



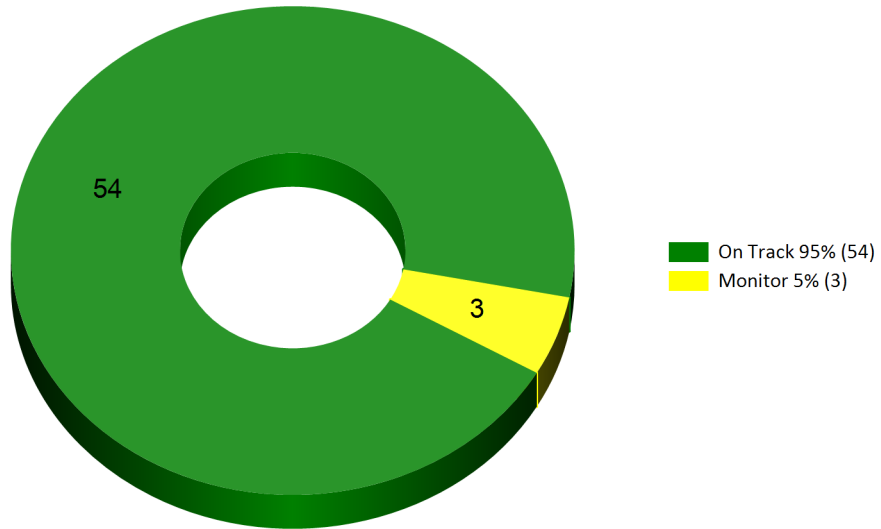
Quarter 3 Improvement Plan 2016/17 Progress Report

