



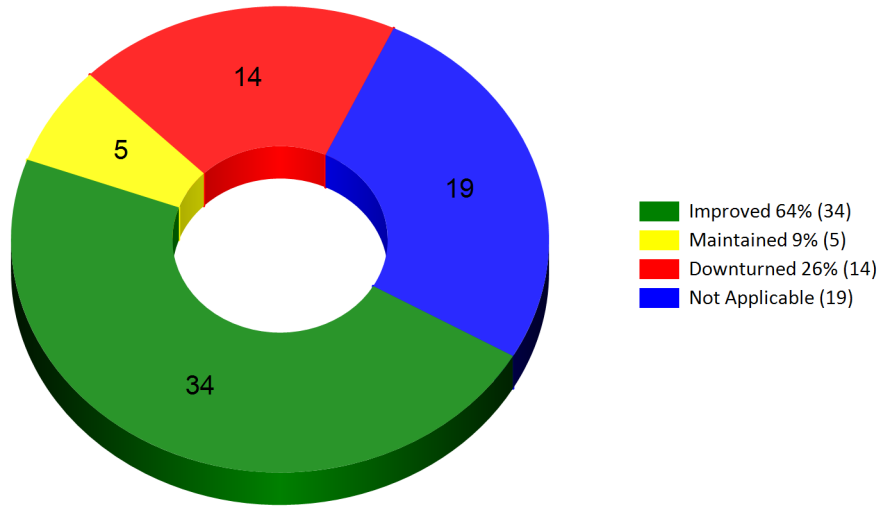
Council Plan 2017/18 Mid-Year Performance Progress Report

Flintshire County Council

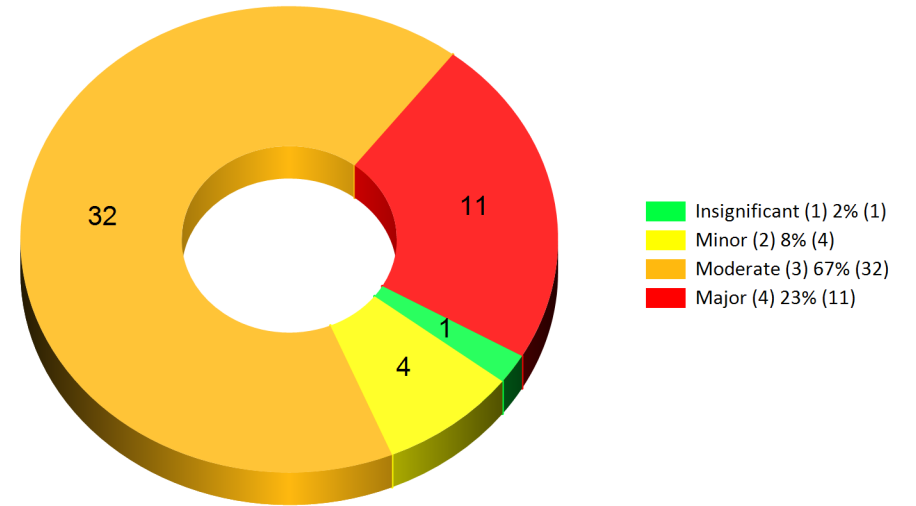


Print Date: 02-Nov-2017

KPI Trend Status





Current Risk Status



1 Supportive Council



Actions

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
1.1.1.1 Provide new social and affordable homes	Melville Evans - Strategic Housing and Regeneration Programme (SHARP) Programme Manager	In Progress	01-Apr-2017	31-Mar-2018	30.00%	 GREEN	 AMBER

ACTION PROGRESS COMMENTS:

The SHARP is due to deliver 126 social and affordable units this year of which 29 have been delivered to date. During the next half of the year we expect to complete the construction of 97 units.



Last Updated: 09-Oct-2017

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
1.1.1.2 Welsh Housing Quality Standard (WHQS) investment plan targets achieved	Sean O'Donnell - Contract Surveyor	In Progress	01-Apr-2017	31-Mar-2018	50.00%	 GREEN	 GREEN

ACTION PROGRESS COMMENTS:

All WHQS Contracts have progressed into Year 3 (2017-18) of the 6 year Capital Programme with a smooth transition into their new Capital Districts (Areas of work). Year 3 of the Capital Programme will be the last year where the majority of Internal Works are completed. For the past 3 years the team have procured, organised and delivered the installation of over 3,000 kitchens and 4,000 bathrooms with only the Acceptable Fails remaining e.g. tenant refusal, no access. The Capital Works Team have allowed a 10% Acceptable Fail allowance into its delivery programme and budgets based upon previous data. This has been agreed with Welsh Government. Over the remaining years of the delivery programme, these Acceptable Fails will be completed either when the property becomes Void or a tenant is able to have the works completed. The Capital Programme has now increased its Envelope & Environmental workstreams which will replace the Internal workstream. These new workstreams will have an increased impact on the communities as they begin to transform the aesthetics & environment by regenerating & revitalising the roads, complexes and estates which form part of the works. The Capital Works Programme will be completed in Year 6 (2020-2021)



Last Updated: 31-Oct-2017

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
1.1.1.3 Develop solutions to the increasing frequency of unauthorized gypsy and traveller encampments	Melville Evans - Strategic Housing and Regeneration Programme (SHARP) Programme Manager	In Progress	12-Jul-2017	31-Mar-2018	30.00%	 GREEN	 GREEN

ACTION PROGRESS COMMENTS:

We are currently in the early stages of developing a strategy to determine a long term solution for a Gypsy and Traveler transit site. A report outlining the strategy will be presented to Cabinet. By the end of the year we aim to have identified a suitable site and submit a funding bid to Welsh Government.



Last Updated: 31-Oct-2017

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
1.1.2.1 Improve standards within the private rented sector	Lynne Fensome - Support Manager Environment	In Progress	01-Apr-2017	31-Mar-2018	25.00%	 GREEN	 GREEN

ACTION PROGRESS COMMENTS:

The approach of the team is threefold; firstly encouraging a pro-active registration with Rent Smart Wales and giving appropriate advice as necessary. This informal approach is preferred to the enforcement route and has been successful. If Landlords are reluctant or failing to meet the required standards and are failing to co-operate with the service then an enforcement stance will be taken. Secondly, the team investigate all reported cases of unsuitable living conditions and have taken remediation action where required. Thirdly, where enforcement action has been taken, this has been followed up to secure compliance but where persistent non-compliance exists legal action has followed.

Last Updated: 31-Oct-2017

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
1.1.2.2 Deliver the Council's housing growth needs	Melville Evans - Strategic Housing and Regeneration Programme (SHARP) Programme Manager	In Progress	01-Apr-2017	31-Mar-2018	50.00%	 GREEN	 GREEN

ACTION PROGRESS COMMENTS:

Intelligence generated through analysis of the Single Access Route To Housing (SARTH) Register ensures that the delivery of affordable housing in Flintshire is demand led and meets the affordable housing need. The Strategic Housing and Regeneration Programme (SHARP), North East Wales (NEW) Homes Ltd, Registered Social Landlord (RSL) developments and

planning requirements for the inclusion of affordable housing within private market led schemes contribute to meeting the shortfall of affordable housing.

Last Updated: 23-Oct-2017

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
1.1.2.3 Meeting the housing needs of vulnerable groups	Suzanne Mazzone - Supporting People Manager	In Progress	01-Apr-2017	31-Mar-2018	25.00%	GREEN	AMBER

ACTION PROGRESS COMMENTS:

The Holywell Extra Care facility providing 55 units is to be submitted to the Planning Committee in November 2017. The proposed start date is March 2018 and to be complete by December 2019.

Last Updated: 02-Nov-2017

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
1.2.1.1 Support Flintshire residents to better manage their financial commitments	Jen Griffiths - Benefits Manager	In Progress	01-Apr-2017	31-Mar-2018	50.00%	GREEN	GREEN

ACTION PROGRESS COMMENTS:

Work is on-going to identify all services who provide this support with a view to aligning this wherever possible. Current work is focussed on personal budgeting support which is provided in connection with claims for Universal Credit and support and advice provided to assist tenants to manage their finances in order to maintain their commitments to rent and council tax.

Last Updated: 31-Oct-2017



ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
1.2.1.2 Managing local impact of the full service under Universal Credit (UC) roll out	Jen Griffiths - Benefits Manager	In Progress	01-Apr-2017	31-Mar-2018	50.00%	GREEN	GREEN

ACTION PROGRESS COMMENTS:

We have delivered a number of training and awareness sessions both within the Council and to a range of key stakeholders including; Flintshire Connects, elected members, Registered Social Landlords, private landlords, library employees, housing employees, Flying Start, Social Services, human resources and voluntary agencies. Impacts are monitored and we are continuing to develop a record of issues and problems associated with Universal Credit which are far ranging both in terms of scale and impact. Work is ongoing via the Operational

Board and Tackling Poverty Partnership.



Last Updated: 02-Nov-2017

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
1.2.1.3 Develop and deliver programmes that improve employability and help people to gain employment.	Niall Waller - Enterprise and Regeneration Manager	In Progress	01-Apr-2017	31-Mar-2018	50.00%	 GREEN	 GREEN

ACTION PROGRESS COMMENTS:

The Communities First programme has been refocussed for 2017/2018 and all activities contribute towards improving employability. These include; the provision of intensive work-focussed training and work placements, support for people starting their own business, provision of tailored support to people from deprived neighbourhoods to take advantage of large company recruitment campaigns, and jobs clubs and jobs fairs. In addition the Council runs the LIFT programme to support long-term unemployed people from workless households and the Communities 4 Work programme which provides intensive mentoring to those furthest from the labour market.



Last Updated: 31-Oct-2017

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
1.2.1.4 Develop and deliver programmes to improve domestic energy efficiency to reduce Co2 emissions and fuel poverty	Leanna Jones - Home Energy Conservation Officer	In Progress	01-Apr-2017	31-Mar-2018	50.00%	 GREEN	 GREEN

ACTION PROGRESS COMMENTS:

Gas infill projects in Penyffordd and Wepre Court are nearing completion. A pilot project with heat pumps, Photo Voltaic (PV)/battery storage is moving into a monitoring phase to demonstrate benefits to tenants. A successful bid for Warm Homes funding for properties without central heating will enable us to do more to help vulnerable and fuel poor residents without central heating. The Council achieved success in national Energy Efficiency and Healthy Homes Awards with 3rd Place in Local Authority of the Year for our collective work on energy efficiency and fuel poverty. Forward plans working alongside Capital Works team are now being agreed.



Last Updated: 31-Oct-2017

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
1.2.1.5 Develop a strategy to address food poverty	Jen Griffiths - Benefits Manager	In Progress	01-Apr-2017	31-Mar-2018	20.00%	 GREEN	 GREEN

ACTION PROGRESS COMMENTS:

The food poverty strategy is currently being drafted and has significant links to community resilience work, the Community Benefits Strategy, and aligns closely with the Betsi Cadwaladr University Health Board (BCUHB) draft strategy.



Last Updated: 02-Nov-2017

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
1.2.1.6 Assist residents of Flintshire to access affordable credit	Jen Griffiths - Benefits Manager	In Progress	01-Apr-2017	31-Mar-2018	50.00%	 GREEN	 GREEN

ACTION PROGRESS COMMENTS:

Through the work of the Welfare Reform Response team significant progress has been made to re-engage with both credit unions in Flintshire. We are actively promoting the products and services that are on offer. In addition, the credit unions have agreed to be part of our Tackling Poverty Partnership group from the Autumn



Last Updated: 13-Oct-2017

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
1.3.1.1 Ensure Care Home Provision within Flintshire enables people to live well and have a good quality of life.	Jane M Davies - Senior Manager, Safeguarding & Commissioning	In Progress	01-Apr-2017	31-Mar-2018	50.00%	 GREEN	 GREEN

ACTION PROGRESS COMMENTS:

A report has been prepared around the potential expansion of the care sector and presented to the Programme Board. Recommendations have been approved to explore further the extension of Marleyfield (32 beds for intermediate care and 'discharge to assess'). This expansion will also help to support the medium term development of the nursing sector. We continue to collect intelligence around providers exiting the care sector and regional capacity. Meetings with Betsi Cadwaladr University Health Board (BCUHB) East Division have been held to discuss pooled budgets for the expansion. We have reached agreement in principal for Integrated Care Fund (ICF) capital funding to be allocated for the expansion over the next 3 years (£415K per year). This year's allocation will be used to commission a feasibility study for the expansion. A Strategic Opportunity Review has been completed with a report being presented to Cabinet in October. A lobbying letter to Welsh Government (WG) has been drafted, subject to cabinet approval, highlighting the risks and areas for concern. There are several active workstreams, including the development of resources to support the sector such as a provider portal. The Regional Domiciliary Framework is now live with new contracts commencing 1 April 2018. The intention is to increase the number of providers in order to help sustain the market. The roll out of "Progress for Providers" continues; care homes are in the process of assessing themselves against the new Flintshire standards. One home has already achieved the bronze standard.



Last Updated: 31-Oct-2017

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
1.3.1.2 Support greater independence for individuals with a frailty and/or disability, including those at risk of isolation.	Susie Lunt - Senior Manager, Integrated Services	In Progress	01-Apr-2017	31-Mar-2018	50.00%	 GREEN	 GREEN

ACTION PROGRESS COMMENTS:

This year our Ageing Well Plan is focused on the development of age friendly and dementia friendly communities with the aim of creating a better understand of dementia. The Plan also seeks to support those in the community who feel lonely and isolated by identifying opportunities to tell people about activities as well as how they can receive information and advice to help reduce the risks of loneliness. An Implementation Plan for the staged replacement of double staffed packages of care has been drafted and work is beginning through a targeted approach with care providers. In parallel with this the Council are investing in new single handling equipment which is less intrusive in the home. Working with Welsh Government and the Social Services Improvement Agency we are moving into Phase 2 of the Collaborative Communication Skills Programme, through which we will ensure that practitioners are equipped with the necessary skills to support people to achieve their personal outcomes, as set out in the Social Services and Wellbeing Act (Wales). Alongside this we are developing our local recording systems to support the measurement of personal outcomes.



Last Updated: 31-Oct-2017

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
1.3.1.3 Improve outcomes for looked after children	Craig Macleod - Senior Manager, Children's Services & Workforce	In Progress	01-Apr-2017	31-Mar-2018	50.00%	 GREEN	 AMBER

ACTION PROGRESS COMMENTS:

Work is underway to develop a Corporate Parenting Strategy which will set out our commitments to Looked After Children. Health and Social Services Scrutiny Committee have agreed that consultation on the Strategy will centre on the themes of Home, Education and Learning, Health and Well-being, and Leisure and Employment Opportunities. Finding suitable placements for Looked After Children can be a real challenge, particularly for teenagers who have complex needs. There is a national shortage of foster care and residential provision and work has commenced on a regional footprint to look at potential medium term solutions. This work complements more local work to develop our strategic approach to securing permanent, stable homes for Looked After Children. A Senior Manager from BCUHB's Child and Adolescent Mental Health Service (CAMHS) attended the Children's Services Forum in June 2017. The Manager provided an overview of the work that is taking place to ensure timely access to CAMHS health assessments for Looked After Children. Positively it was reported that assessment for Looked After Children are being initiated within 28 days of referral. Ensuring that 'looked after' health assessments are carried out in a timely manner is challenging with performance targets missed. This matter has been escalated to BCUHB.



Last Updated: 31-Oct-2017

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
1.4.1.1 Ensure that effective services to support carers are in place as part of collaborative social and health services	Susie Lunt - Senior Manager, Integrated Services	In Progress	01-Apr-2017	31-Mar-2018	50.00%	 GREEN	 GREEN

ACTION PROGRESS COMMENTS:

Our carer's services are working well based on performance and carer feedback. We are now looking at a commissioning exercise following a full review of all services to address any duplication or gaps in provision. We have a planned programme for utilising the Carer's Respite Grant award, which includes creative respite through direct payments and piloting a school holiday camp in the two specialist primary schools for disabled children. We are contributing to the regional strategic review of carer's services across North Wales which includes exploring opportunities for collaboration, sharing good practice and ensuring equitable services across the region. The final report is due to be presented to Regional Partnership Board in December 2017. The existing Carer's Strategy action plan is being updated and recent consultations with carers will refresh their needs and demand. The other workstreams are progressing such as a review of processes, carers need assessments, and monitoring and information. These all continue to ensure carer's services in Flintshire are effective, responsive to need, and are outcome focused. Young Carers' services in Flintshire are provided by Barnardo's. The service aims to improve confidence and emotional resilience whilst also providing a secure environment for peer support. Young carers can access community groups to ensure resilience is sustainable long term. Carers are able to be re-referred into the service if circumstances become difficult or the individual needs more intensive support. The service receives a high number of referrals from statutory services and the third sector and education, and is exploring potential fundraising avenues in order to continue to meet the needs of Young Carers in Flintshire.

Last Updated: 31-Oct-2017



ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
1.4.1.2 Further develop the use of Integrated Care Fund (ICF) 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-2017	31-Mar-2018	50.00%	 GREEN	 GREEN

ACTION PROGRESS COMMENTS:

During the first half of 2017/18 the ICF has been used to continue to fund placements for 'Step Up / Step Down' beds, with over 80 admissions during that time period. In addition, the Community Resource Team of multi-disciplinary professionals is rolling out and is increasing its time of operation in Flintshire. The team provides home-based support through clinical and generic Health and Support workers to support discharge and avoid hospital admission.

Last Updated: 31-Oct-2017



ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
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1.4.1.3 Establish an Early Help Hub, involving all statutory partners and the third sector.	Craig Macleod - Senior Manager, Children's Services & Workforce	In Progress	01-Apr-2017	31-Mar-2018	75.00%	 GREEN	 GREEN
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ACTION PROGRESS COMMENTS:

An Early Help Hub has been established with a 'soft launch' in July 2017. The Hub is made up a staff from across statutory partners including Social Services, North Wales Police, Youth Justice, housing, education. health and early years/Flying Start. The third sector is strongly represented through a third sector co-ordinator from Flintshire Local Voluntary Council (FLVC) and through services provided by the third sector via the Families First programme.



