting refurbishments completed at County Hall (Phase 2), County Offices Flint, Gwynedd CP School and Derwen CP School, Kinnerton. Two small Solar farms are being installed on former landfill sites (400KWp Brookhill and 700KWp Standard) which are expected to be complete and commissioned by 3rd October. Private wire is being connected to Plastics Recycling Centre at Standard. Financial case being prepared to construct an 11Kv overhead or underground line between Brookhill Solar farm and Alltami depot. Evaporative cooling system operational in Alltami Depot data centre replacing the air conditioning system, approximate annual savings of 138 tonnes of carbon. Two Solar Photo Voltaic (P.V.) installations have been completed at Cornist CP School, Flint (25kWp) and Ewloe Green CP School (12kWp). Progress for Quarter 3 – Quarter 4 is to continue to monitor heating controls at all sites with remote access, programme lighting refurbishments and solar PV installations. The progress RAG for the quarter is Green given the reduced energy consumption figures for Q1 and Q2 however the outcome RAG remains at Amber as we now enter the winter period and the energy consumption figures are weather reliant. If we have a prolonged period of cold

weather then our buildings are heated for a longer period of time and the energy consumption will increase.



Last Updated: 29-Nov-2016

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
7.2.1.4 Reviewing the Flood Risk Management Strategy	Ruairi Barry - Senior Engineer	In Progress	01-Apr-2016	31-Mar-2017	40.00%	 GREEN	 AMBER

ACTION PROGRESS COMMENTS:

Work remains on-going on reviewing Flintshire's Local Flood Risk Management Strategy (LFRMS). The present strategy runs from 2013-2017 and proposes that a review takes place in 2017 following the review of Welsh Government's National Strategy. At the September 2016 North Wales Flood Risk Management Group meeting in St Asaph, Welsh Government (WG) officials noted that updates of Local Strategies should follow on from WG 's update of the National Strategy. It is unlikely that that national update will be complete by April 2017. Notwithstanding the above, Flintshire's present LFRMS is in need of minor amendments and updates, particularly considering recent re-structuring and re-organisation. The national delay does not prevent the Council from updating our existing strategy in the interim period. This will ensure that the publically available LFRMS document continue to provide an up to date account of the Council's current approach to managing local flood risk, and that the approaches remain consistent with the strategic aims and objectives in the National Strategy. In summary the review of the LFRMS will continue and remains on track for a revised document to be available prior to March 2017. A more comprehensive review may follow in 2017/18 should Welsh Government's review of the National Flood Risk Management Strategy require it.

Last Updated: 28-Nov-2016



ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
7.2.1.5 Reducing the occurrence and impact of environmental crime.	Harvey Mitchell - Waste and Ancillary Services Manager	Completed	01-Apr-2016	31-Mar-2017	100.00%	 GREEN	 GREEN

ACTION PROGRESS COMMENTS:

Introduction of a third party contractor on a 12 month pilot scheme to enforce littering and dog fouling offences in line with the council's zero tolerance approach. A third party contractor was appointed in July on a 12 month pilot. The pilot is progressing well with over 2,000 tickets now issued. Anecdotal evidence from operational staff reports that there is a reduction in litter. Cabinet approval is now being sought to prepare a tender for a long term contract with an external supplier to enforce litter and dog fouling offences.

Last Updated: 30-Nov-2016

Performance Indicators

KPI Title	Pre. Year Period Actual	Period Actual	Period Target	Perf. RAG	Perf. Indicator Trend	YTD Actual	YTD Target	Outcome RAG
IP7.1.1.2M02 Percentage of inspections undertaken to ensure reinstatements meet required standards so as to improve the standard of works undertaken on Flintshire's network.	No Data	15	12.5	 GREEN	N/A	27	25	 GREEN




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

Reporting Officer: Sam Tulley - Road Space Manager

Aspirational Target:

Progress Comment: This shows the percentage of category A inspections undertaken in quarter 2. Inspections take place during the works to ensure compliance and reduce the need to carry out future remedial works.

Last Updated: 28-Nov-2016

KPI Title	Pre. Year Period Actual	Period Actual	Period Target	Perf. RAG	Perf. Indicator Trend	YTD Actual	YTD Target	Outcome RAG
IP7.1.1.3M01 Road safety initiatives to reduce the risk of collisions of high risk groups: Older drivers	11	9	7	 GREEN		17	14	 GREEN

Lead Officer: Anthony Stanford - Highways Strategy Manager



Reporting Officer: Lee Shone - Road Safety Officer

Aspirational Target:

Progress Comment: The scheme is progressing. 9 Clients undertook an assessment during July, August & September. An internal advertising programme is planned for Quarter 3 along with an Older driver workshop.