Flintshire County Council

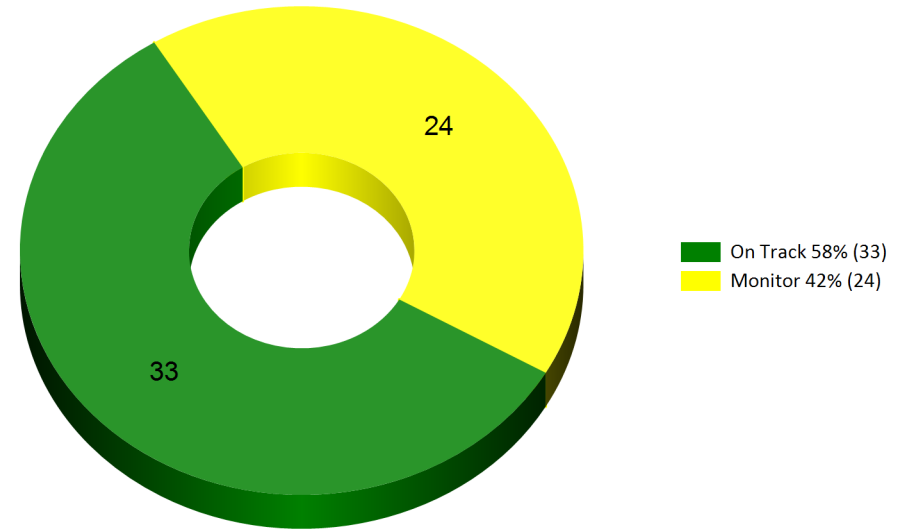


Print Date: 23-Feb-2017

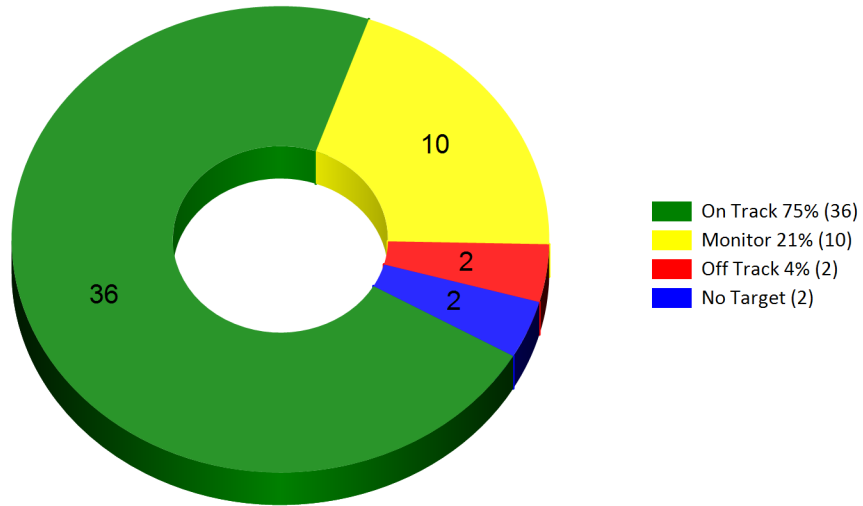
Action Progress RAG Status



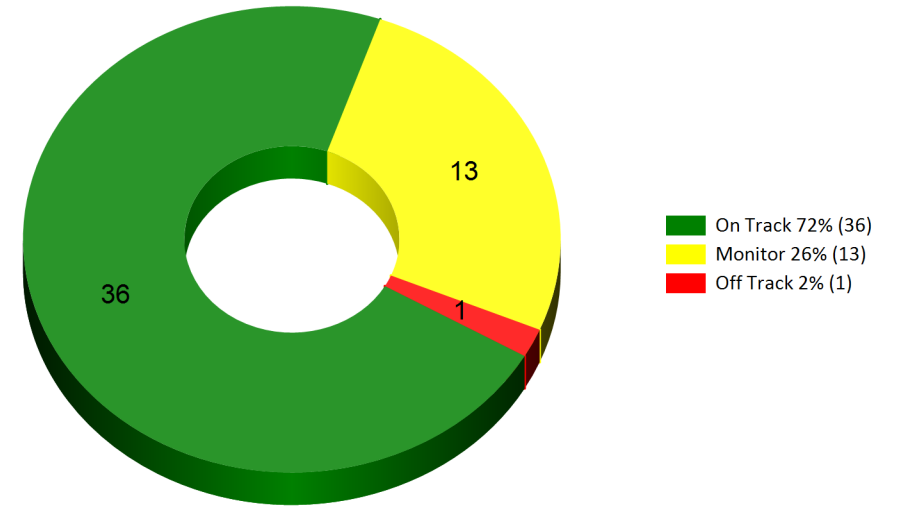
Action Outcome RAG Status



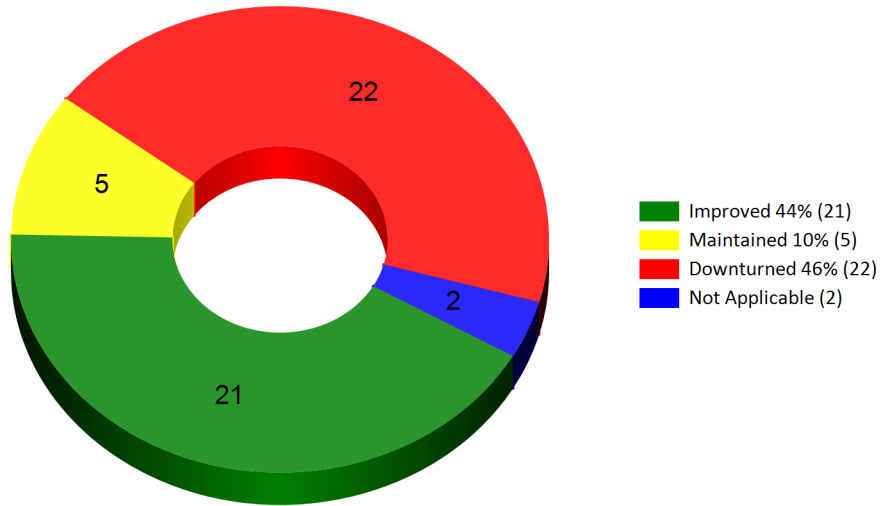
KPI Progress RAG Status



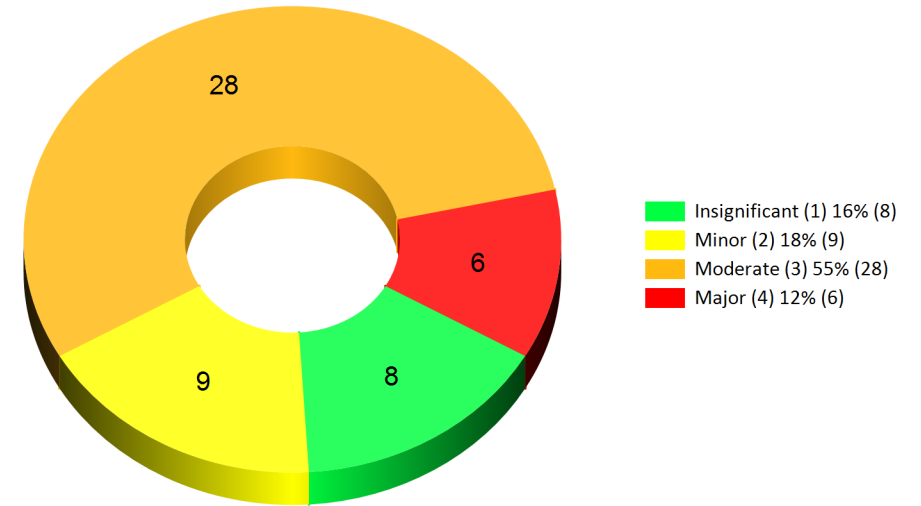
KPI Outcome RAG Status



KPI Trend Status





Current Risk Status



1 Housing



Actions

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
1.1.1.1 Deliver a proactive housing solution service to prevent homelessness for as many households as possible	Pam Davies - Housing Options Team Leader	In Progress	01-Apr-2016	31-Mar-2017	75.00%	 GREEN	 AMBER

ACTION PROGRESS COMMENTS:

The housing solutions team continue to focus on prevention. There has been a significant increase in customers approaching the Council for housing assistance. The triage service is managing demand, however this quarter has also seen an increase in those at risk of homelessness. This year has seen the implementation of a new reporting database which will improve the effectiveness of service delivery and reporting. However due to the transition some outcomes from each quarter will not be reported until quarter 4. This year we are reporting for the first time on the contribution to homeless prevention started by the triage process established in 2015.

Last Updated: 12-Jan-2017



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

ACTION PROGRESS COMMENTS:

Construction at the Custom House site in Connah's Quay started in May 2016 and was completed in December 2016. Tenants moved into their new homes as soon as ownership transferred from the developer, Wates Residential, to the Council. A local lettings policy has been developed to support the allocation of tenants to these and future new build Council homes. This policy was applied when allocating tenants to the new homes in Connah's Quay meaning that all residents at this location have a local connection. Construction at the Walks site in Flint commenced in August 2016 and is scheduled for completion by April 2018. SHARP Batch 2 sites are progressing well and mobilisation works on the sites at Leeswood, Connah's Quay and Mold commenced in December 2016. Construction work on the 40 new Council homes began in January 2017.