Last Updated: 31-Oct-2017

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
1.4.1.4 Further develop dementia awareness across the county.	Susie Lunt - Senior Manager, Integrated Services	In Progress	01-Apr-2017	31-Mar-2018	50.00%	 GREEN	 GREEN

ACTION PROGRESS COMMENTS:

Flintshire has ten Dementia Cafes and three accredited Dementia Friendly Communities, with a further six working towards accreditation, making Flintshire the lead county with Dementia Friendly Communities in North Wales. We have 46 accredited Dementia Friendly Businesses, the highest in North Wales. We have Launched an Early Onset Peer Support Service (Friendly Faces) lead by people living with Dementia and supported by the Council, Betsi Cadwaldr University Health Board, Bangor University and the Dementia Engagement and Empowerment Project (DEEP), the first of its kind in Wales. The Intergeneration Project with learners and people living with dementia has been completed in 5 schools. The Creative Conversation research study has improved skills in 18 Care Homes in creatively communicating with people living with dementia using the arts. Dementia Friendly film screenings are taking place in Mold and Flint on a regular basis. The Walks in Flint will have dementia friendly street signage, the first in North Wales, to ensure people living with dementia can navigate the change in environment. Llys Raddington Extra Care has consulted with people living with dementia on the interior design of the building to ensure it is dementia friendly. The Health Centre in Flint has a working group to ensure the centre is dementia friendly and is working with Flint dementia friendly community and people living with dementia.

Last Updated: 31-Oct-2017



ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
1.5.1.1 Strengthen the arrangements within all council portfolios to have clear responsibilities to address safeguarding.	Fiona Mocko - Policy Advisor (Equalities and Cohesion)	In Progress	01-Apr-2017	31-Mar-2018	40.00%	 GREEN	 GREEN

ACTION PROGRESS COMMENTS:

There are delegated leads for safeguarding in all Portfolios . A Corporate Safeguarding policy was presented and adopted by Cabinet in October 2017, and will be rolled out across the

Council. A review of Disclosure and Barring Service checks has taken place to ensure Services follow safe recruitment practices. Internal Audit has undertaken a review of Corporate Safeguarding. Their final report will inform the future work programme of the Corporate Safeguarding Panel.



Last Updated: 02-Nov-2017

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
1.5.1.2 Ensure that our response rates to referrals remain within statutory targets	Jane M Davies - Senior Manager, Safeguarding & Commissioning	In Progress	01-Apr-2017	31-Mar-2018	50.00%	 GREEN	 GREEN

ACTION PROGRESS COMMENTS:

Performance for timeliness of initial child protection conferences carried out within timescales has improved this year to 94.8%. The timeliness of child protection reviews has also improved, with 99.2% of review conferences being held within timescales. One review was delayed because the family had a court date pending.



Last Updated: 31-Oct-2017

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
1.5.1.3 Develop a preventative approach towards Child Sexual Exploitation (CSE)	Jane M Davies - Senior Manager, Safeguarding & Commissioning	Completed	01-Apr-2017	16-Oct-2017	100.00%	 GREEN	 GREEN

ACTION PROGRESS COMMENTS:

North Wales Police Child Sexual Exploitation (CSE) videos have been shared Senior Management Team meetings across the Authority and at the Corporate Safeguarding Panel. CSE awareness is also on the agenda for general safeguarding training for members of all Scrutiny Committees.

Last Updated: 02-Nov-2017

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
1.5.1.4 Identify and address the signs and symptoms of domestic abuse and sexual violence	Sian Jones - Public Protection Manager	In Progress	01-Apr-2017	31-Mar-2018	25.00%	 AMBER	 AMBER

ACTION PROGRESS COMMENTS:

Welsh Government require all Flintshire County Council staff to complete the Violence Against Women and Domestic Abuse and Sexual Violence, level 1, e-learning module. Significant technical issues has meant that all local authorities in Wales have encountered difficulties accessing the system. These technical issues have now been resolved. The Council is now using a different IT platform. The e-learning module file has now been uploaded on to Learning Pool Flintshire Academi, our own internal platform so we can report on a daily basis. In

terms of future considerations, 60% of FCC employees do not have access to a computer. Face to face sessions are planned for January 2018, and will be delivered in partnership with Wrexham County Council. Sessions will last 2.5 to 3 hrs. We are currently exploring the possibility of face to face sessions with a theatre style company. A presentation on the training requirements will be provided to Change Exchange members in December 2017.

Last Updated: 31-Oct-2017

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
1.5.1.5 Strengthen regional community safety through collaboration and partnership arrangements	Sian Jones - Public Protection Manager	Completed	01-Apr-2017	31-Mar-2018	100.00%	GREEN	GREEN

ACTION PROGRESS COMMENTS:

The North Wales Safer Communities' Board Plan has now been approved. This document sets out the priorities for the statutory partners for the next three year period. A work programme is included. Flintshire continues to occupy an active role in this forum, and on a local level has adopted the regional priorities through the work of the Flintshire Public Service Board.

Last Updated: 24-Oct-2017

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
1.5.1.6 Ensure we meet the requirements of the North Wales Contest Board	Sian Jones - Public Protection Manager	In Progress	01-Apr-2017	31-Mar-2018	50.00%	GREEN	GREEN



ACTION PROGRESS COMMENTS:

The self assessment, which measures the Council's progress against the 'Prevent' duties, has been undertaken. Progress is reviewed on a regular basis at the Corporate Safeguarding Panel. The Panel continues to work on the areas of weakness highlighted in the self-assessment, and respond to any requests from the North Wales Contest Board, as and when required.

Last Updated: 31-Oct-2017



Performance Indicators

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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IP1.1.1.1M01 The numbers of new Council homes delivered through the SHARP programme	6	11	11	 GREEN	↑	11	11	 GREEN
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Lead Officer: Melville Evans - Strategic Housing and Regeneration Programme (SHARP) Programme Manager
Reporting Officer: Denise Naylor - Housing Programmes Support Manager
Aspirational Target:
Progress Comment: The first phase of Social units have been completed and transferred to the Council at the Walks, Flint.

Last Updated: 09-Oct-2017



KPI Title	Pre. Year Period Actual	Period Actual	Period Target	Perf. RAG	Perf. Indicator Trend	YTD Actual	YTD Target	Outcome RAG
IP1.1.1.2M02 The numbers of new affordable homes delivered through the SHARP programme	0	18	18	 GREEN	↑	18	18	 GREEN

Lead Officer: Melville Evans - Strategic Housing and Regeneration Programme (SHARP) Programme Manager
Reporting Officer: Denise Naylor - Housing Programmes Support Manager
Aspirational Target:
Progress Comment: 18 affordable units have delivered and transferred across to NEW Homes. A further 44 are expected to be completed by the end of the year.



Last Updated: 09-Oct-2017

KPI Title	Pre. Year Period Actual	Period Actual	Period Target	Perf. RAG	Perf. Indicator Trend	YTD Actual	YTD Target	Outcome RAG
IP1.1.1.3M03 The number of properties managed by NEW Homes	30.5	23	27	 AMBER	↓	23	27	 AMBER



Lead Officer: Melville Evans - Strategic Housing and Regeneration Programme (SHARP) Programme Manager
Reporting Officer: Denise Naylor - Housing Programmes Support Manager
Aspirational Target:
Progress Comment: NEW Homes have taken on the management of 18 units on the Walks, Flint. It has also received 3 section 106 properties at Northop Hall, and 2 private sector landlord properties. A delayed handover of 106 sections accounts for 4 units.
 Last Updated: 09-Oct-2017

KPI Title	Pre. Year Period Actual	Period Actual	Period Target	Perf. RAG	Perf. Indicator Trend	YTD Actual	YTD Target	Outcome RAG
IP1.2.1.1M01 The percentage of landlords and letting agents compliant with the Rent Smart Code of Practice	No Data	63.62	65	 AMBER	N/A	63.62	65	 GREEN



Lead Officer: Lynne Fensome - Support Manager Environment
Reporting Officer: Lynne Fensome - Support Manager Environment
Aspirational Target:
Progress Comment: We are pro-actively encouraging landlords to register. Where there is deliberate non-compliance we are taking appropriate enforcement action either through direct action or referral to Rent Smart Wales
 Last Updated: 23-Oct-2017

KPI Title	Pre. Year Period Actual	Period Actual	Period Target	Perf. RAG	Perf. Indicator Trend	YTD Actual	YTD Target	Outcome RAG
IP1.2.1.2M02 The percentage of landlords that have complied with improvement notices	No Data	73	80	 AMBER	N/A	73	80	 GREEN

Lead Officer: Lynne Fensome - Support Manager Environment
Reporting Officer: Jenny Prendergast - Team Manager - Health & Safety Enforcement
Aspirational Target:
Progress Comment: 11 improvement notices had completion dates for 1st April to 30th Sept 2017. 8 have been completed and there are 3 outstanding for non-compliance. 1 is progressing to prosecution and 2 are under consideration for legal proceedings
 Last Updated: 23-Oct-2017



KPI Title	Pre. Year Period Actual	Period Actual	Period Target	Perf. RAG	Perf. Indicator Trend	YTD Actual	YTD Target	Outcome RAG
IP1.2.1.3M03 The percentage of tenants protected from unsuitable living conditions	No Data	100	100	 GREEN	N/A	100	100	 GREEN

Lead Officer: Lynne Fensome - Support Manager Environment
Reporting Officer: Jenny Prendergast - Team Manager - Health & Safety Enforcement
Aspirational Target:
Progress Comment:



KPI Title	Pre. Year Period Actual	Period Actual	Period Target	Perf. RAG	Perf. Indicator Trend	YTD Actual	YTD Target	Outcome RAG
IP1.2.2.1M01 The number of new affordable homes provided through the planning system	10.5	13	12.5	 GREEN	↑	16	25	 AMBER

Lead Officer: Andrew Farrow - Chief Officer - Planning and Environment
Reporting Officer: Lynne Fensome - Support Manager Environment
Aspirational Target:
Progress Comment: Only one application was decided during the period that required consideration as affordable housing, Allied Bakeries Ltd, Chester Road, Saltney where 13 affordable houses are to be provided in a development of 70 dwellings. Four 2 bed dwellings were gifted to North East Wales Homes and four 2 bedroom and four 3 bedroom houses were offered for sale at a discount market rate.




Last Updated: 02-Nov-2017

KPI Title	Pre. Year Period Actual	Period Actual	Period Target	Perf. RAG	Perf. Indicator Trend	YTD Actual	YTD Target	Outcome RAG
IP1.2.2.3M03 (PAM/014) The number of new homes created as a result of bringing empty properties back into use	19	212	200	 GREEN	↑	212	200	 GREEN



Lead Officer: Niall Waller - Enterprise and Regeneration Manager
Reporting Officer: Joseph Muxlow - Regeneration Programme Lead
Aspirational Target:
Progress Comment: The Council agreed in April 2017 to apply a Council Tax reduction of 50% to encourage owners of empty homes to bring them back into use. This policy has had a positive effect during the first 6 months of the year.
 Last Updated: 24-Oct-2017

KPI Title	Pre. Year Period Actual	Period Actual	Period Target	Perf. RAG	Perf. Indicator Trend	YTD Actual	YTD Target	Outcome RAG
IP1.2.3.1M01 (PAM/015) Average number of calendar days taken to deliver a DFG	No Data	383	240	 RED	N/A	383	240	 RED

Lead Officer: Niall Waller - Enterprise and Regeneration Manager
Reporting Officer: Joseph Muxlow - Regeneration Programme Lead
Aspirational Target:
Progress Comment: The average number of calendar days taken to deliver a Disabled Facilities Grant (DFG) has been increased by a small number of DFGs for children completing in this quarter which have had very lengthy completion dates due to their complexity.
 Last Updated: 31-Oct-2017

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

Lead Officer: Jen Griffiths - Benefits Manager
Reporting Officer: Suzanne Jones - Team Manager - Benefits and Council Tax Reduction Assessment
Aspirational Target:
Progress Comment: Target for processing new claims has been met. During this period we had one vacancy and two employees absent due to long term sickness.
 Last Updated: 16-Oct-2017

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



Lead Officer: Jen Griffiths - Benefits Manager

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

Aspirational Target:

Progress Comment: Target for processing change of circumstances has been met. During this period we had one vacancy and two employees absent due to long term sickness. The reduction in employees required priorities to be assessed and resources were allocated to new claims as they are a higher priority.

Last Updated: 16-Oct-2017

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

Lead Officer: Suzanne Mazzone - Supporting People Manager



Reporting Officer: Jen Griffiths - Benefits Manager

Aspirational Target:

Progress Comment: £379,385 of additional Social Security benefits and Tax Credits has been paid to Flintshire residents. £16,054 of one-off payments have also been made to cover claims for backdating, and grants etc.

£90,753 value of gains recorded by the Supporting People team.

Last Updated: 02-Nov-2017

KPI Title	Pre. Year Period Actual	Period Actual	Period Target	Perf. RAG	Perf. Indicator Trend	YTD Actual	YTD Target	Outcome RAG
IP1.3.2.1M01 (PAM/012) Percentage of households successfully prevented from becoming homeless	89.58	69.46	89	 AMBER	↓	71.51	89	 AMBER



Lead Officer: Suzanne Mazzone - Supporting People Manager

Reporting Officer: Suzanne Mazzone - Supporting People Manager

Aspirational Target:

Progress Comment: Performance is below target, but within the variance set. Outcomes are reported based on each stage of the duty and therefore, people can still proceed to have a positive outcome at the final duty stage. The team continues to work proactively with customers. Difficulties with the introduction of Universal Credit and welfare reforms have made it more challenging to complete successful prevention work for those people within the private rented sector. In-year funding has been allocated to look at a scheme of incentives for private landlords and it is hoped that this will assist to improve performance in Q3 and Q4.

Last Updated: 31-Oct-2017

KPI Title	Pre. Year Period Actual	Period Actual	Period Target	Perf. RAG	Perf. Indicator Trend	YTD Actual	YTD Target	Outcome RAG
IP1.3.2.2M02 The number of people on UC that have received personal budgeting support	0	120	149.25	 AMBER	↑	206	298.5	 AMBER

Lead Officer: Jen Griffiths - Benefits Manager

Reporting Officer: Dawn Barnes - Training Officer



Aspirational Target:

Progress Comment: Personal Budgeting Support (PBS) increased due to promotion to support providers and creation of a direct email link for enquiries. We also provide the service within the job centres to ensure access for customers is as easy as possible.

Discretionary Housing Payment processes were changed to incorporate early discussion around financial capability which helps identify potential Universal Credit customers in need of PBS.

Performance is below target however, work is continuing to promote the service and we are seeking new ways to engage with customers to provide the support needed.

Last Updated: 16-Oct-2017

KPI Title	Pre. Year Period Actual	Period Actual	Period Target	Perf. RAG	Perf. Indicator Trend	YTD Actual	YTD Target	Outcome RAG
IP1.3.2.3M03 The number of people on UC that have received digital support	0	547	182	 GREEN	↑	934	375	 GREEN



Lead Officer: Jen Griffiths - Benefits Manager

Reporting Officer: Dawn Barnes - Training Officer

Aspirational Target:

Progress Comment: Expansion of Universal Credit (UC) Full Service has increased volume of people requiring digital support. The demand for this service is above the volumes predicted by the Department for Work and Pensions (DWP) and analysis shows that customers are requiring support on multiple occasions to make and manage their UC claim online. Increase in support provided is reported to the DWP as progress against grant funding.

Last Updated: 31-Oct-2017

KPI Title	Pre. Year Period Actual	Period Actual	Period Target	Perf. RAG	Perf. Indicator Trend	YTD Actual	YTD Target	Outcome RAG
IP1.3.3.1M01 Number of people completing programmes commissioned by the Council which deliver job and training outcomes	80.75	116	100	 GREEN	↑	219	200	 GREEN



Lead Officer: Niall Waller - Enterprise and Regeneration Manager

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

Aspirational Target:



Progress Comment: Three programmes are included within this out-turn figure - Communities First, Communities 4 Work and LIFT, all funded by Welsh Government. The programmes provide a mixture of: one to one mentoring, employer engagement, work-focussed training, confidence building and encouragement for enterprise.

Last Updated: 24-Oct-2017

KPI Title	Pre. Year Period Actual	Period Actual	Period Target	Perf. RAG	Perf. Indicator Trend	YTD Actual	YTD Target	Outcome RAG
IP1.3.4.2M02 The number of residents supported to lower their energy tariff	0	30	37.5	 AMBER	↑	30	75	 AMBER



Lead Officer: Niall Waller - Enterprise and Regeneration Manager
Reporting Officer: Leanna Jones - Home Energy Conservation Officer
Aspirational Target:
Progress Comment: Average estimated annual household savings from switching was £209.

Last Updated: 24-Oct-2017

KPI Title	Pre. Year Period Actual	Period Actual	Period Target	Perf. RAG	Perf. Indicator Trend	YTD Actual	YTD Target	Outcome RAG
IP1.3.4.3M03 The number of people receiving the warm home discount	0	0	12.5	 RED	↔	0	25	 AMBER



Lead Officer: Niall Waller - Enterprise and Regeneration Manager
Reporting Officer: Leanna Jones - Home Energy Conservation Officer
Aspirational Target:
Progress Comment: This is a new indicator A full report will be given with the Q3 reporting session.

Last Updated: 31-Oct-2017



KPI Title	Pre. Year Period Actual	Period Actual	Period Target	Perf. RAG	Perf. Indicator Trend	YTD Actual	YTD Target	Outcome RAG
IP1.3.4.4M04 The number of private sector homes receiving efficiency measures	56.75	34	35	 AMBER	↓	102	70	 GREEN

Lead Officer: Niall Waller - Enterprise and Regeneration Manager
Reporting Officer: Leanna Jones - Home Energy Conservation Officer
Aspirational Target:
Progress Comment: Majority of these installs were boilers, full heating systems, and insulation measures through the Affordable Warmth Crisis Fund, with match funding for additional systems brought in through ECO and Nest.