Last Updated: 28-Nov-2016

KPI Title	Pre. Year Period Actual	Period Actual	Period Target	Perf. RAG	Perf. Indicator Trend	YTD Actual	YTD Target	Outcome RAG
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IP7.1.1.3M02 Road safety initiatives to reduce the risk of collisions of high risk groups: Newly qualified young drivers	21	6	11	 RED	↓	10	22	 AMBER
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Lead Officer: Anthony Stanford - Highways Strategy Manager

Reporting Officer: Lee Shone - Road Safety Officer



Aspirational Target:

Progress Comment: Welsh Government funding secured for Flintshire Young drivers (aged 17 - 24) to attend a Pass Plus Cymru Driving Course (theory and practical driving elements).

Attendance on the Pass Plus Cymru course has been in decline in previous years, with the decline acknowledged by the Young Persons Steering Group. The Steering Group have recommended actions in an attempt to further promote the scheme including communication with all Flintshire based Driving Instructors to promote the benefits of attending the Pass Plus Course. The scheme will be advertised in local service garages and, awareness to parents and young drivers promoted across social media.

The Council will continue to monitor the impact of the increased promotion of the scheme in terms of numbers attending.

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
IP7.1.1.3M03 Road safety initiatives to reduce the risk of collisions of high risk groups: Motorcyclists	35	13	15	 RED	↓	26	30	 AMBER

Lead Officer: Anthony Stanford - Highways Strategy Manager

Reporting Officer: Lee Shone - Road Safety Officer

Aspirational Target:

Progress Comment: Welsh Government funding secured for Bikesafe Motorcycle Training for resident and Road Users of Flintshire. The BikeSafe workshop explores the main riding hazards that a biker faces. By delivering theory presentations and observed rides, a BikeSafe workshop will help riders discover their strengths and weaknesses and also where to go next to develop and get more from your biking.

In addition to The Bikesafe Workshop, an FBOS (First Bike On Scene) First Aid for Riders course is available to residents of Flintshire. Attendees will be given instruction in relation to six elements:

- Mechanics of injury
- Scene Management
- Extraction
- Basic Life Support
- Log Roll
- Safe Helmet Removal

Scooter Safe & Small Capacity Rider training is also available.

Last Updated: 29-Nov-2016

RISKS

Strategic Risk

RISK TITLE	LEAD OFFICER	SUPPORTING OFFICERS	INITIAL RISK RATING	CURRENT RISK RATING	TREND ARROW	RISK STATUS
Sufficient funding to ensure our highways infrastructure remains safe and capable of supporting economic growth.	Stephen Jones - Chief Officer - Streetscene and Transportation	Barry Wilkinson - Highways Networks Manager	Amber	Amber	↔	Open

Potential Effect: Deterioration 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. Maximize funding received through the quality of the bid submission by aligning submissions to follow successful bid model techniques.
Progress Comment: In quarter 2 significant schemes have been measured on a internal matrix for the purposes of rank ordering, and collated for tendering purposes to ensure cost effective delivery. Contracts are in place, and preventative and corrective maintenance schemes of the highest ranked sites within network will be completed before the end of the financial year.

Last Updated: 29-Nov-2016

RISK TITLE	LEAD OFFICER	SUPPORTING OFFICERS	INITIAL RISK RATING	CURRENT RISK RATING	TREND ARROW	RISK STATUS
Sustainable transport options do not remain attractive to users.	Stephen Jones - Chief Officer - Streetscene and Transportation	Katie Wilby - Transportation and Logistics Manager	Amber	Amber	↔	Open

Potential Effect: Increase in individual car usage. Increase in deterioration of the highway. Not meet the requirements of the Active Travel Wales bill.
Management Controls: Develop initiatives around fares, ticketing interoperability, transport integration, vehicle standards, accessibility (low floor vehicles), safety and security measures (e.g. CCTV mandatory), driver training, quality of passenger transport information, marketing and promotion of services
Progress Comment:

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

RISK TITLE	LEAD OFFICER	SUPPORTING OFFICERS	INITIAL RISK RATING	CURRENT RISK RATING	TREND ARROW	RISK STATUS
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Reduction of the Single Environment Grant.	Andrew Farrow - Chief Officer - Planning and Environment		Amber	Amber	↔	Open
<p>Potential Effect: Potential reduction in future service provision</p> <p>Management Controls: Put pressure on WG for the need to secure the grant at its current level, and raise awareness of the implications of its reduction.</p> <p>Progress Comment: In quarter 2 this still remains a risk as we await the final WG Revenue Grant Settlement and the impact that may have on grant levels. Latest information suggests a 6% overall reduction for 2017/18.</p> <p>The matter has been raised with the Council's leadership and with WLGA colleagues in turn.</p> <p>Last Updated: 29-Nov-2016</p>						