Last Updated: 22-Feb-2017



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

The Council continues to support vulnerable householders to repair and improve their homes through its own loan programme and the Welsh Government (WG) Home Improvement Loan Scheme. Demand for the Flintshire loan remains strong, as it is repayable on sale or disposal rather than within the 10 year timeframe of the WG Loan product. Whilst demand for the WG Loan has decreased, there are now a sufficient number of applications to match the resources available. However at the end of quarter 3, 28 applicants had withdrawn from the scheme. This is part of a national trend for the WG loan project and consideration is being given to revising the scheme to increase its popularity. The Council has until 31st March 2018 to spend the initial allocation of this resource, which was extended by WG due to the issues identified. Demand for Flintshire loans currently exceeds the available capital but the Council plan to manage this from repayments made over the current financial year.



Last Updated: 22-Feb-2017

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
1.1.2.2 Reduce the number of long term vacant homes	Gavin Griffith - Housing Regeneration & Strategy Manager	In Progress	01-Apr-2016	31-Mar-2017	70.00%	 GREEN	 AMBER

ACTION PROGRESS COMMENTS:

The Council continues to support a reduction in the number of long term vacant homes across the County. This is however, a downward trend. Investment in Flintshire capital funding for the work has been reduced in 2016/17, so the primary loan product for resolving these is now the Welsh Government House into Homes Scheme. Four units of accommodation were created during quarter 1 through this scheme and a further four additional units of accommodation during quarter 2. 10 Units have been returned to use in quarter 3.

Last Updated: 08-Feb-2017



ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
1.1.2.3 Deliver the six year asset management strategy to meet the Welsh Housing Quality Standard (WHQS) for all Council homes	Sean O'Donnell - Contract Surveyor	In Progress	01-Apr-2016	31-Mar-2017	75.00%	 GREEN	 GREEN

ACTION PROGRESS COMMENTS:

The Capital Works Team have continued with the positive work achieved in year 1 and progress has continued into year 2 as these are rolling contracts. Most of these contracts were procured last year with the option to extend based upon contractor performance. The WHQS Capital Programme will be completed in the Year 2020.

Last Updated: 22-Feb-2017

Performance Indicators

KPI Title	Pre. Year Period Actual	Period Actual	Period Target	Perf. RAG	Perf. Indicator Trend	YTD Actual	YTD Target	Outcome RAG
IP1.1.1M01 Number of housing enquiries resolved at first point of contact	No Data	405	0	 GREEN	N/A	1536	0	 GREEN




Lead Officer: Katie Clubb - Community Support Services Manager

Reporting Officer: Jenni Griffith - Flintshire Connects Manager

Aspirational Target:

Progress Comment: There has been a decrease in demand this quarter with 768 customers making contact for housing service advice and assistance. 405 of these enquiries were managed at the first point of contact and referred directly to the appropriate services. The remaining 363 were referred for more specialist advice. By managing 53% at first point of contact we have ensured there has been capacity of specialist teams to concentrate on the more complex and urgent cases in line with statutory duties.

Last Updated: 10-Jan-2017

KPI Title	Pre. Year Period Actual	Period Actual	Period Target	Perf. RAG	Perf. Indicator Trend	YTD Actual	YTD Target	Outcome RAG
IP1.1.1M02 (HHA/013) - The percentage of all potentially homeless households for whom homelessness was prevented for at least 6 months	91.78	88.49	87	 GREEN		88.49	87	 AMBER



Lead Officer: Katie Clubb - Community Support Services Manager

Reporting Officer: Pam Davies - Housing Options Team Leader

Aspirational Target: 90.00

Progress Comment: The percentage of households helped to prevent / relieve homelessness has exceeded the target setting this quarter. Due to a transition to a new reporting system, some quarter 3 case outcomes will be reported in quarter 4. Therefore, this outturn should be treated with caution in terms of the full year performance.



Last Updated: 26-Jan-2017

KPI Title	Pre. Year Period Actual	Period Actual	Period Target	Perf. RAG	Perf. Indicator Trend	YTD Actual	YTD Target	Outcome RAG
IP1.1.2.1M01 Repair / improve 40 private sector dwellings through the Council's capital programme and Welsh Government's national Home	No Data	1	11	 RED	N/A	11	28	 RED

Lead Officer: Niall Waller - Enterprise and Regeneration Manager
Reporting Officer: Gavin Griffith - Housing Regeneration & Strategy Manager
Aspirational Target:

Progress Comment: The number of loans completed during this quarter have again not met target. The Council has now allocated additional resources (building surveyors) to process the loan applications. There was also a month during quarter 2 where the Council's Mortgage Trained Assessor was absent and therefore some loans were not approved as quickly as they are usually. Quarter 3 has been spent catching up with this backlog. These two factors resulted in a failure to meet the target. It will now o be difficult to meet the full year target; processes are being reviewed during quarter 4 to ensure as much resource as possible is allocated.