Last Updated: 31-Oct-2017

KPI Title	Pre. Year Period Actual	Period Actual	Period Target	Perf. RAG	Perf. Indicator Trend	YTD Actual	YTD Target	Outcome RAG
IP1.3.4.5M05 The number of people who receive a full healthy homes healthy people / affordable warmth / HHSRS home visit and tailored service	No Data	85	125	 RED	N/A	85	250	 AMBER

Lead Officer: Niall Waller - Enterprise and Regeneration Manager
Reporting Officer: Leanna Jones - Home Energy Conservation Officer
Aspirational Target:
Progress Comment: In quarter 3 the number will rise as we will have the opportunity to include other data from Healthy Homes Healthy People and area-based project advice visits. We are therefore still confident we will achieve the target.
 Last Updated: 31-Oct-2017



KPI Title	Pre. Year Period Actual	Period Actual	Period Target	Perf. RAG	Perf. Indicator Trend	YTD Actual	YTD Target	Outcome RAG
IP1.3.4.6M06 The number of Council homes receiving efficiency measures	162.5	35	75	 RED	↓	35	150	 AMBER

Lead Officer: Niall Waller - Enterprise and Regeneration Manager
Reporting Officer: Leanna Jones - Home Energy Conservation Officer
Aspirational Target:
Progress Comment: Some heating installations which have not yet been invoiced have not been able to be included and will be counted in Quarter 3. Additionally, forward planning alongside capital works is now in final stages of signoff, so there will be an increase in activity in Quarter 3 and Quarter 4.
 Last Updated: 31-Oct-2017

KPI Title	Pre. Year Period Actual	Period Actual	Period Target	Perf. RAG	Perf. Indicator Trend	YTD Actual	YTD Target	Outcome RAG
IP1.4.1.1M01 The number of care homes who have implemented the new Progress for Providers Programme	No Data	16	5	 GREEN	N/A	16	5	 GREEN



Lead Officer: Nicki Kenealy - Contracts Team Manager
Reporting Officer: Jacque Slee - Performance Lead – Social Services
Aspirational Target:
Progress Comment: The programme has been implemented in 14 residential and 2 nursing homes.

Last Updated: 11-Oct-2017

KPI Title	Pre. Year Period Actual	Period Actual	Period Target	Perf. RAG	Perf. Indicator Trend	YTD Actual	YTD Target	Outcome RAG
IP1.4.1.4M04 Sustaining existing care homes within Flintshire	No Data	26	26	 GREEN	N/A	26	26	 GREEN



Lead Officer: Dawn Holt - Commissioning Manager
Reporting Officer: Jacque Slee - Performance Lead – Social Services
Aspirational Target:
Progress Comment: 26 care homes for adults (includes residential, EMI and nursing). We are sustaining the number of care homes in Flintshire despite the pressures in the market, by concentrated input. Two homes are in escalating concerns. This action links to the red risk around demand for bed availability (ST163).

Last Updated: 31-Oct-2017

KPI Title	Pre. Year Period Actual	Period Actual	Period Target	Perf. RAG	Perf. Indicator Trend	YTD Actual	YTD Target	Outcome RAG
IP1.4.1.5M05 The percentage occupancy within Flintshire care homes	No Data	96.7	95	 GREEN	N/A	96.7	95	 GREEN

Lead Officer: Dawn Holt - Commissioning Manager
Reporting Officer: Jacque Slee - Performance Lead – Social Services
Aspirational Target:
Progress Comment: This is based on vacancy rate in the last week of the quarter.

Last Updated: 26-Oct-2017

KPI Title	Pre. Year Period Actual	Period Actual	Period Target	Perf. RAG	Perf. Indicator Trend	YTD Actual	YTD Target	Outcome RAG
IP1.4.2.3M03 The percentage of employees trained in Person Centred Care in line with the Social Services and Well-being act (Wales) 2014	20	100	25	 GREEN	↑	100	50	 GREEN



Lead Officer: Jane M Davies - Senior Manager, Safeguarding & Commissioning

Reporting Officer: Jacque Slee - Performance Lead – Social Services

Aspirational Target:

Progress Comment: The first phase of training on person centred practice in line with the Act has been rolled out across the workforce. The Draft Strategic Workforce Development Plan sets out what needs to be done to ensure that this is incorporated in to the induction for new staff and that existing staff are supported to keep their skills up to date. In November we will begin phase 2 of the programme for person centred practice / personal outcomes, as it is rolled out across Wales over the next 6 months.

Last Updated: 20-Oct-2017

KPI Title	Pre. Year Period Actual	Period Actual	Period Target	Perf. RAG	Perf. Indicator Trend	YTD Actual	YTD Target	Outcome RAG
IP1.4.3.2M02 (PAM/029) Percentage of children in care who had to move 2 or more times	8.74	5.26	10	 GREEN	↑	5.26	10	 AMBER

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



Reporting Officer: Jacque Slee - Performance Lead – Social Services

Aspirational Target:

Progress Comment: 12 children have moved more than twice since April of this year. For 6 of these children, moves were planned and in accordance with the child's plan. It is a priority to place children in stable placements wherever possible. This is a cumulative indicator and we will not see the full impact until the end of the year; however, we anticipate that there will be a challenge in meeting the target at year end. This is reflected by the Amber progress RAG.



Last Updated: 24-Oct-2017

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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IP1.4.3.3M03 Percentage of children assessed by CAMHS within 28 days by BCUHB	No Data	100	95	 GREEN	N/A	100	95	 GREEN
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Lead Officer: Craig Macleod - Senior Manager, Children's Services & Workforce
Reporting Officer: Jacque Slee - Performance Lead – Social Services
Aspirational Target:
Progress Comment: BCUHB are reporting that they are now meeting their target of 28 days for CAMHS assessments.

Last Updated: 24-Oct-2017



KPI Title	Pre. Year Period Actual	Period Actual	Period Target	Perf. RAG	Perf. Indicator Trend	YTD Actual	YTD Target	Outcome RAG
IP1.5.1.1M01 Number of adult carers identified.	216.75	310	225	 GREEN	↑	310	450	 GREEN

Lead Officer: Dawn Holt - Commissioning Manager
Reporting Officer: Jacque Slee - Performance Lead – Social Services
Aspirational Target:
Progress Comment: Target met. We continue to work with our commissioned services to improve the capture of carers data.



Last Updated: 26-Oct-2017

KPI Title	Pre. Year Period Actual	Period Actual	Period Target	Perf. RAG	Perf. Indicator Trend	YTD Actual	YTD Target	Outcome RAG
IP1.5.2.1M01 (PAM/025) Number of people kept in hospital while waiting for social care per 1,000 population aged 75+	0.32	0.08	1.78	 GREEN	↑	0.68	1.78	 GREEN



Lead Officer: Janet Bellis - Localities Manager
Reporting Officer: Jacque Slee - Performance Lead – Social Services
Aspirational Target: 1.78
Progress Comment: The Council and Betsi Cadwaladr University Health Board (BCUHB) work together on a case by case basis to ensure prompt discharge. The target rate is equivalent to 23 delays in the year. There have been 9 delays so far this year, the longest wait being 27 days, and the shortest wait being 1 day. Awaiting data for September from Welsh Government.
 Last Updated: 31-Oct-2017

KPI Title	Pre. Year Period Actual	Period Actual	Period Target	Perf. RAG	Perf. Indicator Trend	YTD Actual	YTD Target	Outcome RAG
IP1.5.3.1M01 Percentage of child protection referrals that result in “no further action”.	37.6	55	35	 RED	↓	55	35	 RED



Lead Officer: Craig Macleod - Senior Manager, Children's Services & Workforce
Reporting Officer: Jacque Slee - Performance Lead – Social Services
Aspirational Target: 30.00
Progress Comment: 55% of child protection referrals received by Children's First Contact currently have no action taken after screening. These referrals are now being considered for early support below the child protection threshold, through the newly implemented Early Help Hub. This should reduce the number of referrals with no action taken, and provide low level multi agency early intervention to more families who do not meet the threshold for statutory services.
 Last Updated: 20-Oct-2017

KPI Title	Pre. Year Period Actual	Period Actual	Period Target	Perf. RAG	Perf. Indicator Trend	YTD Actual	YTD Target	Outcome RAG
IP1.5.4.1M01 The number of dementia cafes in Flintshire	3	8	6	 GREEN	↑	8	6	 GREEN

Lead Officer: Dawn Holt - Commissioning Manager
Reporting Officer: Jacque Slee - Performance Lead – Social Services
Aspirational Target: 6.00
Progress Comment: Flintshire has 8 dementia cafes (Mold, Buckley, Connahs Quay, Sealand and Queensferry, Saltney, Holywell, Mostyn, Flint) and there is one Alzheimer’s Society lead one in Broughton. Leeswood has also started a Memory Café but no links to the others currently in Flintshire.
 Last Updated: 11-Oct-2017



KPI Title	Pre. Year Period Actual	Period Actual	Period Target	Perf. RAG	Perf. Indicator Trend	YTD Actual	YTD Target	Outcome RAG
IP1.5.4.2M02 The number of dementia friendly communities in Flintshire	No Data	3	3	 GREEN	N/A	3	3	 GREEN

Lead Officer: Dawn Holt - Commissioning Manager
Reporting Officer: Jacque Slee - Performance Lead – Social Services
Aspirational Target: 6.00
Progress Comment: There are 3 accredited Dementia Friendly Communities in Fliintshire (Mold, Flint, Buckley) and 6 more are working towards accreditation (Alyn Villages, Holywell, Saltney, Connahs Quay, Sealand and Ysciefiog). Next to be accredited will be Saltney and Alyn Villages. Flintshire is the lead county with Dementia Friendly Communities in North Wales.
 Last Updated: 11-Oct-2017

KPI Title	Pre. Year Period Actual	Period Actual	Period Target	Perf. RAG	Perf. Indicator Trend	YTD Actual	YTD Target	Outcome RAG
IP1.6.1.1M01 Increased referral rates from services other than Social Services	No Data	5	7.5	 RED	N/A	7	15	 AMBER



Lead Officer: Jane M Davies - Senior Manager, Safeguarding & Commissioning
Reporting Officer: Jacque Slee - Performance Lead – Social Services
Aspirational Target: 30.00
Progress Comment: 7 referrals have been received from other portfolio areas this year. As the action to increase safeguarding awareness is rolled out across the Authority we should see a rise in the number of referrals received from areas outside of Social Services.

Last Updated: 02-Nov-2017

KPI Title	Pre. Year Period Actual	Period Actual	Period Target	Perf. RAG	Perf. Indicator Trend	YTD Actual	YTD Target	Outcome RAG
IP1.6.1.2M02 The number of officers who have completed the specialist 'AFTA Thought' safeguarding awareness training.	No Data	288	175	 GREEN	N/A	288	175	 GREEN



Lead Officer: Neil Ayling - Chief Officer - Social Services
Reporting Officer: Fiona Mocko - Policy Advisor (Equalities and Cohesion)
Aspirational Target: 700.00
Progress Comment: AFTA Thought training was provided in May and June 2017. Further courses are being planned for this financial year.

Last Updated: 19-Oct-2017

KPI Title	Pre. Year Period Actual	Period Actual	Period Target	Perf. RAG	Perf. Indicator Trend	YTD Actual	YTD Target	Outcome RAG
IP1.6.2.1M01 Percentage of adult protection enquiries completed within 7 days	No Data	71.59	78	 AMBER	N/A	82.14	78	 GREEN

Lead Officer: Jayne Belton - Team Manager - Safeguarding
Reporting Officer: Jacque Slee - Performance Lead – Social Services
Aspirational Target:
Progress Comment: We are seeing an increase in Adult Protection enquiries this year because of the impact of the Act. Enquiries completed outside the 7 days are those that are not straightforward and are waiting for additional information. New, tighter processes are in place so non-complex enquires are being dealt with within the timescale.

Last Updated: 24-Oct-2017

KPI Title	Pre. Year Period Actual	Period Actual	Period Target	Perf. RAG	Perf. Indicator Trend	YTD Actual	YTD Target	Outcome RAG
IP1.6.2.2M02 Percentage of initial child protection conferences due in the year and held within timescales	99.53	98.15	95	 GREEN	↓	94.81	95	 GREEN



Lead Officer: Jayne Belton - Team Manager - Safeguarding

Reporting Officer: Jacque Slee - Performance Lead – Social Services

Aspirational Target:

Progress Comment: The high numbers of children on the Child Protection Register and need to complete ongoing reviews has impacted on capacity in the Safeguarding Unit; however, timescales have improved since last quarter.

Last Updated: 26-Oct-2017

KPI Title	Pre. Year Period Actual	Period Actual	Period Target	Perf. RAG	Perf. Indicator Trend	YTD Actual	YTD Target	Outcome RAG
IP1.6.2.3M03 Percentage of reviews of children on the child protection register due in the year and held within timescales	99.17	99.2	98	 GREEN	↑	99	98	 GREEN



Lead Officer: Jane M Davies - Senior Manager, Safeguarding & Commissioning

Reporting Officer: Jacque Slee - Performance Lead – Social Services

Aspirational Target: 98.00



Progress Comment: Target met; all reviews were completed on time.

Last Updated: 26-Oct-2017

KPI Title	Pre. Year Period Actual	Period Actual	Period Target	Perf. RAG	Perf. Indicator Trend	YTD Actual	YTD Target	Outcome RAG
IP1.6.3.1M01 The percentage of portfolio senior management teams that have viewed the North Wales Police CSE information videos	0	12.5	25	 RED	↑	12.5	25	 AMBER




Lead Officer: Fiona Mocko - Policy Advisor (Equalities and Cohesion)
Reporting Officer: Fiona Mocko - Policy Advisor (Equalities and Cohesion)
Aspirational Target: 100.00
Progress Comment: The videos have been made available and the password circulated to every Portfolio lead of the Corporate Safeguarding Panel.

Last Updated: 16-Oct-2017

KPI Title	Pre. Year Period Actual	Period Actual	Period Target	Perf. RAG	Perf. Indicator Trend	YTD Actual	YTD Target	Outcome RAG
IP1.6.4.1M01 Percentage of employees who have completed the level 1 e-learning training package to meet the requirements of the Domestic Abuse and and Sexual Violence National Training Framework	No Data	19.2	25	 AMBER	N/A	19.2	25	 AMBER



Lead Officer: Sian Jones - Public Protection Manager
Reporting Officer: Heather Johnson - Learning and Development Adviser
Aspirational Target: 50.00
Progress Comment: 72 officers have completed the pilot for the e-learning course. A number of technical issues were identified as a result of the pilot however, with the transfer to Learning Pool it is anticipated that the course will be easier to access. A timetable for the rollout has been formulated for quarter 3 and 4.

Last Updated: 24-Oct-2017

KPI Title	Pre. Year Period Actual	Period Actual	Period Target	Perf. RAG	Perf. Indicator Trend	YTD Actual	YTD Target	Outcome RAG
IP1.6.4.2M02 The number of reported incidents of Domestic Abuse and Sexual Violence	375	778	0	 GREEN		1505	0	 GREEN



Lead Officer: Sian Jones - Public Protection Manager
Reporting Officer: Sian Jones - Public Protection Manager
Aspirational Target:
Progress Comment: Quarter 2 continues to show an increase in reported incidents with a significant increase on Quarter 1 in the number of recorded crimes with 88 more being reported

Last Updated: 31-Oct-2017

KPI Title	Pre. Year Period Actual	Period Actual	Period Target	Perf. RAG	Perf. Indicator Trend	YTD Actual	YTD Target	Outcome RAG
IP1.6.4.3M03 The number of domestic abuse incidents reported to North Wales Police	275	678	0	 GREEN	▲	1294	0	 GREEN

Lead Officer: Sian Jones - Public Protection Manager
Reporting Officer: Sian Jones - Public Protection Manager
Aspirational Target:
Progress Comment: This period shows a reduction in the number of reported incidents compared with Quarter 1 with an increase in the number of recorded crimes. 412 crimes were recorded compared to 293 in Quarter 2 of 2016. Violence without injury and criminal damage accounted for the majority of offences. It is positive that offenders are being charged in increasing numbers for these crimes, which have a devastating impact on their victims.

Last Updated: 31-Oct-2017

KPI Title	Pre. Year Period Actual	Period Actual	Period Target	Perf. RAG	Perf. Indicator Trend	YTD Actual	YTD Target	Outcome RAG
IP1.6.4.4M04 The number of incidents of sexual assaults reported to North Wales Police	100	100	0	 GREEN	↔	211	0	 GREEN

Lead Officer: Sian Jones - Public Protection Manager
Reporting Officer: Sian Jones - Public Protection Manager
Aspirational Target:
Progress Comment: Recorded incidents remain similar to the last quarter although showing an increase compared to the same period the previous year. The majority of incidents were recorded as taking place in a dwelling with the average age of suspects and victims being between 14 and 17 years of age, highlighting the importance of preventative work around this issue to children and young people.

Last Updated: 24-Oct-2017

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	Suzanne Mazzone - Supporting People Manager		Amber	Amber	↔	Open

Potential Effect: .
Management Controls: The Council has been awarded in year funding to assist with additional measures to develop Landlord incentives within the private rented sector. We have also been awarded funding to develop a night shelter during the winter months.
Progress Comment: Homelessness remains a risk as a result of a number of factors. The introduction of welfare reforms and Universal Credit has created additional barriers to being able to successfully discharge duties to customers. The number of people presenting to the authority for help has increased during each quarter. Staffing levels are now correct within the team and new staff have been fully trained within the role. This should see more outcomes achieved. Additional funding has been granted to develop Landlord incentives within the private rented sector and also to look at a housing first pilot. These projects will be running during Quarters 3 & 4.