RISK TITLE	LEAD OFFICER	SUPPORTING OFFICERS	INITIAL RISK RATING	CURRENT RISK RATING	TREND ARROW	RISK STATUS
Recycling programmes are not supported by the public and employees.	Stephen Jones - Chief Officer - Streetscene and Transportation	Harvey Mitchell - Waste and Ancillary Services Manager	Amber	Amber	↔	Open
<p>Potential Effect: Decreasing income from resale of recyclates. Increased infraction charges. Carbon reduction targets not met.</p> <p>Management Controls: Recycling information to public. Employee recycling schemes in place. Incentives for local business to recycle. Marketing campaigns. Targeting of areas with low participation rates. Increase meet and greet service at HRCs. Early stakeholder engagement.</p> <p>Progress Comment:</p>						

RISK TITLE	LEAD OFFICER	SUPPORTING OFFICERS	INITIAL RISK RATING	CURRENT RISK RATING	TREND ARROW	RISK STATUS
Limitations on suitable Council sites with sufficient area for larger scale renewables schemes and suitable connections to the electric grid.	Andrew Farrow - Chief Officer - Planning and Environment		Amber	Amber	↔	Open

Potential Effect: Unable to generate power through FCC controlled renewables sources. Continue to pay market prices for energy.

Management Controls: Continue to review the availability of sites.

Progress Comment: In quarter 2 the initial appraisal was undertaken with Green Growth Wales team.

Last Updated: 30-Nov-2016

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.	Andrew Farrow - Chief Officer - Planning and Environment		Red	Red	↔	Open

Potential Effect: Flood schemes will not be delivered

Management Controls: Review our approach to funding capital projects

Progress Comment: In Quarter 2 the grant and availability is continuing to be monitored. A capital bid to potentially address flood risk schemes is also being established.

Last Updated: 29-Nov-2016

RISK TITLE	LEAD OFFICER	SUPPORTING OFFICERS	INITIAL RISK RATING	CURRENT RISK RATING	TREND ARROW	RISK STATUS
Customer expectations around the delivery of flood alleviation schemes are not effectively managed.	Andrew Farrow - Chief Officer - Planning and Environment		Amber	Amber	↔	Open


Potential Effect: Flood schemes will not be delivered

Management Controls: Review our approach to funding capital projects

Progress Comment: In quarter 2 improved information was provided prior to commencement of projects helping to address expectations.



Last Updated: 29-Nov-2016

RISK TITLE	LEAD OFFICER	SUPPORTING OFFICERS	INITIAL RISK RATING	CURRENT RISK RATING	TREND ARROW	RISK STATUS
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Environmental crime programmes are not supported by the public and employees.	Andrew Farrow - Chief Officer - Planning and Environment		Amber	Yellow		Open
<p>Potential Effect: Continued problems with littering, graffiti and loss of environmental quality</p> <p>Management Controls: Monitor the effectiveness of projects and clarify the purpose of schemes prior to implementation.</p> <p>Progress Comment: In quarter 2 the success of projects has continued to be monitored and actions taken which have resulted in a reduced risk.</p> <p>Last Updated: 30-Nov-2016</p>						

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
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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>ACTION PROGRESS COMMENTS: 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>ACTION PROGRESS COMMENTS: 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>ACTION PROGRESS COMMENTS: 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
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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
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ACTION PROGRESS COMMENTS:

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.

Last Updated: 03-Nov-2016

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
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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
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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	58.47	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	N/A	N/A	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	N/A	N/A	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>Lead Officer: Rebecca Jones - Customer Services Team Leader Reporting Officer: Rebecca Jones - Customer Services Team Leader Aspirational Target: Progress Comment: 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>Potential Effect: 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. Management Controls: Careful business planning and capacity development with community partners. Progress Comment: 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>Potential Effect: Organisational change objectives cannot be met. Management Controls: Careful service and business planning with inclusivity of Trade Union and workforce input. Progress Comment: 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>Potential Effect: New Alternative Delivery Models will see a decrease in income and could be un-sustainable. Management Controls: Realistic business plans and an increased commercialism of new organisations (e.g leisure and libraries), underpinned by sufficient financial acumen. Progress Comment: 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

Potential Effect: Organisational change objectives cannot be met.
Management Controls: Careful service and business planning with alignment of corporate resources supplemented with specialist external support where required.
Progress Comment: Organisational change programmes are broadly on time and on budget.

Last Updated: 29-Nov-2016

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

Potential Effect: Procurement efficiencies will not be realised.
Management Controls: Monitoring and management of the National Procurement Service (NPS) work programme and its benefits.
Progress Comment: 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.

However actual benefits to the Council from the NPS framework agreements is varied, therefore further monitoring of actual benefits is required going forward.

Last Updated: 20-Oct-2016

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>Potential Effect: Targeted efficiencies to be achieved through people switching to accessing services will not be met.</p> <p>Management Controls: Connects will promote and assist with self-service for to enable a full digital shift.</p> <p>Progress Comment: 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>						