Last Updated: 22-Feb-2017




KPI Title	Pre. Year Period Actual	Period Actual	Period Target	Perf. RAG	Perf. Indicator Trend	YTD Actual	YTD Target	Outcome RAG
IP1.1.2.1M02 (PSR/009a) The average number of calendar days taken to deliver a Disabled Facilities Grant for Children.	No Data	0	316	 GREEN	N/A	128	316	 GREEN

Lead Officer: Niall Waller - Enterprise and Regeneration Manager
Reporting Officer: Gavin Griffith - Housing Regeneration & Strategy Manager
Aspirational Target: 223.00

Progress Comment: There were no Disabled Facilities Grant (DFG) completions for Children during quarter 3. However, the annual average performance exceeds the target set. It should be noted that this measure can be erratic due to the low number of cases.




Last Updated: 22-Feb-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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IP1.1.2.1M03 (PSR/009b) the average number of calendar days taken to deliver a Disabled Facilities Grant for Adults	262.08	259.11	247	 AMBER		227.5	247	 GREEN
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Lead Officer: Niall Waller - Enterprise and Regeneration Manager
Reporting Officer: Gavin Griffith - Housing Regeneration & Strategy Manager
Aspirational Target: 204.00
Progress Comment: This indicator remains on target for the 3rd quarter in a row. Work is underway to further improve and sustain this performance.

Last Updated: 11-Jan-2017

KPI Title	Pre. Year Period Actual	Period Actual	Period Target	Perf. RAG	Perf. Indicator Trend	YTD Actual	YTD Target	Outcome RAG
IP1.1.2.2M01 The number of empty homes brought back into use through the Welsh Government Houses into Homes Scheme	8	10	10	 GREEN		22	24	 GREEN



Lead Officer: Niall Waller - Enterprise and Regeneration Manager
Reporting Officer: Gavin Griffith - Housing Regeneration & Strategy Manager
Aspirational Target:
Progress Comment: An additional 5 units of accommodation were delivered through the scheme in this quarter against a target of 10, with a further 5 units provided without direct financial assistance to meet the target. The complexity of the schemes are increasing as the number of empty homes are falling across the county and it is generally those with the most issues that now need to be addressed. This has resulted in a lower number of properties being completed to date than was initially forecast.

Last Updated: 22-Feb-2017

KPI Title	Pre. Year Period Actual	Period Actual	Period Target	Perf. RAG	Perf. Indicator Trend	YTD Actual	YTD Target	Outcome RAG
IP1.1.2.3M01 Capital Works Target – Roofs & Associated Components	No Data	65	105	 RED	N/A	65	147	 AMBER

Lead Officer: Tony Jones - Capital Works Team Manager
Reporting Officer: Sean O'Donnell - Contract Surveyor
Aspirational Target:
Progress Comment: The replacement of roof coverings forms part of the whole house envelope programme. As part of the programme all three of the individual components are completed as one exercise by the same principal contractor. This was the only programme to not be fully completed last year due to logistical issues with the relocation of a mains electrical supply thus allowing the scaffolding to be erected for other scheduled works to proceed. Work is in progress to catch up on the backlog during which 130 were completed during quarter 1 and 2, and 65 were completed during quarter 3.



Last Updated: 22-Feb-2017

KPI Title	Pre. Year Period Actual	Period Actual	Period Target	Perf. RAG	Perf. Indicator Trend	YTD Actual	YTD Target	Outcome RAG
IP1.1.2.3M02 Capital Works Target – Windows	No Data	65	0	 GREEN	N/A	65	42	 AMBER

Lead Officer: Tony Jones - Capital Works Team Manager
Reporting Officer: Sean O'Donnell - Contract Surveyor
Aspirational Target:
Progress Comment: The replacement of windows forms part of the Whole House Envelope Programme. This also includes the replacement of roof coverings and external doors. As part of the programme all three of the individual components are completed as one exercise by the same principal contractor. This was the only programme to not be fully complete last year due to logistical issues with relocation of the mains electrical supply thus allowing the scaffolding to be erected for other scheduled works to proceed. Quarters 1 & 2 have seen 130 properties completed which formed part of the 2015-2016 Programme.

The 2016-2017 Programme is still expected to be completed by the 31st March 2017.



Last Updated: 22-Feb-2017

KPI Title	Pre. Year Period Actual	Period Actual	Period Target	Perf. RAG	Perf. Indicator Trend	YTD Actual	YTD Target	Outcome RAG
IP1.1.2.3M03 Capital Works Target – External Doors	No Data	65	0	 GREEN	N/A	65	42	 AMBER

Lead Officer: Tony Jones - Capital Works Team Manager
Reporting Officer: Sean O'Donnell - Contract Surveyor
Aspirational Target:
Progress Comment: The replacement of external doors forms part of the Whole House Envelope Programme. This also includes the replacement of roof coverings and windows. As part of the programme all three of the individual components are completed as one exercise by the same principal contractor. This was the only programme to not be fully complete last year due to the logistical issues with the relocation of the mains electrical supply thus allowing the scaffolding to be erected for other scheduled works to proceed. Quarters 1 & 2 have seen 130 properties completed which formed part of the 2015-2016 Programme.

The 2016-2017 Programme is still expected to be completed by the 31st March 2017.