Last Updated: 31-Oct-2017

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 needs	Melville Evans - Strategic Housing and Regeneration Programme (SHARP) Programme Manager	Denise Naylor - Housing Programmes Support Manager				Open
<p>Potential Effect: i) Increase in homelessness ii) Increased pressure on the Housing Options Team iii) Increase in people sleeping rough</p> <p>Management Controls: Affordable Housing Officer in post to monitor Section 106 and Social Housing Grant. Robust programme management arrangements for Strategic Housing and Regeneration Programme (SHARP)</p> <p>Progress Comment: A programme of development through the SHARP has secured an additional 126 units to be delivered this year to ensure increased availability of affordable and social housing. Additional social housing grant has been secured from Welsh Government to deliver social housing through housing associations.</p> <p>Last Updated: 09-Oct-2017</p>						




RISK TITLE	LEAD OFFICER	SUPPORTING OFFICERS	INITIAL RISK RATING	CURRENT RISK RATING	TREND ARROW	RISK STATUS
Department for Works and Pension's Welfare Reform Programme, including Universal Credit full service implementation which would place increasing demand on the Council for affordable and social housing	Jenni Griffith - Flintshire Connects Manager	Denise Naylor - Housing Programmes Support Manager, Suzanne Mazzone - Supporting People Manager				Open
<p>Potential Effect: .</p> <p>Management Controls: Development of a pilot shared housing property Developing innovative housing schemes that will aim to provide housing at a cost that would meet the LHA rates Common Housing Register that gives recognises affordability as a housing need and priority given to those who are suffering financial hardship in terms of housing costs due to impacts of welfare reforms</p> <p>Progress Comment: A property has been identified for the shared housing pilot to be managed by Wales and West and planning consent is being progressed. A bid for funding the Innovative Housing Options has been developed. SARTH policy review has been completed and there are no changes to recognised housing needs following welfare reform changes demonstrating a commitment from all partners to continue to invest and work to meet the housing requirements for those most vulnerable and affected by welfare reforms.</p> <p>Last Updated: 25-Oct-2017</p>						




RISK TITLE	LEAD OFFICER	SUPPORTING OFFICERS	INITIAL RISK RATING	CURRENT RISK RATING	TREND ARROW	RISK STATUS
Reduction of land supply for council housing construction	Melville Evans - Strategic Housing and Regeneration Programme (SHARP) Programme Manager	Denise Naylor - Housing Programmes Support Manager	Amber	Amber	↔	Open
<p>Potential Effect: i) Reduction in number of units delivered Management Controls: i) On going communication with valuation and estates ii) Ongoing consultation with Planning to ensure sites are manageable Progress Comment: The risk currently remains the same while future phases are explored and developed.</p> <p>Last Updated: 09-Oct-2017</p>						

RISK TITLE	LEAD OFFICER	SUPPORTING OFFICERS	INITIAL RISK RATING	CURRENT RISK RATING	TREND ARROW	RISK STATUS
Capital borrowing limits for council housing	Melville Evans - Strategic Housing and Regeneration Programme (SHARP) Programme Manager	Denise Naylor - Housing Programmes Support Manager	Amber	Amber	↔	Open
<p>Potential Effect: i) reduction in construction and delivery of Council houses Management Controls: i) Negotiation of funding with WG ii) Negotiations through HRA business plan Progress Comment: Discussions are in progress between the Council and Welsh Government to secure additional funding as part of the Housing Revenue Account (HRA) business plan</p> <p>Last Updated: 09-Oct-2017</p>						

RISK TITLE	LEAD OFFICER	SUPPORTING OFFICERS	INITIAL RISK RATING	CURRENT RISK RATING	TREND ARROW	RISK STATUS
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Customer expectations for the timeliness of adaptations undertaken through disabled facilities grants may not be met due to competing demands on resources	Niall Waller - Enterprise and Regeneration Manager					Open
<p>Potential Effect:</p> <p>Management Controls: i) Monitoring and management of adaptation cases. ii) Ongoing process review.</p> <p>Progress Comment: The performance on DFG timescales has improved in the last year. There are further improvements underway to sustain this improvement including rolling out use of the new adaptations procurement framework and further process improvements.</p> <p>Last Updated: 08-Oct-2017</p>						

RISK TITLE	LEAD OFFICER	SUPPORTING OFFICERS	INITIAL RISK RATING	CURRENT RISK RATING	TREND ARROW	RISK STATUS
Availability of sufficient funding to resource key priorities	Niall Waller - Enterprise and Regeneration Manager	Melville Evans - Strategic Housing and Regeneration Programme (SHARP) Programme Manager				Open
<p>Potential Effect: .</p> <p>Management Controls: Monthly monitoring of adaptations budgets</p> <p>Progress Comment: The adaptations budget is monitored monthly to ensure there is sufficient availability for funding key priorities. In addition to this a Community and Enterprise Efficiency and Resilience Statement has been prepared which sets the resilience levels for the current year in terms of service scale and quality, capability and service sustainability which includes the impact in the event of funding being withdrawn. Demand for adaptations is exceeding the capital budget available in 2017/18.</p> <p>Last Updated: 31-Oct-2017</p>						

RISK TITLE	LEAD OFFICER	SUPPORTING OFFICERS	INITIAL RISK RATING	CURRENT RISK RATING	TREND ARROW	RISK STATUS
Universal Credit Full Service roll out - negative impact upon FCC services	Jen Griffiths - Benefits Manager	Dawn Barnes - Training Officer				Open

Potential Effect: Potential increased in rent arrears and decrease of Council Tax collection.
 Potential increased risk of homelessness and need for accommodation.
 Increased demand in existing support services
Management Controls: Universal Credit Operational Board established to bring together all FCC support services that may be impacted to co-ordinate a response to maximise support by reducing duplication.
Progress Comment: The impact of Welfare Reform on Flintshire households increasing the demand for advice and support to levels beyond what resource can handle in a timely manner.
 Potential increased in rent arrears and decrease of Council Tax collection.
 Potential increased risk of homelessness and need for accommodation.
 Increased demand in existing support services

Last Updated: 24-Oct-2017

RISK TITLE	LEAD OFFICER	SUPPORTING OFFICERS	INITIAL RISK RATING	CURRENT RISK RATING	TREND ARROW	RISK STATUS
Demand for advice and support services will not be met	Jen Griffiths - Benefits Manager	Suzanne Mazzone - Supporting People Manager	Amber	Amber	↔	Open

Potential Effect: .
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.
Progress Comment: Demand continues to increase for advice and support services within the county. The development of the Welfare Response Team has assisted with the implementation of UC across the county, but referral numbers continue to rise. Referrals to wider support services are increasing, with a particular emphasis on those residents experiencing debt issue. Managers across Customer Services, Neighbourhood Housing and Revenues and Benefits are continuing to work together to develop early intervention strategies.

Last Updated: 26-Oct-2017

RISK TITLE	LEAD OFFICER	SUPPORTING OFFICERS	INITIAL RISK RATING	CURRENT RISK RATING	TREND ARROW	RISK STATUS
Debt levels will rise if tenants are unable to afford to pay their rent or council tax	Jen Griffiths - Benefits Manager	Sheila Martin - Income Team Leader	Amber	Red	↑	Open

Potential Effect: .

Management Controls: Reviews of procedures are being carried out to try and mitigate the impact however a true estimate of impact cannot yet be confirmed at this point.

Progress Comment: Colleagues from Housing Benefit, Income Team, Neighbourhood Housing and Housing Solutions are currently working together to identify early intervention tools for those tenants that fall into arrears with their rent. A model based on the Early Help Hub within Children's Services is being explored and resources committed to ensure that homelessness is prevented and rent collection is maximised.

Last Updated: 31-Oct-2017

RISK TITLE	LEAD OFFICER	SUPPORTING OFFICERS	INITIAL RISK RATING	CURRENT RISK RATING	TREND ARROW	RISK STATUS
The local economy will suffer if residents have less income to spend	Jen Griffiths - Benefits Manager	Suzanne Mazzone - Supporting People Manager	Amber	Amber	↔	Open

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

Management Controls: We are continuing to support residents to access the correct amount of advice and support to enable them to better manage their financial situation.

Progress Comment: We are continuing to support residents to access the correct amount of advice and support to enable them to better manage their financial situation. The new Welfare Reform Response Team is working alongside colleagues in Housing and Job Centre Plus to alleviate financial pressures caused as a result of the introduction of Universal Credit. Welfare Rights and Supporting People teams continue to explore areas of income maximisation for residents of the county.




Last Updated: 31-Oct-2017

RISK TITLE	LEAD OFFICER	SUPPORTING OFFICERS	INITIAL RISK RATING	CURRENT RISK RATING	TREND ARROW	RISK STATUS
Delivery of social care is insufficient to meet increasing demand	Jane M Davies - Senior Manager, Safeguarding & Commissioning	Jacque Slee - Performance Lead – Social Services	Amber	Yellow	↓	Open

Potential Effect:
Management Controls: Developing the market for residential and nursing care
 Extending the opening hours for single point of access
 Implementing Community Resouce Team
 Developing community resilience
 Implementing an Early Help Hub for children and families
Progress Comment: Recommendations have been approved to explore further the extension of Marleyfield (32 beds for intermediate care and discharge to assess). This expansion will also help to support the medium term development of the nursing sector.
 The Single Point of Access will operate under extended opening hours to increase the opportunity for contact by the public.
 The multi agency Early Help Hub for children and families is in operation, and a formal launch is planned for November.
 The level of risk is reducing.
 Last Updated: 24-Oct-2017

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

Potential Effect:
Management Controls: Working with Corporate colleagues to use capital investment to support the development of our in-house provision.
 Outcomes from the 'Invest to Save' Project Manager made available together with a short, medium and long term plan to support the care sector.
 Quick wins from the 'Invest to Save' Project Manager to be implemented.
 Increase bed and extra care capacity for dementia/ learning disabilities.
 Develop specialist respite for Early Onset Dementia.
 Identify and create market change and dynamics, generate more competition, new providers for all ages including children and LD.
 Assist with local housing (subsidised?) for specified employees in social care i.e. direct care staff.
 Joint marketing and recruitment campaign, including portals, sharing of candidates, shared approach.
Progress Comment: A report has been prepared around the potential expansion of the care sector, and presented to Programme Board. Recommendations have been approved to explore further the extension of Marleyfield (32 beds for intermediate care and discharge to assess). This expansion will also help to support the medium term development of the nursing sector.
 A Strategic Opportunity Review has been completed, with a report being presented to Cabinet in October. A lobbying letter to WG has been drafted subject to cabinet approval, highlighting the risks and areas for concern. There are several active workstreams, including the development of resources to support the sector, such as a provider portal.
 Last Updated: 16-Oct-2017




RISK TITLE	LEAD OFFICER	SUPPORTING OFFICERS	INITIAL RISK RATING	CURRENT RISK RATING	TREND ARROW	RISK STATUS
Annual allocation of ICF - Short term funding may undermine medium term service delivery	Susie Lunt - Senior Manager, Integrated Services	Jacque Slee - Performance Lead – Social Services				Open

Potential Effect:

Management Controls: Seeking agreement from partners on allocation of funds to deliver medium term services

Progress Comment: We have reached agreement in principal for ICF capital funding to be allocated for the expansion over the next 3 years (£415K per year). However, we are still awaiting confirmation that the full funding will continue. The Minister has announced a further review of ICF; this risk remains Red.

Last Updated: 24-Oct-2017




RISK TITLE	LEAD OFFICER	SUPPORTING OFFICERS	INITIAL RISK RATING	CURRENT RISK RATING	TREND ARROW	RISK STATUS
Early Help Hub cannot deliver effective outcomes	Craig Macleod - Senior Manager, Children's Services & Workforce	Jacque Slee - Performance Lead – Social Services				Open

Potential Effect:

Management Controls:

Progress Comment: Partners have identified staffing for the Early Help Hub. The soft launch has provided an opportunity to test and refine processes to secure effective service delivery and outcomes. Partner commitment for the long term financial sustainability for the Early Help Hub has been identified as an area for conclusion.

Last Updated: 19-Oct-2017

RISK TITLE	LEAD OFFICER	SUPPORTING OFFICERS	INITIAL RISK RATING	CURRENT RISK RATING	TREND ARROW	RISK STATUS
Rate of increase of adult safeguarding referrals will outstrip current resources	Jane M Davies - Senior Manager, Safeguarding & Commissioning	Jacque Slee - Performance Lead – Social Services				Open

Potential Effect:
Management Controls: Realign response to front door referrals by utilising resources within First Contact and Intake, in order to free up time to allow the Safeguarding Managers to effectively delegate tasks.
Progress Comment: Ongoing realignment of responsibilities within Adult Safeguarding and First Contact and Intake means that the level of risk of not meeting statutory timescales is decreasing, and those enquiries that do not meet timescales are of a lower priority.
 Last Updated: 20-Oct-2017

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

Potential Effect:
Management Controls: Realignment of responsibilities in the teams to meet increasing demand.
Progress Comment: Actions taken to realign the responsibilities of the teams to meet the demands of the increase in adult safeguarding enquiries may have the unwanted effect of increasing the waiting list for DoLS assessments. The waiting list continues to be actively managed, with urgent and review authorisations being prioritised, and therefore the level of risk remains the same.
 Last Updated: 24-Oct-2017



RISK TITLE	LEAD OFFICER	SUPPORTING OFFICERS	INITIAL RISK RATING	CURRENT RISK RATING	TREND ARROW	RISK STATUS
Knowledge and awareness of safeguarding not sufficiently developed in all portfolios	Fiona Mocko - Policy Advisor (Equalities and Cohesion)	Jane M Davies - Senior Manager, Safeguarding & Commissioning	Red	Red	↔	Open

Potential Effect:
Management Controls: Training programme is available and will be promoted during Safeguarding Week November 2017 . E-learning programme being updated ready to be launched November 2017
Progress Comment: The Corporate Safeguarding Policy was approved by Cabinet in October 2017 and will be promoted widely to the workforce to ensure everyone understands their responsibilities. The first Corporate Safeguarding newsletter has been published, this will help raise knowledge and awareness of safeguarding.
 Last Updated: 01-Nov-2017

RISK TITLE	LEAD OFFICER	SUPPORTING OFFICERS	INITIAL RISK RATING	CURRENT RISK RATING	TREND ARROW	RISK STATUS
Failure to implement safeguarding training may impact on cases not being recognised at an early stage.	Fiona Mocko - Policy Advisor (Equalities and Cohesion)		Red	Red	↔	Open
<p>Potential Effect:</p> <p>Management Controls: Safeguarding training will be included in induction programme ensuring all new employees receive training. A range of safeguarding training for the workforce is being developed and numbers attending will be reported to the Corporate Safeguarding Panel..</p> <p>Progress Comment: Social Services Workforce Development Team are updating and reviewing the Safeguarding e-learning modules which will be re-launched to the workforce. Safeguarding will be included in induction ensuring all new employees have a basic understanding of safeguarding.</p> <p>Last Updated: 12-Oct-2017</p>						

2 Ambitious Council



Actions

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
2.1.1.1 The Regional Economic Growth Deal will be submitted to UK and Welsh Governments this year and will set out the main priorities for economic development across North Wales	Niall Waller - Enterprise and Regeneration Manager	In Progress	01-Apr-2017	31-Mar-2018	50.00%	 GREEN	 AMBER

ACTION PROGRESS COMMENTS:

The Council is playing a major role in the development of the Growth Deal for North Wales. The Economic Ambition Board has established working groups to develop each element of the bid including; skills and employment, infrastructure and housing, business growth and transport. The outline bid will be submitted during 2017/18.

Last Updated: 02-Nov-2017



ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
2.1.1.2 Guide the development of the Deeside Enterprise Zone (DEZ) and Northern Gateway mixed use development site, ensuring developments maximise economic and social value for the County and that they deliver the commitments made in the Regional Economic Growth Deal.	Niall Waller - Enterprise and Regeneration Manager	In Progress	01-Apr-2017	31-Mar-2018	50.00%	 GREEN	 GREEN



ACTION PROGRESS COMMENTS:



The Council is represented on the Deeside Enterprise Zone Board and provides a supporting function to the Board as required and to businesses in the Enterprise Zone. The Council provides a responsive support service to potential investors both in the Enterprise Zone and outside. The Council is actively working with the two landowners for the Northern Gateway site to encourage development to come forward and to steer development towards those investments which offer the greatest value to the economy of Flintshire.



Last Updated: 01-Nov-2017

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
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2.1.1.3 Develop a long term strategic approach to Council's economic estate/land	Neal Cockerton - Chief Officer - Organisational Change 2	In Progress	01-Apr-2017	31-Mar-2018	15.00%	 AMBER	 AMBER
<p>ACTION PROGRESS COMMENTS: The workstream relates to the need to undertake a strategic review of our industrial and commercial estate. We need to ensure it is fit for purpose, provides key economic drivers, supports the aspirations of the council, supports local business, and is something that the Council still wishes to become involved in i.e. is it core business Currently work is in progress to commission a piece of specialist advisory services work to undertake this review .</p> <p>Last Updated: 01-Nov-2017</p>							

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
2.1.1.4 Expand the scale and quality of apprenticeships both regionally and locally.	Melville Evans - Strategic Housing and Regeneration Programme (SHARP) Programme Manager	In Progress	01-Apr-2017	31-Mar-2018	50.00%	 GREEN	 GREEN
<p>ACTION PROGRESS COMMENTS: The Housing Programmes Team and Business Development Team have worked together to create a film which encourages people to consider an apprenticeship in a STEM (Science, Technology, Engineering, Maths) field. This will be distributed widely in the county to reach as many people as possible. The Housing Programmes Team is exploring ways to reach local businesses and encourage the recruitment of apprentices across the region.</p> <p>Last Updated: 24-Oct-2017</p>							

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
2.1.1.5 Develop a new approach to supporting town centre vitality and regeneration that maximises their role as shop windows for the County.	Niall Waller - Enterprise and Regeneration Manager	In Progress	01-Apr-2017	31-Mar-2018	20.00%	 AMBER	 AMBER
<p>ACTION PROGRESS COMMENTS: Initial scoping work is underway to look at options for the town centres in Flintshire including learning from other areas.</p> <p>Last Updated: 02-Nov-2017</p>							

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
2.1.1.6 Ensure that the development of regional and local transport strategy initiatives maximises the potential for economic benefits and improve access to employment and tourism destinations.	Niall Waller - Enterprise and Regeneration Manager	In Progress	01-Apr-2017	31-Mar-2018	50.00%	 GREEN	 GREEN

ACTION PROGRESS COMMENTS:

The Council developed the Deeside Plan earlier in 2017 which sets out ambitions for a transport infrastructure that will maximise the economic value of Deeside and its potential for economic growth. The Council, in partnership with WG, is assessing the viability of different options to improve the infrastructure for cars, rail passengers and cyclists. WG have recently announced investment in the transport infrastructure in Deeside to improve public transport infrastructure and to develop a new strategic route to link the A494 to the A55.

Last Updated: 08-Oct-2017

Performance Indicators

No KPIs available

RISKS

Strategic Risk

RISK TITLE	LEAD OFFICER	SUPPORTING OFFICERS	INITIAL RISK RATING	CURRENT RISK RATING	TREND ARROW	RISK STATUS
Infrastructure investment does not keep pace with needs and business is lost to the economy	Clare Budden - Chief Officer - Community and Enterprise	Niall Waller - Enterprise and Regeneration Manager	 Amber	 Amber		Open

Potential Effect:

Management Controls: i) The Council will play a leading role in regional structures promoting economic growth.

ii) The Council will set out a clear plan for local infrastructure to meet regional and local needs.

Progress Comment: As highlighted in the action and tasks section of the report, the North Wales Growth Deal will include a package of strategic infrastructure investment projects. At the local level the Deeside Plan sets out a strategy for transport investment to maximise the benefit of economic growth. Welsh Government has already announced major investment in strategic road infrastructure and in public transport to help deliver this strategy.

Last Updated: 08-Oct-2017

RISK TITLE	LEAD OFFICER	SUPPORTING OFFICERS	INITIAL RISK RATING	CURRENT RISK RATING	TREND ARROW	RISK STATUS
Support for businesses in Flintshire doesn't meet their needs and fails to encourage investment	Clare Budden - Chief Officer - Community and Enterprise	Niall Waller - Enterprise and Regeneration Manager	Amber	Amber	↔	Open
<p>Potential Effect:</p> <p>Management Controls: i) The Council will continue to engage businesses and help them to access support. ii) The Council will provide opportunities for businesses to network and support one another.</p> <p>Progress Comment: The business development service in Flintshire remains responsive to business needs and is well regarded by them. The Council works closely alongside Welsh Government and other agencies to provide a co-ordinated service.</p> <p>Last Updated: 01-Nov-2017</p>						

RISK TITLE	LEAD OFFICER	SUPPORTING OFFICERS	INITIAL RISK RATING	CURRENT RISK RATING	TREND ARROW	RISK STATUS
The stability of local and sub-regional economies	Clare Budden - Chief Officer - Community and Enterprise	Niall Waller - Enterprise and Regeneration Manager	Amber	Amber	↔	Open
<p>Potential Effect:</p> <p>Management Controls: Maintain an intelligence base on potential risks and mitigation measures.</p> <p>Progress Comment: The Council continues to monitor changes and trends in the UK and regional economies that may have an impact on Flintshire's economy. The main area of uncertainty, Brexit, remains difficult to predict and quantify whilst the negotiated settlement with the European Union remains unknown.</p> <p>Last Updated: 08-Oct-2017</p>						

RISK TITLE	LEAD OFFICER	SUPPORTING OFFICERS	INITIAL RISK RATING	CURRENT RISK RATING	TREND ARROW	RISK STATUS
The region having a sufficient voice at Welsh Government and UK Government levels to protect its interests	Clare Budden - Chief Officer - Community and Enterprise	Niall Waller - Enterprise and Regeneration Manager	Amber	Amber	↔	Open

Potential Effect:



Management Controls: Play a major role in the North Wales Economic Ambition Board, Mersey Dee Alliance and the Rail Task Force.

Progress Comment: The Council has a lead role in developing the role and functions of the North Wales Economic Ambition Board and is closely involved in the work of the Mersey Dee Alliance. The Council also represents the region on the Rail Task Force and supports the All Party Parliamentary Group on transport.

Last Updated: 18-Oct-2017

3 Learning Council



Actions

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
3.1.1.1 Develop Education and Integrated Youth Services	Vicky Barlow - Interim Senior Manager	In Progress	01-Apr-2017	31-Mar-2018	50.00%	 GREEN	 GREEN

ACTION PROGRESS COMMENTS:

The Service is continuing to work in partnership with the Regional School Improvement Service (GwE) to provide support and challenge to all schools to achieve the best possible educational outcomes for all learners. The Interim Senior Manager for School Improvement (seconded from GwE) has worked closely with the Flintshire Core Leads for Primary, Special and Secondary schools to identify and target support for those schools most in need. Level 2 Business Plans for 2017 -2018 for both primary and secondary school phases are in place. Key priorities are focused around Standards, Curriculum and Assessment, Leadership, Wellbeing and Teaching. Each primary school currently categorised as Amber for support has an appropriate support plan in place and all secondary schools have a support plan in place in line with the revised regional strategy for supporting secondary schools. The Interim Senior Manager for School Improvement has met on a fortnightly basis with the GwE Core Leads for Primary and Secondary in Flintshire to review support for schools and progress against the Level 2 Business Plans. These feed into the Regional Quality Board (RQB) the first meeting has taken place in October as scheduled. Verified outcomes for Flintshire learners at Foundation Phase, Key Stage (KS)2 and KS3 and provisional outcomes at KS4 and KS5 were presented to the Education and Youth OSC on October 5th. Schools across the Local Authority have access this year to an increased professional development offer through the Regional School Improvement Service, including for leadership development, preparation for the digital competency framework and for developing literacy and numeracy. The Welsh Education Strategic Plan Forum has met to review the WESP in light of feedback from WG. The Forum has agreed to establish sub groups to progress key actions and these are currently being put in place. An initial meeting has taken place with the Regional Lead for Developing the Digital Competency Framework in order to audit schools' readiness and capacity to meet the requirements.

Last Updated: 01-Nov-2017



ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
3.1.1.2 Enhance skills to improve employment opportunities	Jeanette Rock - Principal Education Officer Inclusion	In Progress	01-Apr-2017	31-Mar-2018	30.00%	 AMBER	 GREEN

ACTION PROGRESS COMMENTS:

A Skills Summit was hosted by the North Wales Economic Ambitions Board (NWEAB) in September 2017. Work had been undertaken on a regional basis to identify the areas of need and the perceived gaps in employability skills such as digital competency and communication skills. The information from the Summit has been shared with all Flintshire secondary Headteachers to ensure shared awareness of the areas of need. The Welsh Government has developed a Digital Competency Framework (DCF) to support a national improvement in this area. This defines the standards that pupils are expected to meet through their education. Flintshire officers have developed a local response to the DCF and are working in collaboration with GwE, the regional school improvement service to ensure that an appropriate range of training and support is offered to school-based staff to facilitate delivery of the

Framework requirements. A secondary phase working group has been established to support improved outcomes for more able and talented pupils. The group has focused on skill development and offered a number of sessions to support the improvement and development of areas such as communication skills. A suite of vocational options has been offered to KS4 pupils across Flintshire schools. These are delivered through Coleg Cambria and other local work-based providers and offer accredited courses in areas such as Construction, Hair and Beauty, Animal Care, Motor Vehicle Maintenance along with qualifications in Teamwork and Personal Development in the Community and Employability Skills.



Last Updated: 24-Oct-2017

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
3.1.1.3 Implementing the Welsh Government pilot of the 30 hour childcare offer.	Gail Bennett - Early Intervention Services Manager	In Progress	01-Apr-2017	31-Mar-2018	50.00%	 GREEN	 GREEN

ACTION PROGRESS COMMENTS:

The Childcare offer is on track. Weekly and monthly monitoring reports are sent to Welsh Government. There are three grants; Administration, Childcare Settings, and Special Educational Needs. The application process is electronic and can only be accessed if the child is living at an address in an eligible area. The first month's (September 2017) payments were processed successfully to settings.

Last Updated: 01-Nov-2017



ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
3.1.1.4 Families First Collaborative Programme	Ann Roberts - Families First Lead / Youth Services Manager	In Progress	01-Apr-2017	31-Mar-2018	75.00%	 GREEN	 GREEN

ACTION PROGRESS COMMENTS:

For 2016/17 we set out to achieve Welsh Government (WG) Funding to enable the Council to re-commission a full Families First Programme. The funding (approx £1.6 million) is now achieved. The Council have implemented the new guidance proposals to de-commission elements of the programme which are no longer viable which is now completed. We are now developing a competitive dialogue process. The third sector has been key to delivery and is engaged in all development and all provision. Flintshire County Council procurement service are also supporting the full re-commissioning process. Following the WG agreed transition time, the full programme is now on track for being commissioned for delivery with effect from April 2018. This is on track to be delivered fully and within the financial envelope. The programme has ensured that the new provision is a resource for the Early Help Hub, which is an innovative multi-agency approach to deliver on the Well-being Act. The Families First programme also feeds in to the Well-being Act requirements. The commissioning progress is on track as firm guidance from WG has now been received and the Council are complying with the guidance to move towards delivery phase in April 2018.



Last Updated: 01-Nov-2017

Performance Indicators

KPI Title	Pre. Year Period Actual	Period Actual	Period Target	Perf. RAG	Perf. Indicator Trend	YTD Actual	YTD Target	Outcome RAG
IP3.1.1.12 M12 Percentage reduction in first time entrance to the youth justice system	3	41	3.75	 GREEN	↑	61	7.5	 GREEN

Lead Officer: James Warr - Youth Justice Manager
Reporting Officer: Louisa Greenly - Performance Management & Information Officer
Aspirational Target: 20.00
Progress Comment: There were 17 first Time Entrants in the period Jul-Sep 2016, compared with 10 in Jul-Sep 2017. This contributes to a steady reduction over time, and is due in part to the increased focus on prevention and the Bureau, which aims to divert young people away from crime and into more meaningful activities. The use of out of court community resolutions are also actively sought in order to improve outcomes for young people and the community.



Last Updated: 23-Oct-2017

KPI Title	Pre. Year Period Actual	Period Actual	Period Target	Perf. RAG	Perf. Indicator Trend	YTD Actual	YTD Target	Outcome RAG
IP3.1.1.13 M13 The percentage of young people under 16 years old in the youth justice system offered education, training or employment.	71	80	80	 GREEN	↑	80	80	 GREEN

Lead Officer: James Warr - Youth Justice Manager
Reporting Officer: Louisa Greenly - Performance Management & Information Officer
Aspirational Target:
Progress Comment: This measure monitors those young people who had open programmes with the Youth Justice Service (prevention and statutory) who are of statutory school age and who are offered 25 hours or more Education, Training or Employment. This measure forms part of the Youth Justice Board (YJB) Welsh Key Performance Indicators, however the YJB do not require data from young people completing prevention interventions.



Last Updated: 01-Nov-2017

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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IP3.1.1.14 M14 The percentage of young people aged 16 – 18 in the youth justice system offered education, training or employment	14.5	38	15	 GREEN	↑	118	30	 GREEN
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Lead Officer: James Warr - Youth Justice Manager
Reporting Officer: Louisa Greenly - Performance Management & Information Officer
Aspirational Target: 80.00
Progress Comment: As well as the facilitation of access into further or vocational courses, the Youth Justice Service aims to ensure that any community service project undertaken by young people has an educational element. Therefore young people are learning skills such as joinery, decorating, gardening, basic construction which will increase their future employability and deter them from future offending. The Junior Attendance Centre also assists with CV writing and enables young people to gain Agored qualifications in basic first aid and health and safety. This measure forms part of the Youth Justice Board (YJB) Welsh Key Performance Indicators, however the YJB do not require data from young people completing prevention interventions.

Last Updated: 01-Nov-2017

KPI Title	Pre. Year Period Actual	Period Actual	Period Target	Perf. RAG	Perf. Indicator Trend	YTD Actual	YTD Target	Outcome RAG
IP3.1.3.1M01 The number of registered settings to deliver the Childcare offer	No Data	125	30.5	 GREEN	N/A	125	61	 GREEN



Lead Officer: Gail Bennett - Early Intervention Services Manager
Reporting Officer: Gail Bennett - Early Intervention Services Manager
Aspirational Target:
Progress Comment: Two provider workshops have been held. In May 2017 the aim was to explain the Offer and secure registration from as many settings across Flintshire, not only the areas within the pilot. This was positive and has increased numbers. It is beneficial to parents who want to access the Offer outside of the area they live and puts Flintshire in a good position for further expansion. The second workshop was held in September 2017 to provide an update and explain the payment process, resulting in further settings registering, including 4 from Cheshire. We continue to monitor availability of places and impacts on other programmes including Flying Start and Early Entitlement.

Last Updated: 01-Nov-2017

KPI Title	Pre. Year Period Actual	Period Actual	Period Target	Perf. RAG	Perf. Indicator Trend	YTD Actual	YTD Target	Outcome RAG
IP3.1.3.2M02 The number of children accessing the Childcare offer	0	195	187	 GREEN	↑	195	374	 GREEN

Lead Officer: Gail Bennett - Early Intervention Services Manager
Reporting Officer: Gail Bennett - Early Intervention Services Manager
Aspirational Target:
Progress Comment: Registration is online and has been communicated through the Family Information Service, communities, businesses, and social media. Flintshire has 100% eligibility of applications due to the upfront explanations on eligibility and post code area check. Application acceptance is constrained by the eligibility checking due to the manual process and requirements for proof of eligibility; we are monitoring timescales and capacity. Figures are submitted to Welsh Government weekly.

Last Updated: 01-Nov-2017




KPI Title	Pre. Year Period Actual	Period Actual	Period Target	Perf. RAG	Perf. Indicator Trend	YTD Actual	YTD Target	Outcome RAG
IP3.1.4.1M01 The number of people accessing the Families First programme	No Data	3834	3100	 GREEN	N/A	3834	3100	 GREEN

Lead Officer: Ann Roberts - Families First Lead / Youth Services Manager
Reporting Officer: Ann Roberts - Families First Lead / Youth Services Manager
Aspirational Target:
Progress Comment: The Families First programme is provided to individuals is via a complex provision of multi agency services. However, the cumulative figure takes account of this and is evidenced by monitoring reporting.

Last Updated: 01-Nov-2017

RISKS

Strategic Risk

RISK TITLE	LEAD OFFICER	SUPPORTING OFFICERS	INITIAL RISK RATING	CURRENT RISK RATING	TREND ARROW	RISK STATUS
Those schools who do not recognise their need for improvement and external support	Vicky Barlow - Interim Senior Manager	Jeanette Rock - Principal Education Officer Inclusion	 Amber	 Amber		Open

Potential Effect: Downturn in school performance and under achievement . Increase in the number of schools in Estyn category of concern/need of significant improvement
Management Controls: The Council will work with schools through the Schools Standards Monitoring Group. Challenge and support will be provided through the regional school improvement partner GwE
Progress Comment: Service Level Agreement in place with the regional school improvement service. Fortnightly Quality Board meetings with GwE Core Leads for primary and secondary. LA attendance at regional Quality Board for standards and GwE Management Board. Annual review of categorisation process for all schools.

Last Updated: 24-Oct-2017

RISK TITLE	LEAD OFFICER	SUPPORTING OFFICERS	INITIAL RISK RATING	CURRENT RISK RATING	TREND ARROW	RISK STATUS
Leadership capacity does not match school needs	Vicky Barlow - Interim Senior Manager	Jeanette Rock - Principal Education Officer Inclusion	Amber	Amber	↔	Open

Potential Effect: Reduced stakeholder confidence in Education services.
 Downturn in school performance and under achievement .
 Increase in the number of schools in Estyn category of concern/need of significant improvement
Management Controls: The Council will work with schools through the Schools Standards Monitoring Group.
 Leadership development will be provided through the regional school improvement partner GwE for leadership across the system at all levels.
 School Governor development programme. Schools collaborate and federate
Progress Comment: GwE support role developed for each school through the Supporting Improvement Advisers. GwE leadership development programme further developed for 2017/18 across the region and with bespoke programme developing for Flintshire schools.
 Support provided to Governing Bodies through Local Authority / GwE partnership protocol for recruitment to senior leadership posts.

Last Updated: 01-Nov-2017

RISK TITLE	LEAD OFFICER	SUPPORTING OFFICERS	INITIAL RISK RATING	CURRENT RISK RATING	TREND ARROW	RISK STATUS
Impact of Additional Learning Needs reforms	Jeanette Rock - Principal Education Officer Inclusion	Vicky Barlow - Interim Senior Manager	Red	Amber	↓	Open

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

Management Controls: Portfolio Strategy 2016/17 to map out progress of the legislative reforms and facilitate a timely response.

Use of Welsh Government Innovation Project funding to develop awareness and skills of key school-based staff and Local Authority Officers ahead of the implementation of the Bill.

Progress Comment: Following a halt in the progress of the Additional Learning Needs (ALN) and Education Tribunal (Wales) Bill before the Summer break, this is now progressing and Stage 2 of the legislative process has been completed. The Bill will now move into Stage 3 for detailed consideration by all Assembly Members. Work continues on the Draft Code of Practice alongside the progression of the Bill and four ALN Transformation Leads have recently been appointed to support Local Authorities, schools and other agencies to be ready for the reforms. The anticipated implementation date is 2019 and as a result the potential financial risk associated with the reforms is low for 2017/18 but careful monitoring needs to continue given the possible future implications.

Last Updated: 23-Oct-2017

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	Vicky Barlow - Interim Senior Manager	Niall Waller - Enterprise and Regeneration Manager	Amber	Amber	↔	Open

Potential Effect:

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

Progress Comment: In addition to current work to link schools, learners and employers there are a number of proposals for further work being developed as part of the North Wales Growth Deal.