Last Updated: 22-Feb-2017

KPI Title	Pre. Year Period Actual	Period Actual	Period Target	Perf. RAG	Perf. Indicator Trend	YTD Actual	YTD Target	Outcome RAG
IP1.1.2.3M04 Capital Works Target – Kitchen replacements	598	495	309	 GREEN	↓	1068	824	 GREEN

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



Following on from the positive progress achieved in quarter 1, the Capital Works Team progressed into quarters 2 and 3 with kitchen upgrades at the High-Rise flats, Flint now that the external work is complete.



The combined target figures for quarters 1, 2 and 3 was to complete 824 kitchens and the Capital Works Team have achieved 1068 kitchen upgrades respectively.

The 2016-2017 Programme is still expected to be completed by the 31st March 2017.



Last Updated: 08-Feb-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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IP1.1.2.3M05 Capital Works Target – Bathrooms	744	669	419	 GREEN	↓	1451	1118	 GREEN
<p>Lead Officer: Tony Jones - Capital Works Team Manager Reporting Officer: Sean O'Donnell - Contract Surveyor Aspirational Target: Progress Comment: There are currently six contracts that include the upgrading of bathrooms as part of the Capital Programme.</p> <p>Now the external work is complete and, following on from the positive progress achieved in quarter 1, the Capital Works Team progressed into quarter 2 and 3, and included the High-Rise flats, Flint.</p> <p>The combined target figures for quarters 1, 2, and 3 was to complete 1118 bathroom upgrades. The Capital Works Team have achieved 1451.</p> <p>The 2016-2017 Programme is still expected to be completed by the 31st March 2017.</p> <p>Last Updated: 22-Feb-2017</p>								

KPI Title	Pre. Year Period Actual	Period Actual	Period Target	Perf. RAG	Perf. Indicator Trend	YTD Actual	YTD Target	Outcome RAG
IP1.1.2.3M06 Capital Works Target – Central Heating	55	46	57	 AMBER	↓	79	152	 AMBER

<p>Lead Officer: Tony Jones - Capital Works Team Manager Reporting Officer: Sean O'Donnell - Contract Surveyor Aspirational Target: Progress Comment: The Off Gas Programme in Treuddyn was completed late last year. However, due to low oil prices uptake was very low. The Penyffordd Off Gas Installation is now also complete. As oil prices increase uptake from tenants in these areas should improve. As the current cost of oil has risen from 23.8 p/litre to 54.2 p/litre an increase in installations is expected during quarter 4.</p> <p>Last Updated: 22-Feb-2017</p>								
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KPI Title	Pre. Year Period Actual	Period Actual	Period Target	Perf. RAG	Perf. Indicator Trend	YTD Actual	YTD Target	Outcome RAG
IP1.1.2.3M07 Capital Works Target – Electrical Systems	No Data	20	15	 GREEN	N/A	46	40	 GREEN



Lead Officer: Tony Jones - Capital Works Team Manager
Reporting Officer: Sean O'Donnell - Contract Surveyor
Aspirational Target:
Progress Comment: This work is currently managed by Flintshire County Council Electric Department on behalf of the Capital Works Team. Following electrical test certification 20 electrical rewiring installations have been completed as part of the upgrade programme during quarter 3.
 Last Updated: 22-Feb-2017

KPI Title	Pre. Year Period Actual	Period Actual	Period Target	Perf. RAG	Perf. Indicator Trend	YTD Actual	YTD Target	Outcome RAG
IP1.1.2.3M08 Capital Works Target – Smoke Detectors	153	216	150	 GREEN	↑	496	400	 GREEN

Lead Officer: Tony Jones - Capital Works Team Manager
Reporting Officer: Sean O'Donnell - Contract Surveyor
Aspirational Target:
Progress Comment: The in-house Responsive Repairs Team have completed the Smoke Detector Installation Programme on behalf of the Capital Works Team.
 A total number of 216 Smoke Detector installations were completed in quarter 3.
 Last Updated: 22-Feb-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.	Katie Clubb - Community Support Services Manager	Pam Davies - Housing Options Team Leader	 Amber	 Amber	↔	Open

Potential Effect: Rising numbers of homeless households requiring support or assistance from the Council.

Management Controls: Only customers identified as being homeless / threatened with homelessness by the housing triage service are referred to the housing solutions service. This ensures the service is available to provide the specialist interventions to help in the prevention / relief of homelessness. Close working links with NEW Homes and the Bond Scheme to provide decent and affordable private sector housing to help in the positive discharge of homeless duties.

Progress Comment: The service has completed a forecasting model which highlights the areas of greatest risk and includes an action plan to mitigate against them. The action plan includes activities to increase availability and reduce barriers to finding suitable and affordable accommodation.

The roll out of full service universal credit and the local housing allowance cap present further risks to numbers presenting as homeless and finding suitable housing options which will be reflected in the forecasting model.

Last Updated: 22-Feb-2017

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

Potential Effect: Contractors under performing against targets may have an adverse effect on budgets

Management Controls:

Progress Comment: The risk has lowered as year 1 of the revised programme was delivered in full and year 2 of the programme is underway and ahead of schedule. All work streams are progressing well with many exceeding installation targets during quarter 1 and 2. A revised structure to ensure capacity at Team Leader level has also been approved and recruitment is currently in progress.

Last Updated: 22-Feb-2017

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

Potential Effect: Adaptations are a statutory duty for the Council. Demand in excess of current budgets would create a financial pressure on the capital programme

Management Controls: i) Monthly management monitoring of budgets and case load.

ii) Co-ordination across Council teams to ensure approach to adaptations makes best use of available budget.