Last Updated: 25-Oct-2017

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

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

Management Controls: Intelligence on grant regime

Progress Comment: The sustainability of grant funding remains a major and live risk. The Council has received within the last week, without prior intelligence from Welsh Government, notification of an 11% cut to the Education Improvement Grant, resulting in a real term reduction of approximately quarter of a million pounds. This grant funds a range of posts within schools e.g. Foundation Phase Support Staff and central service delivery within the portfolio. There is very limited guidance available at the current time from WG to be able to strategically plan for the implementation of this cut. Additionally, other grants e.g. Small and Rural School grant which was made available this year do not appear on the grant schedule for 18-19. The School Uniform Grant for yr 7 pupils entitled to Free School Meals has also been withdrawn without prior notification, leaving a potential cost pressure for the Council or schools to absorb.

Last Updated: 01-Nov-2017

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	Vicky Barlow - Interim Senior Manager	Red	Red	↔	Open

Potential Effect:

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

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

Last Updated: 01-Nov-2017

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	Vicky Barlow - Interim Senior Manager	Red	Red	↔	Open

Potential Effect:



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 the School Modernisation programme is one of the strategic options available to address the repair and maintenance backlog. The programme continuation will also i) Support a reduction of unfilled places ii) Provide a more efficient school estate and concentrate resources on teaching by removal of unwanted fixed costs in infrastructure and leadership iii) Ensure that the condition and suitability of the school estate is improved. Additionally, in future years capital business cases will be submitted through the Council process to supplement the 21st Century Schools investment programme.

Last Updated: 01-Nov-2017

4 Green Council



Actions

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
4.1.1.1 Improve, protect and enhance the built environment	Lynne Fensome - Support Manager Environment	In Progress	01-Apr-2017	31-Mar-2018	25.00%	 AMBER	 AMBER

ACTION PROGRESS COMMENTS:

Between April and June initial scoping of the Local Heritage Plan strategy content was completed by the Built Conservation Team however, further progress was delayed while waiting the outcome of Redesign Work. Initial scoping of the strategy was challenged by Cabinet Members as not incorporating aspects such as tourism and countryside heritage or key heritage sites and projects such as Bailey Hill and Flint Castle. This was not the intended purpose behind the proposal to develop this strategy from within the Planning and Environment portfolio. The intention was to deal specifically with matters relating to the built Conservation function within P&E, relating to listed buildings, buildings at risk, listed building enforcement, development within conservation areas, and to serve as a promotional and bidding tool for capital funding which the Built Conservation Team has not had for a number of years. It also aligns with the Heritage Act and the publication by Welsh Government in May 2017 of Technical Advice Note 24 The Historic Environment, as well as work streams now emerging from the North Wales Built Heritage Service Redesign work. The scope of this strategy will be revisited to narrow it to the issues outlined above, and rename as the Flintshire Built Conservation Strategy. The strategy will be publicised to indicate how it can influence development of a wider corporate Flintshire Heritage Strategy in the future.

Last Updated: 31-Oct-2017



ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
4.1.1.2 Manage our natural environment and accessible green-space networks to deliver health, well-being and resilience goals.	Lynne Fensome - Support Manager Environment	In Progress	01-Apr-2017	31-Mar-2018	50.00%	 GREEN	 GREEN

ACTION PROGRESS COMMENTS:

We are delivering projects set out within the ESD grant application, including flood defence, biodiversity duty and green-space enhancement-Flood Defence The allocation of this part of the single revenue grant is primarily used to support employee costs in delivering the duties placed on the Council as a Lead Local Flood Authority (LLFA) Key milestones include : Implementation and continued development of Asset Management Expert (AMX) as the LLFA Flood Risk Asset Register issuing of consents under S23 of the Land Drainage Act Investigation of 6 flood events Fulfilled role as a statutory consultee to the Local Planning Authority in relation to the review of proposed surface Water management schemes on new development to promote compliance with national standards Development of a 5 year programme of capital works and flood alleviation schemes Prepared a draft flood risk management plan Enhancing sense of place in Flintshire's greenspaces The allocation of this part of the grant is being used to deliver Flintshire's Greenspace Strategy, improve greenspace facilities to encourage access, enjoyment and well-being and to facilitate engagement through arts in the community. Key Milestones include : Pen y Maes wood – 200 meters widened and surfaced Preshaven – 150 m board walk renewed Point of Ayr 50m new path to bird hide Installation of two three valley access barriers at Llwyni to reduce anti -

social behaviour 300m of new step free boardwalk, replacing steps and handrail, installation of interpretation panels Wepre Park Surfacing and improvements of footpath near Ewloe castle (10m), creating a sitting area and step refurbishment to golf course Installing four benches and a view box in the Old Hall garden. Arts in the Park. Snake sculpture created to utilise dam excavation arising's. Interactive sculpture for children and community in dell. 2 days creating animated film through engagement with visitors. Two films and artwork created which will come back for display in the visitor centre after showing at Theatre Clwyd. Garden sculpture day event. Supported Friends of Wepre to run an art session and photo and poetry event Cherry tree planting with community Buckley Higher common Greenfield Dock – seeding up of the west sides bed Community Greenspace Involvement The allocation of this part of the grant is being used to encourage and enable community volunteering into the management of their local greenspace. Key milestones include : Coastal volunteer team - 3000 hours 1000 hours in group time in support to the coastal ranger 'Guardians of the Castle' and 'Arch' over the last six months have volunteered 500 hours at Wepre Park, with a further 2000+ hours from individual volunteer support for the Wepre Ranger Halkyn Mountain, Llwyni and Talacre consultative groups have been facilitated plus support for Friends of Bagillt and Wepre Positive environmental action in local greenspaces Grant allocated to supporting Mold Spring Clean, the Big Dee Day and Greenfield Valley Day. Key milestones include : Big Dee Day – 6 counties involved. Over 250 people and around 300 bags rubbish collected plus a few tonnes of flytip in Flintshire alone. 412 gorse plants, a meadow raked and loads of scrub cleared. 20m of path laid, 6m of boardwalk built, trees removed from Moel Famau, footpaths repairs on Snowdon, scrub cleared and benches painted in Cheshire and Shropshire scrub cleared for skylarks 70 students from Coleg Cambria Greenfield Valley day – Tesco's support for clean-up with 65 bags of rubbish cleared. Local schools involved in bulb planting car parks. Biodiversity Duty Delivery Plan and the Biodiversity and ecosystems resilience duty Working for long term benefits for natural resources and nature conservation in an integrated approach with communities across Flintshire. Key milestones include : Internal communication strategy to improve understanding of the Biodiversity and Sustainability requirements of new legislation Work towards accreditation under the Bee Friendly Wales scheme Strategic invasive non-natives species control Species/habitat specific action including relevant surveys (Great Crested Newt, Dormouse, Sand lizard, natterjack toad, bat, badger and ancient woodland. Ongoing management of County Hall meadow Education and Awareness programme Draft Tree, woodland and planting strategy produced



Last Updated: 31-Oct-2017

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
4.1.1.3 Maximising the potential of Council assets for energy efficiency: Control/reduction of Council energy consumption and thereby cost.	Sadie Smith - Energy Conservation Engineer	In Progress	01-Apr-2017	31-Mar-2018	50.00%	 GREEN	 GREEN

ACTION PROGRESS COMMENTS:

Energy efficiency projects completed or in progress to reduce carbon emissions and energy use include: -Upgrading of external lighting at Broughton CP School to LED lights. -Upgrading of heating controls at Aston Flying Start to improve control of the heating and hot water. -Upgrading of heating controls at Ysgol Bryn Garth. -Installation of a battery storage system at Ysgol Abermorddu to store excess solar generation. -Completion of lighting upgrade (LED and T5) at Hawarden Village School -Completion of a 10kWp solar Photovoltaic (PV) installation at Broughton CP School -Surveying of sites for lighting upgrades is in progress with projects to be completed by 31st March 2018 Delivery of Phase 2 of the renewable energy action plan is in progress following a workshop with Officers in Valuation and Estates, and Planning, 6 potential brownfield sites were identified as possible locations for renewable energy generation. Initial feasibility assessments have been completed for these sites. 3 sites have been prioritised and detailed feasibility studies completed. The next steps will be to assess the final business case once a formal grid connection offer has been received. A high level review of the Council's agricultural estate has been completed assessing energy generation potential, acreage available and possible planning/legal constraints. Further feasibility will be completed. Potential sites for hydro power have been assessed with Wepre Brook prioritised. A detailed design has been completed and planning permission applied for. Assessment has been completed by Coed Cymru/Forestry Officer which indicated potential for biomass crops on the agricultural estate in Sealand as well utilising waste wood and timber from public and private woodlands.



Last Updated: 31-Oct-2017

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
4.1.1.4 Maximise the recovery and recycling of waste with a view to reducing the reliance on landfill.	Harvey Mitchell - Waste and Ancillary Services Manager	In Progress	01-Apr-2017	31-Mar-2018	50.00%	 GREEN	 GREEN

ACTION PROGRESS COMMENTS:

Ongoing recycling awareness campaigns and an interim residual waste treatment contract have ensured that Council remains committed to maximising recovery opportunities and diversion from landfill where possible.



Last Updated: 30-Oct-2017

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
4.1.1.5 Strengthen regional air quality collaboration to help promote better health and well-being outcomes	Sian Jones - Public Protection Manager	Completed	01-Apr-2017	31-Mar-2018	100.00%	 GREEN	 GREEN

ACTION PROGRESS COMMENTS:

A regional air quality assessment on behalf of the North Wales local authorities has been undertaken which meets our statutory requirements by submitting the report to Welsh Government by 30th September. The need to develop a local strategy has been highlighted by the Public Service Board, and work is underway to identify how Flintshire can further improve air quality.

Last Updated: 01-Nov-2017



ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
4.1.1.6 Identification of the Local Development Plan preferred strategy	Lynne Fensome - Support Manager Environment	In Progress	01-Apr-2017	31-Mar-2018	50.00%	 GREEN	 GREEN

ACTION PROGRESS COMMENTS:

The Draft Local Development Plan preferred strategy has been presented to and endorsed by Planning Strategy Group. Prior notification events were held with members, and with Town and Community Councils during July to raise awareness of the Preferred Strategy ahead of being reported to Cabinet. A further technical report was presented to and endorsed by The Planning Strategy Group on 27th July outlining i) an assessment of candidate sites in terms of their broad compliance with the Preferred Strategy and ii) the requirement to issue invitation for alternative sites as part of the Preferred Strategy consultation. A progress update report on the Preferred Strategy was presented to and endorsed by Planning Strategy

Group in September outlining reasons for the delay in starting the consultation process. The Preferred Strategy was presented to and approved by Cabinet on 26th September. Consultation on the Preferred Strategy will commence on 9th November 2017.



Last Updated: 01-Nov-2017

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
4.2.1.1 Access and use available grant funding to support Council priorities for accessing employment, health and leisure and education.	Katie Wilby - Transportation and Logistics Manager	In Progress	01-Apr-2017	31-Mar-2018	25.00%	 GREEN	 AMBER

ACTION PROGRESS COMMENTS:

We have successfully bid for 2017/18 Local Transport Funding (LTF), and a grant has been awarded to improve bus services and encourage walking and cycling in Deeside. Part of this money will be spent on developing new bus interchanges and bus priority measures on the B5129 Shotton Corridor and bus infrastructure on Deeside Industrial Park, while the remainder will support the introduction of active travel routes within the Deeside Business Park. £600,000 Access to Employment £325,000 Developments for Passenger Growth (Deeside Corridor) £10,000 Active Travel – integrated network mapping £100,000 B5129 Bus Corridor and Quality Partnership Scheme £289,500 community transport hubs

Last Updated: 01-Nov-2017



ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
4.2.1.2 Prioritise the Council's road infrastructure for repairs and maintenance and implement programmes of work within available funding in order to improve the resilience, efficiency and reliability of the transport network.	Barry Wilkinson - Highways Networks Manager	In Progress	01-Apr-2017	31-Mar-2018	50.00%	 GREEN	 GREEN



ACTION PROGRESS COMMENTS:

The highway network has been reviewed and assessed for investment need and repairs. The capital programme for preventative maintenance has been developed, tendered and implemented across the network.



Last Updated: 30-Oct-2017

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
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4.2.1.3 Work closely with the communities to develop innovative and sustainable community based transport schemes.	Katie Wilby - Transportation and Logistics Manager	In Progress	01-Apr-2017	31-Mar-2018	50.00%	 GREEN	 AMBER
<p>ACTION PROGRESS COMMENTS: We are continuing to work actively with communities to support and develop alternative transport options. 3 out of the 6 proposed pilot transport schemes are now up and running in: i) Higher Kinnerton-Broughton) ii) Penyffordd-Buckley iii) Northop Hall-Connah's Quay</p> <p>Last Updated: 02-Nov-2017</p>							

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
4.2.1.4 Deliver a compliant, safe and integrated transport service	Katie Wilby - Transportation and Logistics Manager	In Progress	01-Apr-2017	31-Mar-2018	80.00%	 GREEN	 GREEN
<p>ACTION PROGRESS COMMENTS: The Integrated Transport Unit (ITU) has administered a transformational review of the Council's passenger transport services over the last 18 months to ensure that all routes are compliant. The service has moved to a new method of procurement known as a Dynamic Purchasing System (DPS), allowing new suppliers to apply to join at any point during its lifetime. The new arrangements are aimed at reducing the workload both within the ITU and local supply chain. The new contracts will operate for a period of 4 years or for the length of the pupils or students education at a particular school or college or until the need for a specific transport provision ceases.</p> <p>Last Updated: 01-Nov-2017</p>							




Performance Indicators

KPI Title	Pre. Year Period Actual	Period Actual	Period Target	Perf. RAG	Perf. Indicator Trend	YTD Actual	YTD Target	Outcome RAG
IP4.1.3.1M01 Percentage of environmentally efficient front line operational vehicles to Euro 6 standard.	No Data	33.77	20	 GREEN	N/A	33.77	20	 GREEN

Lead Officer: Lynne Fensome - Support Manager Environment
Reporting Officer: Ian Bushell - Technical and Performance Manager
Aspirational Target:
Progress Comment: We are currently running 34% of the fleet to Euro 6 standard. A schedule is in place to re-new the remaining vehicles to Euro 6 Standard
 Last Updated: 01-Nov-2017



KPI Title	Pre. Year Period Actual	Period Actual	Period Target	Perf. RAG	Perf. Indicator Trend	YTD Actual	YTD Target	Outcome RAG
IP4.1.3.2M02 Number of street furniture and street light units replaced with LED lighting.	No Data	1520	1500	 GREEN	N/A	4337	3000	 GREEN

Lead Officer: Lynne Fensome - Support Manager Environment
Reporting Officer: Darell Jones - Operations Manager (North and Streetlighting)
Aspirational Target: 6000.00
Progress Comment: The number of lanterns changed has exceeded target and will allow the project to be delivered within the projected timeframe. Energy and CO2 savings are now being realised as reported by our energy supplier with savings in real terms being made. However a 16% increase in base energy costs has been placed upon the service by the energy supplier.
 Last Updated: 01-Nov-2017

KPI Title	Pre. Year Period Actual	Period Actual	Period Target	Perf. RAG	Perf. Indicator Trend	YTD Actual	YTD Target	Outcome RAG
IP4.1.3.3M03 Reduce our carbon footprint across our Council buildings (non housing)	1.85	15.31	2	 GREEN		15.31	2	 GREEN



Lead Officer: Lynne Fensome - Support Manager Environment
Reporting Officer: Sadie Smith - Energy Conservation Engineer
Aspirational Target:
Progress Comment: figures are not weather corrected at this point in the year. The percentage reduction can be attributed to:
 i) The transfer of leisure centres and libraries to Aura who were historically high consumers of energy.
 ii) The transfer of heating fuel at Ysgol Terrig and Ysgol Parc y Llan from LPG to natural gas has contributed to the reduction as LPG has a higher carbon emission factor than gas.
 iii) The general reduction in the number of assets has had a positive effect, for example, the closure of 2 schools, community asset transfers.