Progress Comment: Demand for adaptations for home improvement loans is on track and within current budget provision.

Last Updated: 06-Jan-2017

RISK TITLE	LEAD OFFICER	SUPPORTING OFFICERS	INITIAL RISK RATING	CURRENT RISK RATING	TREND ARROW	RISK STATUS
Financial assistance available to repair homes is not taken up by residents.	Niall Waller - Enterprise and Regeneration Manager	Gavin Griffith - Housing Regeneration & Strategy Manager				Open




Potential Effect: Available resources will not be fully utilized and the programme may not realise its full impact in bringing quality homes into flintshire

Management Controls: i) The programme has been extensively promoted this year.

ii) Officers are working closely with potential developers to raise awareness of the programme and encourage suitable projects to be brought forward.

Progress Comment: At present the budget for repair to homes is forecast to be fully utilised for this year.

Last Updated: 06-Jan-2017




RISK TITLE	LEAD OFFICER	SUPPORTING OFFICERS	INITIAL RISK RATING	CURRENT RISK RATING	TREND ARROW	RISK STATUS
Customer expectations for the timeliness of adaptations undertaken through disabled facilities grants will not be met due to competing demands on resources.	Niall Waller - Enterprise and Regeneration Manager	Gavin Griffith - Housing Regeneration & Strategy Manager				Open

Potential Effect: The Council has a statutory duty to deliver Disabled Facilities Grants (DFG's), failure to do so in a timely manner risks challenge and reputational impact.

Management Controls: Caseload management to unblock slower cases and review process on an ongoing basis.



Progress Comment: Improvements to the adaptation process are currently being made including reducing bureaucracy of the programme, developing a framework for suppliers to speed up procurement, a new IT system to facilitate case management and improving the purchase of frequently used equipment. These measures are expected to bring down the timescale for adaptations that enter the system after they are in place.

Last Updated: 22-Feb-2017

RISK TITLE	LEAD OFFICER	SUPPORTING OFFICERS	INITIAL RISK RATING	CURRENT RISK RATING	TREND ARROW	RISK STATUS
The supply of affordable housing will continue to be insufficient to meet community needs.	Clare Budden - Chief Officer - Community and Enterprise	Denise Naylor - Customer Services Manager, Melville Evans - Strategic Housing and Regeneration Programme (SHARP) Programme Manager				Open
<p>Potential Effect: Impact would increase pressure on housing solutions and homelessness services.</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 local lettings policy has been adopted to help with the allocation of tenants to new council properties and ensures that priority for council homes is given to the housing needs of the local community.</p> <p>To meet the requirements of the Section 106 agreements of developers North East Wales Homes Ltd has been gifted 6 new properties in Northop Hall by Anwyl Construction and 4 new properties in Saltney by Edwards Homes Ltd. These properties were allocated to new tenants with a local connection to the area on the same day that the ownership transferred to NEW Homes.</p> <p>Last Updated: 22-Feb-2017</p>						

2 Living Well



Actions

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
2.1.1.1 Ensure care home provision within Flintshire enables people to live well and have a good quality of life.	Jacque Slee - Performance Lead – Social Services	Ongoing	01-Apr-2016	31-Mar-2017	-	 GREEN	 AMBER

ACTION PROGRESS COMMENTS:

The regional group are continuing to consider fee setting; a meeting with independent sector providers was held the week commencing 23rd January to consider the recommendations with regard to fee levels. Further improving the viability of the sector, the work of the Project Manager will continue; however there will be a change of personnel. The priority will be to ensure that there is continuity in this work. The pilot of the joint monitoring tools for nursing care is on track has commenced in January. The evaluation of the "Community Circles" project was positive; this may link into regional work on community integration. The roll out of "Progress for Providers" continues; one page profiles and the welcome pack have been implemented in 16 residential homes and 3 nursing homes. Contract officers are now implementing further person centred tools, with bespoke training delivered for staff. Care homes will start assessing themselves against the new Flintshire standards from April 2017. Tasks are on track to meet the expected position at the end of March; the amber outcome RAG reflects the continuing fragility of the sector.

Last Updated: 08-Feb-2017



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

ACTION PROGRESS COMMENTS:

With a view to supporting greater independence and dignity, a review is being undertaken on all double-staffed packages of care, and working with Occupational Therapists in hospitals around assessing the level of risk for each patient, with the aim of moving from double handed to single handed packages where this is appropriate for the person. Alongside this the Council are investing in new single handling equipment which is less intrusive in the home. For people with learning disabilities, Phase 2 of the pilot for "Multi-Me" is now in progress; people and providers have been identified to take the project forward, and positive feedback has been received from users, including the presentation of certificates for those who have had training on the technology. The roll out of the progression model using Intermediate Care Funds in a further 4 supported living houses continues. A series of workshops for all teams working with people with disabilities, to provide them with an opportunity to enhance their skills in line with the guidance on assessment in the Social Services & Wellbeing (Wales) Act are being run. In terms of older people at risk of isolation, Volunteering Matters have been awarded Big Lottery funding to explore the impact of community based activities led by older people living in rural areas. They will be working with communities in Flintshire using an Age-Friendly Community approach. Discussions are in progress with Volunteering

Matters to see how the Council can best support the pilot programme.



Last Updated: 22-Feb-2017

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

ACTION PROGRESS COMMENTS:

The need to strengthen monitoring arrangements for high cost residential placements to ensure that Providers are delivering the best possible outcomes for young people has been identified. Invest to save funding is being made available to establish a temporary post to work across Education and Social Services to strengthen contract arrangements for residential placements. The post holder will have a clear focus on supporting the development of residential contracts that set personalised outcomes with systems in place to ensure that providers are held to account. The role, function and funding arrangements for the post have been developed and appointment will proceed in quarter 4. During quarter 3 Internal Audit undertook a review of the leaving care services. The review will provide an independent evaluation of how effective the Council is in equipping care leavers with the skills to lead a good quality, independent life. Once received the report will inform specific action to improve outcomes for care leavers.

Last Updated: 22-Feb-2017



ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
2.1.2.1 Ensure that effective services to support carers are in place as part of the integrated social and health services.	Jacque Slee - Performance Lead – Social Services	Ongoing	01-Apr-2016	31-Mar-2017	-	 GREEN	 GREEN

ACTION PROGRESS COMMENTS:

Co-production work to change the way that disability services work is progressing, and will bring together charities and voluntary agencies under one service level agreement as a cooperative, with shared outcomes and an agreed lead agency for each outcome. The revised Carers' Strategy is on track for delivery in March 2017. The tasks underpinning this action are on track and the outcome RAG is green.

Last Updated: 22-Feb-2017



ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
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2.1.2.2 Influence the use of intermediate care funds to support effective discharge from hospital and ensure a smoother transition between Health and Social Care Services.	Susie Lunt - Senior Manager, Integrated Services	Completed	01-Apr-2016	31-Mar-2017	100.00%	 GREEN	 AMBER
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ACTION PROGRESS COMMENTS:

Partners in Flintshire continue to work actively to ensure Intermediate Care Funds (ICF) across all funding elements are dedicated to Health and Social Care services and, maximised to support people to stay at home and receive an integrated service to meet their health and social care needs. Regular East Wales regional meetings have been set up with a confirmed group of decision makers. Protocols are in place to manage any slippage or underspend. The rate of delayed transfers for 2016/17 is below that of last year.



Last Updated: 22-Feb-2017

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
2.1.2.3 Work through the Children's Services Forum and Participation Group to improve access to CAMHS	Craig Macleod - Senior Manager, Children's Services & Workforce	In Progress	01-Apr-2016	31-Mar-2017	75.00%	 GREEN	 AMBER

ACTION PROGRESS COMMENTS:

Betsi Cadwaladr University Health Board (BCUHB) have been working to improve performance on access to services, and report that Flintshire Child and Adolescent Mental Health Services (CAMHS) have been successful in reducing the waiting lists for Primary Mental Health and are now meeting the Welsh Government target of 28 days and the assessment to treatment targets. Looked After Children have always been prioritised and the Council continue to ensure that they are fast tracked into CAMHS, and ensure effective joint working across the organisation to provide the appropriate packages. During quarter 3 contribution was made to the recruitment process to fill a vacancy in CAMHS for a post providing specialist support to looked after children. One of the Council's experienced social workers was successful in securing this post and will strengthen integrated working between Social Services and CAMHS.

Last Updated: 22-Feb-2017



ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
2.1.2.4 Further develop dementia awareness across the County.	Jacque Slee - Performance Lead – Social Services	In Progress	01-Apr-2016	31-Mar-2017	75.00%	 GREEN	 GREEN

ACTION PROGRESS COMMENTS:

There are now 14 care home providers and 7 activity providers using the Facebook page, to promote activities available for care home residents. The next events for Dementia Friendly Communities include further businesses accredited in Flint, and rolling out to businesses in Mold and Buckley. Another memory cafe has opened in Saltney. Work has been progressing in schools; pupils and teachers in one high school and one primary school became dementia friends. This is being followed up in 3 more schools in quarter 4. A creative drama session

was held with a group of pupils to aid in interaction with people with dementia. The children attended a memory cafe and did a joint session of the Never Ending Story.



Last Updated: 18-Jan-2017

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
2.2.1.1 Strengthen arrangements within all Council portfolios to have clear responsibilities to address safeguarding.	Fiona Mocko - Policy Advisor (Equalities and Cohesion)	Completed	01-Apr-2016	31-Mar-2017	100.00%	 GREEN	 AMBER

ACTION PROGRESS COMMENTS:

Each Portfolio has a nominated lead for safeguarding. A Corporate Safeguarding Panel has been set up and is meeting regularly.



Last Updated: 30-Nov-2016

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
2.2.1.2 Ensure that the workforce are trained in line with the new Codes of Practice for Safeguarding	Fiona Mocko - Policy Advisor (Equalities and Cohesion)	In Progress	01-Apr-2016	31-Mar-2017	5.00%	 GREEN	 AMBER

ACTION PROGRESS COMMENTS:

A training strategy will need to be developed to ensure that all employees who come into direct or indirect contact with children or adults at risk , recognise signs of abuse and modern slavery and know how to make a report. There will need to be a range of training for different groups of employees. The Training Strategy will be developed and implemented following approval of the Corporate Safeguarding policy. The Corporate Safeguarding policy will be approved in May 2017; the Training Strategy will be developed following approval of the policy.