Last Updated: 01-Nov-2017



KPI Title	Pre. Year Period Actual	Period Actual	Period Target	Perf. RAG	Perf. Indicator Trend	YTD Actual	YTD Target	Outcome RAG
IP4.1.4.1M01 (PAM/030) Percentage of waste reused, recycled or composted	No Data	70.3	68	 GREEN	N/A	70.53	68	 GREEN

Lead Officer: Lynne Fensome - Support Manager Environment
Reporting Officer: Danielle Richards - Area Recycling Officer
Aspirational Target:
Progress Comment: There has been an increase in the tonnage of dry recycling collected via kerbside recycling schemes. However, there has also been a decrease in the overall tonnage of Soil and Rubble arising from highways and area construction works. This has resulted in a slight downturn on the quarterly performance achieved in Q2 2016/17



Last Updated: 01-Nov-2017

KPI Title	Pre. Year Period Actual	Period Actual	Period Target	Perf. RAG	Perf. Indicator Trend	YTD Actual	YTD Target	Outcome RAG
IP4.1.4.2M02 Average recycling rate across all HRC sites	No Data	78.39	80	 AMBER	N/A	78.34	80	 AMBER



Lead Officer: Lynne Fensome - Support Manager Environment
Reporting Officer: Danielle Richards - Area Recycling Officer
Aspirational Target:
Progress Comment: Household Waste (HWRC) Recycling Centre performance has increase by 6.5% compared with the same period last year (71.48%). Improvement works carried out at both Buckley & Mold HWRC sites and an emphasis on residual waste bag splitting to increase material diversion across the sites have made a positive contribution to the overall recycling performance.
 Last Updated: 01-Nov-2017

KPI Title	Pre. Year Period Actual	Period Actual	Period Target	Perf. RAG	Perf. Indicator Trend	YTD Actual	YTD Target	Outcome RAG
IP4.2.2.4M04 Percentage of inspections undertaken to ensure reinstatements meet the required standards	0	15.01	14	 GREEN	↑	14.97	14	 GREEN

Lead Officer: Lynne Fensome - Support Manager Environment
Reporting Officer: Sam Tulley - Road Space Manager
Aspirational Target:
Progress Comment: Flintshire County Council inspect a percentage of works undertaken by Utility companies working on the highway network. The purpose of these inspections are to ensure streets are reconstructed to the required standards, reducing the need for future remedial works which causes unnecessary congestion and safeguarding the highway asset. By undertaking the inspections and working with the Utilities and their contractors, Flintshire are able to promote good working practices.
 Last Updated: 24-Oct-2017

KPI Title	Pre. Year Period Actual	Period Actual	Period Target	Perf. RAG	Perf. Indicator Trend	YTD Actual	YTD Target	Outcome RAG
IP4.2.4.1M01 Percentage of contracts awarded that are financially compliant	0	85.44	100	 AMBER	↑	85.44	100	 AMBER


Lead Officer: Lynne Fensome - Support Manager Environment
Reporting Officer: Ceri Hansom - Integrated Transport Unit Manager
Aspirational Target:
Progress Comment: 264 routes (school, adult social care, local bus routes) have been through a compliant tendering exercise. Following additional or change in demand for travel from September 2017, a small number of routes will need to be procured within the next 3-4 months (approx. 25 routes) and a further procurement exercise will be required for college transport services (approx. 35 routes).
 Last Updated: 01-Nov-2017

KPI Title	Pre. Year Period Actual	Period Actual	Period Target	Perf. RAG	Perf. Indicator Trend	YTD Actual	YTD Target	Outcome RAG
IP4.2.4.2M02 The percentage of safety compliant checks delivered	No Data	25	25	 GREEN	N/A	25	25	

Lead Officer: Lynne Fensome - Support Manager Environment
Reporting Officer: Ceri Hansom - Integrated Transport Unit Manager
Aspirational Target:
Progress Comment: 25% have been achieved since start of September 2017. Daily monitoring and compliance checks taking place on site at schools and day care centres. The aim is to achieve 100% by Jan 2018
 Last Updated: 01-Nov-2017

RISKS

Strategic Risk

RISK TITLE	LEAD OFFICER	SUPPORTING OFFICERS	INITIAL RISK RATING	CURRENT RISK RATING	TREND ARROW	RISK STATUS
Reduction of the Single Environment Grant	Tom Woodall - Access and Natural Environment Manager	Lynne Fensome - Support Manager Environment				Open

Potential Effect: Income targets not met
 Potential reduction could impact staffing resource to maintain service delivery
Management Controls: Raised as a pressure for 2017/18.
Progress Comment: Welsh Government have reduced the Environmental and Sustainable Development grant by £110k for 2017/18. This was better than the forecasted expectation therefore the allocations across the two portfolios have been maintained and projects continue to be delivered. However this remains a risk in that the quality of the bid submissions need to be maintained to ensure full draw down of the grant. Further reductions for 2018/19 again will lead to a potential reduction in services that can be delivered

Last Updated: 01-Nov-2017

RISK TITLE	LEAD OFFICER	SUPPORTING OFFICERS	INITIAL RISK RATING	CURRENT RISK RATING	TREND ARROW	RISK STATUS
Limitations on suitable Council sites with sufficient area for larger scale renewables schemes and suitable connections to the electric grid	Sadie Smith - Energy Conservation Engineer	Lynne Fensome - Support Manager Environment	Amber	Amber	↔	Open

Potential Effect: Failure to meet Carbon Reduction target
Management Controls: Continue to review the availability of sites
Progress Comment: We are continuing with an ongoing review of the available sites, particularly in terms of the agricultural estate and the viability of these sites. We have developed a good working relationship with Scottish Power Energy networks which has allowed for informal discussions to take place ahead of formal plans being submitted. This will help in workload capacity of the team and in prioritising the most suitable sites. Alternatives to grid connections are also considered as part of the process to provide more innovative solutions such as selling to a large user which may be a more financially viable option given the costs of connecting to the grid and ultimately delivers both greater financial savings and greater income opportunities

Last Updated: 01-Nov-2017

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

Potential Effect: Flooding of homes and businesses across the county
 Potential homelessness
Management Controls: Review our approach to funding capital projects
Progress Comment: Grant availability continues to be monitored. A five year programme of capital works and flood alleviation schemes has been developed based on transparent criteria in line with Welsh Government guidance to feed into the national pipeline programme. These projects have been assessed on affordability and ability to maximise capital funding from internal and external sources. The required skill sets to implement effective and innovative flood risk management continue to be developed within the team.

Last Updated: 01-Nov-2017

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	Ruairi Barry - Senior Engineer	Lynne Fensome - Support Manager Environment	Yellow	Yellow	↔	Open

Potential Effect: Reduced public confidence to effectively manage flood risk
Management Controls: Review our approach to funding capital projects
Progress Comment: A five year programme of capital works and flood alleviation schemes has been developed based on transparent criteria in line with Welsh Government guidance to feed into the national pipeline programme.

Last Updated: 01-Nov-2017

RISK TITLE	LEAD OFFICER	SUPPORTING OFFICERS	INITIAL RISK RATING	CURRENT RISK RATING	TREND ARROW	RISK STATUS
Lack of holistic air quality data across the region leading to on cost for the Council to manage its own review	Dave L Jones - Pollution Control Officer	Lynne Fensome - Support Manager Environment	Yellow	Yellow	↔	Closed

Potential Effect: Knock on effect for capacity within the team to manage own review
Management Controls: Full engagement with the regional project
Progress Comment: The pollution control team has fully engaged with the regional project, and consultants appointed to produce the regional report. All data has been supplied and verified for inclusion in the report, and submitted to Welsh Government within the required timeframe

Last Updated: 01-Nov-2017

RISK TITLE	LEAD OFFICER	SUPPORTING OFFICERS	INITIAL RISK RATING	CURRENT RISK RATING	TREND ARROW	RISK STATUS
Insufficient funding to ensure our highways infrastructure remains safe and capable of supporting economic growth	Barry Wilkinson - Highways Networks Manager	Lynne Fensome - Support Manager Environment	Amber	Amber	↔	Open
<p>Potential Effect: Deterioration of the condition of highways in Flintshire</p> <p>Management Controls: Focussed investment through the funding of schemes that maintain or reduce the pace of deterioration of the condition of the main highway infrastructure. Road Safety Scheme identification for improvement to routes through available funding. Maximize funding received through the quality of the bid submission by aligning submissions to follow successful bid model techniques.</p> <p>Progress Comment: Preventative and corrective work will be completed across a number of improvement and maintenance schemes of the highest ranked sites within the network as planned, in accordance with available funding.</p> <p>Last Updated: 27-Oct-2017</p>						

RISK TITLE	LEAD OFFICER	SUPPORTING OFFICERS	INITIAL RISK RATING	CURRENT RISK RATING	TREND ARROW	RISK STATUS
Sufficient funding will not be found to continue to provide subsidised bus services.	Ceri Hansom - Integrated Transport Unit Manager	Lynne Fensome - Support Manager Environment	Amber	Amber	↔	Open
<p>Potential Effect: Decrease in bus services to residents, particularly in rural areas</p> <p>Management Controls: Develop services so that they become more commercially viable</p> <p>Progress Comment: Withdrawal of subsidies could affect the viability of some commercial bus services which may impact on people with no alternative choice of travel particularly rural communities.</p> <p>Last Updated: 01-Nov-2017</p>						

RISK TITLE	LEAD OFFICER	SUPPORTING OFFICERS	INITIAL RISK RATING	CURRENT RISK RATING	TREND ARROW	RISK STATUS
Supply chain resilience	Katie Wilby - Transportation and Logistics Manager	Lynne Fensome - Support Manager Environment	Amber	Amber	↔	Open

Potential Effect: Transport services cannot be provided
Management Controls: i) Management of safety compliance checks.
 ii) Management of financially compliant contracts
Progress Comment: The control measures have been put in place to mitigate against another major transport services provider going into administration or not able to meet the required operating standards. New processes have been established and officers are carrying out both safety compliance checks and also finance compliance checks on contractors
 Last Updated: 26-Oct-2017

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



Potential Effect: Increase in cost to future planned repairs as network deteriorates beyond that can be rectified by planned maintenance
 Increase in insurance claims
Management Controls: Targeting funding on those schemes that maintain or reduce the pace of deterioration of the condition of the main highway infrastructure.
Progress Comment: Operational Managers review weather forecasts and confirm appropriate actions, which may result in the allocation of direct labour resource to avoid impact on highway network users.
 Last Updated: 27-Oct-2017

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

Potential Effect: i) Planned programme of community transport hubs not delivered. iii) Decreased passenger numbers on bus services.
 iii) Increase in individual car usage
Management Controls: Realistic deliverable programme for 2017/18 of 4 Community Transport Hubs that have been supported by the local communities and Town and Community Councils
Progress Comment: We are continuing to work with local communities and Town and Community Councils on delivering the 4 hubs that were developed as projects in 2016/17, and use and customer satisfaction of the Higher Kinnerton hub.
 Last Updated: 01-Nov-2017

5 Connected Council



Actions

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
5.1.1.1 Build stronger social enterprises with the sector itself leading development of the sector	Ian Bancroft - Chief Officer - Organisational Change 1	In Progress	01-Apr-2017	31-Mar-2018	50.00%	 GREEN	 GREEN

ACTION PROGRESS COMMENTS:

To help grow the sector and sustain itself specific contracts and community benefits work is being targeted at the sector. The development of a range of tools such as community shares is underway that enable existing social enterprises to grow and develop. Projects that are applicable for community shares have been identified and a business case format for these has been developed. Social enterprises attended the Flintshire Business awards and for the first time won a significant award. Wider plan for developing tools for the social enterprise sector shared with the public service board and is forming part of their Community Resilience Action Plan



Last Updated: 25-Oct-2017

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
5.1.1.2 Grow the capacity of the social enterprise sector and Alternative delivery Models (ADM's) to become more self-sustaining.	Ian Bancroft - Chief Officer - Organisational Change 1	In Progress	01-Apr-2017	31-Mar-2018	66.00%	 GREEN	 GREEN

ACTION PROGRESS COMMENTS:

Work has taken place with key social enterprises to strengths their business plans. This includes establishing two new social enterprises of a significant scale operating in Flintshire through the ADM and Community Asset Transfer Programme. Aura Leisure and Libraries and Holywell Leisure Centre were established and have been operating from the 1st September and 1st April respectively. Reporting of community benefits - Meetings held with organisations who had had asset transfers in 2015 to 2017 and first year reports provided on community benefits, these will be reported to Scrutiny when community asset transfers are next reported



Last Updated: 25-Oct-2017

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
5.1.1.3 Implement the Digital Strategy and resources to meet future customer needs	Richard Ashley - IT Business Relationship Manager	In Progress	01-Apr-2017	31-Mar-2018	25.00%	 GREEN	 AMBER

ACTION PROGRESS COMMENTS:

Progress is steady across all 6 work streams to identify those projects that can and should be progressed as a matter of priority, and a number have already identified their priorities for inclusion the action plan. The Digital Customer work stream has already analysed the services which receive the most public contact and is prioritising a list of those services that should be digitised first. The action plan will be ready for approval in December. For this first year of the 5 year strategy there are currently 22 tasks identified and of those, 5 are marked as complete.



Last Updated: 02-Nov-2017

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
5.1.1.4 Ensuring and delivering community benefits	Ian Bancroft - Chief Officer - Organisational Change 1	In Progress	01-Apr-2017	31-Mar-2018	50.00%	 GREEN	 AMBER

ACTION PROGRESS COMMENTS:

Draft community benefits strategy in place and ready to take to cabinet in October. Session planned with procurement team and economic development team to enable them to take strategy forward.



Last Updated: 23-Oct-2017

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
5.1.1.5 Enabling the third sector to maximise their contribution.	Ian Bancroft - Chief Officer - Organisational Change 1	In Progress	01-Apr-2017	31-Mar-2018	50.00%	 GREEN	 AMBER

ACTION PROGRESS COMMENTS:

Community Benefits Strategy developed with specific social objectives that enable the social sector to show their unique delivery and value against. FLVC and the communities first social enterprise officer are delivering specific support to the sector including supporting the establishment of community asset transfers.



Last Updated: 23-Oct-2017

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
5.1.1.6 Ensure our Armed Forces Community and their families are not disadvantaged when accessing Council Services	Karen Armstrong - Corporate Business and Communications Executive Officer	In Progress	01-Apr-2017	31-Mar-2018	50.00%	 GREEN	 GREEN

ACTION PROGRESS COMMENTS:

The partnership group driving the work forward of Flintshire's Armed Forces Covenant has made good progress during the last 6 months. Developments and achievements within the Council include: - new policy for Reservists in the Council to be supported with an additional 2 weeks annual leave to attend services-related training - Council HR recruitment policy revised to include guaranteed interview to all veterans meeting the essential criteria - agreement to capture data from schools about pupils from serving or veteran families to i) understand the scale of support needed and ii) plan support including funding - co-ordination and support of Covenant funding applications within local communities - North Wales Fire and Rescue Services signed up to Flintshire's Covenant - first Annual report endorsed by full County Council - 2 Armed Forces liaison officers appointed for regional co-ordination of the Covenants. Good support provided since appointments.

Last Updated: 27-Oct-2017



ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
5.1.1.7 Getting Flintshire active through partnership objectives via the Public Services Board	Karen Armstrong - Corporate Business and Communications Executive Officer	In Progress	01-Apr-2017	31-Mar-2018	25.00%	 GREEN	 AMBER

ACTION PROGRESS COMMENTS:

The Public Services Board has drafted a Well-being Plan which has 5 priority areas of work including: Community Resilience, Well-being and Independent Living, Community Safety, Economy and Skills and Environment. The Community Resilience priority has a number of work-streams, one of which is 'Getting Flintshire moving'. This priority area is led by Public Health Wales with 2 specific activities around reducing sedentary behaviour; one of which is focused on the scale of impact that could be made across the public sector as a major employer and within specific community areas (as pilots). This is a longer term project which may not show immediate impact in-year, hence the amber rating for outcome.

Last Updated: 27-Oct-2017

Performance Indicators



KPI Title	Pre. Year Period Actual	Period Actual	Period Target	Perf. RAG	Perf. Indicator Trend	YTD Actual	YTD Target	Outcome RAG
IP5.1.2.4M04 The number of leisure centres and libraries sustained through the community benefits society	11	11	11	 GREEN	↔	11	11	 GREEN

Lead Officer: Ian Bancroft - Chief Officer - Organisational Change 1
Reporting Officer: Paul Jones - Leisure Manager Business Improvement
Aspirational Target:
Progress Comment: From 1 September 2017, Aura Leisure & Libraries Limited is responsible for the direct management of the following leisure centres and libraries: Buckley Leisure Centre, Deeside Leisure Centre, Jade Jones Pavilion Flint, Mold Leisure Centre, Broughton Library (service only, not the building), Buckley Library, Connah's Quay Library, Flint Library, Holywell Library (service only within a shared building), Deeside Library (based within Deeside Leisure Centre) and Mold Library. Aura Leisure and Libraries Limited is registered under the Cooperative and Community Benefit Societies Act 2014 (Registration No. 7610).

Additional Information:
 From 1 April 2017, Holywell Leisure Centre/Canolfan Hamdden Treffynnon (Registered Charity: 1170729) is responsible for the direct management of Holywell Leisure Centre.



From 30 May 2016, Cambrian Aquatic Sports Centre (Company No: 09913641) is responsible for the direct management of Connah's Quay Swimming Pool. Cambrian ASC is a private company limited by guarantee without share capital.

Last Updated: 09-Oct-2017

KPI Title	Pre. Year Period Actual	Period Actual	Period Target	Perf. RAG	Perf. Indicator Trend	YTD Actual	YTD Target	Outcome RAG
IP5.1.4.1M01 Percentage of community benefit clauses in new procurement contracts above £1M	No Data	100	100	 GREEN	N/A	100	100	 GREEN

Lead Officer: Gareth Owens - Chief Officer - Governance
Reporting Officer: Arwel Staples - Strategic Procurement Manager
Aspirational Target:
Progress Comment: 7 projects to date above £1m have been tendered and include community benefits.

Last Updated: 24-Oct-2017

KPI Title	Pre. Year Period Actual	Period Actual	Period Target	Perf. RAG	Perf. Indicator Trend	YTD Actual	YTD Target	Outcome RAG
IP5.1.4.2M02 Percentage of community benefit clauses in new procurement contracts under £1M	No Data	0	100	 RED	N/A	0	100	 RED

Lead Officer: Gareth Owens - Chief Officer - Governance

Reporting Officer: Arwel Staples - Strategic Procurement Manager

Aspirational Target:

Progress Comment: The Council's current Contract Procurement Regulations stipulates that the inclusion of Community Benefits is optional for contracts below £1m as referenced within the Welsh Procurement Policy statement. The Council has currently drafted a new Community Benefits Strategy which will require Community Benefits to be included when applicable for lower value contracts.

Until the new Community Benefits Strategy has been approved and adopted by the Council, then the percentage target of contracts below £1m with Community Benefits included will be missed.

Last Updated: 01-Nov-2017

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	Ian Bancroft - Chief Officer - Organisational Change 1	Amber	Amber	↔	Open

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

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

Progress Comment: Sustained progress on growth of the social sector with development of new Community Asset Transfers and Alternativedelivery Models, now the emphasis will be on sustaining this delivery and maximising its impact

Last Updated: 24-Oct-2017

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	Ian Bancroft - Chief Officer - Organisational Change 1	Amber	Amber	↔	Open

Potential Effect: Lack of capacity of staff to work with and enable social sector organisations to grow and develop
Management Controls: Early engagement and co-design in change projects with employees and trade unions
Progress Comment: This is a key priority of the Community Resilience priority of the Public Services Board working with all public service staff to support growth of the social sector.

Last Updated: 24-Oct-2017

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	Ian Bancroft - Chief Officer - Organisational Change 1	Amber	Amber	↔	Open

Potential Effect: More competition from other agencies or decreasing use of the services means they are in the future unsustainable
Management Controls: Continue to work with the ADM's to grow their entrepreneurial skills and meet with them annually at least to review progress
Progress Comment: Now established review are planned with each of the ADMs.




Last Updated: 24-Oct-2017




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	Ian Bancroft - Chief Officer - Organisational Change 1	Amber	Amber	↔	Open

Potential Effect: Reductions in funding to these models by the public sector resulting in the new to stop or close services and facilities
Management Controls: Support to ADM's to ensure their financial plans are resilient if public funding decreases
Progress Comment: Review meetings are providing an update on the future financial context so organisations can plan for potential reductions when appropriate.

Last Updated: 24-Oct-2017



RISK TITLE	LEAD OFFICER	SUPPORTING OFFICERS	INITIAL RISK RATING	CURRENT RISK RATING	TREND ARROW	RISK STATUS
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Procurement regulations stifling our ability to develop local community and third sector markets	Ian Bancroft - Chief Officer - Organisational Change 1	Ian Bancroft - Chief Officer - Organisational Change 1				Open
<p>Potential Effect: Social and third sector organisation not able to grow through the winning of new contracts</p> <p>Management Controls: Work with procurement and commissioning teams to identify the most effective way of working with the community and third sectors.</p> <p>Progress Comment: Draft Community Benefits Strategy agreed by Cabinet and workshop held with the procurement team to start implementation of this strategy.</p> <p>Last Updated: 24-Oct-2017</p>						

RISK TITLE	LEAD OFFICER	SUPPORTING OFFICERS	INITIAL RISK RATING	CURRENT RISK RATING	TREND ARROW	RISK STATUS
Newly established Social Enterprises and Community Asset Transfers failing in their early stages of development.	Ian Bancroft - Chief Officer - Organisational Change 1	Ian Bancroft - Chief Officer - Organisational Change 1				Open
<p>Potential Effect:</p> <p>Management Controls: Open book accounting by key social enterprises with the council and where issues identified cooperative work to resolve these.</p> <p>Progress Comment: Review meetings held with all CATs that transferred 2015-17.</p> <p>Last Updated: 24-Oct-2017</p>						

6 Serving Council



Actions

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
6.1.1.1 Develop and implement a renewed five year financial plan that reflects anticipated funding, costs and efficiencies to support strategic decision making over the life of the new Council.	Sara Dulson - Finance Manager	In Progress	01-Apr-2017	31-Mar-2018	25.00%	 GREEN	 AMBER

ACTION PROGRESS COMMENTS:

Work has commenced with the initial priority being focussed on the 2018/19 financial forecast reported to Cabinet in July. Part one of solutions including stage 1 efficiencies have been considered by Scrutiny Committees during October. Development of a 5 year plan will commence on completion of the 2018/19 budget.

Last Updated: 17-Oct-2017



ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
6.1.1.2 Through the People Strategy we aim to operate effectively as a smaller organisation.	Sharon Carney - Lead Business Partner	In Progress	01-Apr-2017	31-Mar-2018	25.00%	 GREEN	 AMBER

ACTION PROGRESS COMMENTS:

People strategy is progressing well. i) Workforce and succession planning has been completed by all portfolios. ii) The Management development programme is under review; working towards coaching and mentoring for managers at ILM level 7 iii) Consideration of implementing personal evaluation software to aid succession planning under the invest to save programme. Support is ongoing for three main workstreams: - Managing performance (which could be further aided by the personal evaluation software) - To maintain the integrity and transparency of the single status agreement - To aid the transitions of alternative delivery models

Last Updated: 01-Nov-2017



ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
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6.1.1.3 Maximise benefits from spending power through optimising purchasing efficiencies by exploiting technology and making efficient use of local, regional and national procurement arrangements.	Arwel Staples - Strategic Procurement Manager	In Progress	01-Apr-2017	31-Mar-2018	50.00%	 GREEN	 GREEN
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ACTION PROGRESS COMMENTS:

The ongoing joint procurement service between Flintshire and Denbighshire continues to identify opportunities for collaborative working to maximise economies of scale, for example a joint framework agreement for printing and graphic design services has been tendered. The outcome will be reported in quarter 4. Regionally we are currently in the process of tendering for a £250m domiciliary care contract which will be accessible by the six local authorities across North Wales, and Betsi Cadwaladr University Health Board (BCUHB). Purchasing process efficiencies are expected from the continued rollout of the PROACTIS electronic tendering system.



Last Updated: 01-Nov-2017

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
6.1.1.4 Develop and deliver a programme of activity to support local businesses, increasing their capacity and competency to respond to Council contracts	Arwel Staples - Strategic Procurement Manager	In Progress	01-Apr-2017	31-Mar-2018	35.00%	 GREEN	 AMBER

ACTION PROGRESS COMMENTS:

35% of the best practice action plan has been delivered to date. A Joint Workshop between Procurement and Economic Development Teams across both Denbighshire and Flintshire Councils was held on the 17th October. Actions from the workshop will enable further progress during quarters 3 and 4 . The joint workshop provided an opportunity to promote closer working collaboration. Meetings have also been with Flintshire Voluntary Services Council to discuss how the local Third Sector can be supported to compete for Council and public sector contracts. The Procurement Team continues to have regular dialogue / meetings with Business Wales in order provide tendering support on individual tender projects.



Last Updated: 24-Oct-2017

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
6.1.1.5 Delivery of key annualised objectives from the Digital Strategy and Customer Strategies	Rebecca Jones - Customer Services Team Leader	In Progress	01-Apr-2017	31-Mar-2018	20.00%	 AMBER	 AMBER

ACTION PROGRESS COMMENTS:

The Customer Service Strategy was approved by Cabinet in March 2017. A methodical approach has been taken to evaluate current customer access across the organisation which has identified a high volume of telephone contact and a strong link to the Digital Flintshire Strategy. The priority is to develop digital services to enable customers to do more for themselves which in turn will reduce telephone contact leading to a better customer experience and efficiencies. The intention is for Organisational Change to provide programme management support to ensure both strategies deliver at the required pace of change to realise efficiencies and service improvements.

Last Updated: 24-Oct-2017



ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
6.1.1.6 Delivery of key annual objectives from the Capital and Asset Management Strategy	Neal Cockerton - Chief Officer - Organisational Change 2	In Progress	01-Apr-2017	31-Mar-2018	25.00%	 AMBER	 AMBER

ACTION PROGRESS COMMENTS:

Work is underway to undertake a review and refresh of the Capital and Asset Strategy. Work in progress with Portfolios around the development of a longer term Capital Plan to enable strategic planning and understanding of the Councils capital programme. Review of previous funding allocations in progress to ensure these allocations are being allocated at the appropriate level capital resources permitting.

Last Updated: 01-Nov-2017

Performance Indicators

KPI Title	Pre. Year Period Actual	Period Actual	Period Target	Perf. RAG	Perf. Indicator Trend	YTD Actual	YTD Target	Outcome RAG
IP6.1.1.1M01 The amount of efficiency targets achieved (£M)	2389250	7779000	8433000	 AMBER	↑	7779000	8433000	 AMBER



Lead Officer: Gary Ferguson - Corporate Finance Manager

Reporting Officer: Sara Dulson - Finance Manager



Aspirational Target:

Progress Comment: Revenue budget monitoring at month 5 reports efficiencies of £7,779,000. This is the latest position for the year to date.



Last Updated: 16-Oct-2017

KPI Title	Pre. Year Period Actual	Period Actual	Period Target	Perf. RAG	Perf. Indicator Trend	YTD Actual	YTD Target	Outcome RAG
IP6.1.1.2M02 The percentage of planned efficiencies achieved	91	92	95	 AMBER	↑	92	95	 AMBER



Lead Officer: Gary Ferguson - Corporate Finance Manager
Reporting Officer: Sara Dulson - Finance Manager
Aspirational Target:
Progress Comment: Revenue budget monitoring at month 5 is reporting 92% of efficiencies achieved to date. Further updates are provided as part of the budget monitoring reports.
 Last Updated: 16-Oct-2017

KPI Title	Pre. Year Period Actual	Period Actual	Period Target	Perf. RAG	Perf. Indicator Trend	YTD Actual	YTD Target	Outcome RAG
IP6.1.1.3M03 The percentage variance between the revenue budget out-turn and the budget set	No Data	0.5	0.5	 GREEN	N/A	0.5	0.5	 GREEN

Lead Officer: Gary Ferguson - Corporate Finance Manager
Reporting Officer: Sara Dulson - Finance Manager
Aspirational Target:
Progress Comment: Revenue budget monitoring report at month 5 shows the variance between outturn and budget set at 0.5% (£1.348m)
 Last Updated: 16-Oct-2017

KPI Title	Pre. Year Period Actual	Period Actual	Period Target	Perf. RAG	Perf. Indicator Trend	YTD Actual	YTD Target	Outcome RAG
IP6.1.2.1M01 (PAM/001) The number of working days per full time equivalent (FTE) local authority employees lost due to sickness absence	No Data	1.81	2.25	 GREEN	N/A	1.81	2.25	 AMBER

Lead Officer: Sharon Carney - Lead Business Partner
Reporting Officer: Andrew Adams - Business Information and Compliance Adviser
Aspirational Target:
Progress Comment: The FTE days lost for the Council during quarter two is 1.81. This is improvement when compared to the same period in 2016/17 which recorded 2.03 FTE days lost. This is the third consecutive quarter we have seen an improvement in attendance,
 Last Updated: 24-Oct-2017

KPI Title	Pre. Year Period Actual	Period Actual	Period Target	Perf. RAG	Perf. Indicator Trend	YTD Actual	YTD Target	Outcome RAG
IP6.1.2.2M02 Percentage of eligible employees receiving an annual appraisal	No Data	72.19	100		N/A	72.19	100	



Lead Officer: Sharon Carney - Lead Business Partner

Reporting Officer: Andrew Adams - Business Information and Compliance Adviser

Aspirational Target:

Progress Comment: The annual target for completion of appraisals is 100% of eligible employees. The provisional figure at the end of September 2017 was 72% however, the recorded completion rate on iTrent is provisional, and an annual report for Cabinet and CROSC is being prepared which will provide an update. Appraisals are scheduled to take place over the next few months and those recently completed will be reported later in the year.

Last Updated: 02-Nov-2017

KPI Title	Pre. Year Period Actual	Period Actual	Period Target	Perf. RAG	Perf. Indicator Trend	YTD Actual	YTD Target	Outcome RAG
IP6.1.2.3M03 Percentage of Managers completing stress related programmes	No Data	31.85	100		N/A	31.85	100	



Lead Officer: Sharon Carney - Lead Business Partner

Reporting Officer: Andrew Adams - Business Information and Compliance Adviser



Aspirational Target:

Progress Comment: Continued increase of attendance from managers is positive because the programme is designed to help identify signs of stress in themselves and their teams and to deal with it at the earliest opportunity, with help and support from Human Resources (including Occupational Health) when required. This is a new initiative with expectation of further increase in attendance throughout the remainder of the year.



Last Updated: 30-Oct-2017

KPI Title	Pre. Year Period Actual	Period Actual	Period Target	Perf. RAG	Perf. Indicator Trend	YTD Actual	YTD Target	Outcome RAG
IP6.1.2.4M04 Percentage of employees completing stress related programmes	No Data	0.51	25		N/A	0.51	25	



Lead Officer: Sharon Carney - Lead Business Partner
Reporting Officer: Andrew Adams - Business Information and Compliance Adviser
Aspirational Target:
Progress Comment: The take-up from employees is lower than expected however, we will be working towards targeted marketing to increase participation.
 Last Updated: 30-Oct-2017



KPI Title	Pre. Year Period Actual	Period Actual	Period Target	Perf. RAG	Perf. Indicator Trend	YTD Actual	YTD Target	Outcome RAG
IP6.1.3.1M01 The percentage of goods, services and works procured through purchasing arrangements established by the National Procurement Service (NPS)	0	1.3	2	 RED	↑	2.2	4	 RED



Lead Officer: Gareth Owens - Chief Officer - Governance
Reporting Officer: Arwel Staples - Strategic Procurement Manager
Aspirational Target:
Progress Comment: Not all of framework agreements of the National Procurement Service (NPS) are considered to be delivering value for money however, of the 51 frameworks currently in existence the Council is using 10 which are considered to be value for money and not deemed detrimental to local suppliers .
 Last Updated: 24-Oct-2017

KPI Title	Pre. Year Period Actual	Period Actual	Period Target	Perf. RAG	Perf. Indicator Trend	YTD Actual	YTD Target	Outcome RAG
IP6.1.3.2M02 The percentage of Council spend with Welsh businesses	12	52	12.5	 GREEN	↑	101	25	 GREEN

Lead Officer: Gareth Owens - Chief Officer - Governance
Reporting Officer: Arwel Staples - Strategic Procurement Manager
Aspirational Target:
Progress Comment: All Wales spend was with 1202 different suppliers registered with a Postcode within Wales. The high percentage recorded is due to an increase in Council spend during quarter 2.
 Last Updated: 01-Nov-2017

KPI Title	Pre. Year Period Actual	Period Actual	Period Target	Perf. RAG	Perf. Indicator Trend	YTD Actual	YTD Target	Outcome RAG
IP6.1.3.3M03 The percentage of Council spend with Flintshire businesses	6.5	32	7	 GREEN	↑	61	14	 GREEN
<p>Lead Officer: Gareth Owens - Chief Officer - Governance Reporting Officer: Arwel Staples - Strategic Procurement Manager Aspirational Target: Progress Comment: Council spend was with 979 different suppliers registered with a Postcode within Flintshire. Half of the spend (£5.2M) was on Social Care & Community Projects going to local suppliers due to the nature of the services required.</p> <p>Last Updated: 01-Nov-2017</p>								

KPI Title	Pre. Year Period Actual	Period Actual	Period Target	Perf. RAG	Perf. Indicator Trend	YTD Actual	YTD Target	Outcome RAG
IP6.1.3.4M04 The percentage of Council spend with businesses within the MDA	8	41	8	 GREEN	↑	76	16	 GREEN
<p>Lead Officer: Gareth Owens - Chief Officer - Governance Reporting Officer: Arwel Staples - Strategic Procurement Manager Aspirational Target: Progress Comment: MDA Spend was with 1763 different suppliers registered with a Postcode within Flintshire, Wrexham, Chester, Cheshire West and the Wirral. Half of the spend (£7.3m) was on social care and Community Projects which due to the nature of the services provided was undertaken by suppliers within the region.</p> <p>Last Updated: 01-Nov-2017</p>								

KPI Title	Pre. Year Period Actual	Period Actual	Period Target	Perf. RAG	Perf. Indicator Trend	YTD Actual	YTD Target	Outcome RAG
IP6.1.5.1M01 The number of services available online and via the Flintshire App	31	137	37.25	 GREEN	↑	137	74.5	 GREEN



Lead Officer: Rebecca Jones - Customer Services Team Leader

Reporting Officer: Rebecca Jones - Customer Services Team Leader

Aspirational Target:

Progress Comment: There are 109 services online via the Council's website and an additional 28 services a customer can report via the Flintshire App.

Last Updated: 23-Oct-2017

KPI Title	Pre. Year Period Actual	Period Actual	Period Target	Perf. RAG	Perf. Indicator Trend	YTD Actual	YTD Target	Outcome RAG
IP6.1.5.2M02 The number of completed transactions using online services	6587.5	19866	7905	 GREEN	↑	19866	15810	 GREEN

Lead Officer: Rebecca Jones - Customer Services Team Leader

Reporting Officer: Rebecca Jones - Customer Services Team Leader

Aspirational Target:

Progress Comment: Customers can transact with the Council via its website and mobile App. Q1 the Council received 8,621 enquiries via its website with an increase to 11,245 enquiries received in Q2. There were 671 enquiries received via the mobile App up to the end of Q2.

Last Updated: 23-Oct-2017

RISKS

Strategic Risk

RISK TITLE	LEAD OFFICER	SUPPORTING OFFICERS	INITIAL RISK RATING	CURRENT RISK RATING	TREND ARROW	RISK STATUS
The scale of the financial challenge	Gary Ferguson - Corporate Finance Manager	Sara Dulson - Finance Manager	 Red	 Red	↔	Open

Potential Effect: Reduction in funding of Revenue Support Grant leading to challenging financial position for the Council in its ability to set a balanced budget.
Management Controls: Production of a revised Medium Term Financial Strategy (MTFS) to be published Autumn 2017 which will be updated on an ongoing basis alongside the 2018/19 budget and beyond. The strategy to be reviewed to forecast the financial resources to be available to the Council during the period based on the best available intelligence and identification of solutions available.
Progress Comment: The Provisional settlement was received on 10th October 2017. The impact of this for Flintshire is a decrease in funding of 0.9%. This is subject to a consultation period with the final settlement due December 2017.

Last Updated: 16-Oct-2017

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 from the Digital Strategy.	Gareth Owens - Chief Officer - Governance	Richard Ashley - IT Business Relationship Manager	Amber	Amber	↔	Open

Potential Effect: That projects agreed as part of the DS will be hindered or delayed thereby delaying the potential benefits to residents or causing cost to be incurred in correcting mistakes
Management Controls: Capacity will be taken into account when selecting projects for inclusion in the action plan and will be timed to fit with the needs of the service and availability of employees. Each separate project will also undergo a risk assessment to establish the capacity and capability necessary to take it forward and any gaps that might need to be addressed
Progress Comment: There is no overall change to this risk at this time. Capacity will be taken into account when selecting projects for inclusion in the action plan and will be timed to fit with the needs of the service and availability of employees. Each separate project will also undergo a risk assessment to establish the capacity and capability necessary to take it forward and any gaps that might need to be addressed.

Last Updated: 30-Oct-2017