Last Updated: 22-Feb-2017

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



ACTION PROGRESS COMMENTS:

The new guidelines for adult safeguarding include a recommendation that all reports of concerns should have a determination within 7 days. Currently we are processing 76% of reports

within this timescale, and procedures are being reviewed in line with new guidance with the aim of improving performance against the national timescale. Against the outcome measure, risk has been managed for 100% of adult protection referrals so far this year. In Children's Services there is a continuing high demand for targeted support and early intervention services. An Early Help Hub is being established, which will bring together agencies to provide targeted help. Draft criteria for accessing support and referrals pathways have been developed. The purpose of the Hub will to be help family problems from escalating.

Last Updated: 22-Feb-2017

Performance Indicators

KPI Title	Pre. Year Period Actual	Period Actual	Period Target	Perf. RAG	Perf. Indicator Trend	YTD Actual	YTD Target	Outcome RAG
IP2.1.1.1M02 (SCAL/027) Number of care homes which are a 'Service of Concern'	2	2	3	 GREEN	↔	3	9	 GREEN



Lead Officer: Nicki Kenealy - Contracts Team Manager

Reporting Officer: Jacque Slee - Performance Lead – Social Services

Aspirational Target: 0.00

Progress Comment: Two care homes are deemed to be a "service of concern" by the Care & Social Services Inspectorate Wales (CSSIW). Action plans are in place and being monitored by CSSIW.

Last Updated: 16-Jan-2017

KPI Title	Pre. Year Period Actual	Period Actual	Period Target	Perf. RAG	Perf. Indicator Trend	YTD Actual	YTD Target	Outcome RAG
IP2.1.1.1M03 (SCAL/028) Number of care homes in 'Escalating Concerns'	0	2	2	 GREEN	↓	2	2	 GREEN



Lead Officer: Nicki Kenealy - Contracts Team Manager

Reporting Officer: Jacque Slee - Performance Lead – Social Services

Aspirational Target: 0.00

Progress Comment: Two care homes have been newly identified by the Council as being in "escalating concerns" around leadership; neither home has a registered manager in place. Concerns are being addressed through corrective action plans.

Last Updated: 22-Feb-2017

KPI Title	Pre. Year Period Actual	Period Actual	Period Target	Perf. RAG	Perf. Indicator Trend	YTD Actual	YTD Target	Outcome RAG
IP2.1.2.1M01 (SCA/018c) The percentage of identified carers of adult service users who were assessed or reassessed in their own right during the year who were provided with a service	97.77	83.02	82	 GREEN	↓	83.02	82	 GREEN



Lead Officer: Jacque Slee - Performance Lead – Social Services

Reporting Officer: Jacque Slee - Performance Lead – Social Services

Aspirational Target: 82.00

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

Last Updated: 22-Feb-2017

KPI Title	Pre. Year Period Actual	Period Actual	Period Target	Perf. RAG	Perf. Indicator Trend	YTD Actual	YTD Target	Outcome RAG
IP2.1.2.2M01 SCA/001 Monitoring the rate of delayed transfers of care for social care reasons (rate per 1000)	0.71	0.85	2	 GREEN	↓	2.01	2	 GREEN



Lead Officer: Janet Bellis - Localities Manager

Reporting Officer: Jacque Slee - Performance Lead – Social Services

Aspirational Target: 2.00

Progress Comment: The Council continue to maintain the rate of delayed discharges below that of last year. Delayed discharges for social care reasons tend to be where there are complex mental health needs and, the Council are seeking a suitable placement. All delays are monitored regularly by Social Care and Betsi Cadwaladr University Health Board (BCUHB) jointly and early resolutions for people who are prioritised.

Last Updated: 22-Feb-2017

KPI Title	Pre. Year Period Actual	Period Actual	Period Target	Perf. RAG	Perf. Indicator Trend	YTD Actual	YTD Target	Outcome RAG
IP2.2.1.1M04 SCC/014 - Initial child protection conferences held within 15 days of the strategy discussion	84.78	89.66	95	 AMBER	↑	81.43	95	 AMBER



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

Reporting Officer: Jacque Slee - Performance Lead – Social Services

Aspirational Target: 98.00

Progress Comment: One conference was delayed on the decision of the Safeguarding Manager, to ensure that relevant professional reports were available for conference. Two conferences were delayed due to the Christmas break but were held immediately afterwards.

Last Updated: 08-Feb-2017

KPI Title	Pre. Year Period Actual	Period Actual	Period Target	Perf. RAG	Perf. Indicator Trend	YTD Actual	YTD Target	Outcome RAG
IP2.2.1.1M05 SCC/034 – The percentage of child protection reviews completed within timescales.	100	94.95	98	 AMBER	↓	98.07	98	 GREEN



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

Reporting Officer: Jacque Slee - Performance Lead – Social Services

Aspirational Target: 100.00

Progress Comment: Reviews for five children from three families were held outside the designated timescale. One family transferred to England, however the conference was held within the timescales of the receiving Authority. One was scheduled for the start of the school term to ensure that school employees could attend. The third was rescheduled to ensure that the right people could attend in the interest of the children. We continue to schedule reviews within timescales wherever this does not conflict with the interest of the child.

Last Updated: 16-Feb-2017

KPI Title	Pre. Year Period Actual	Period Actual	Period Target	Perf. RAG	Perf. Indicator Trend	YTD Actual	YTD Target	Outcome RAG
IP2.3.3M03 SCA/019 - Adult protection referrals where the risk was managed	100	100	98	 GREEN	↔	100	98	 GREEN

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

Last Updated: 16-Jan-2017

RISKS

Strategic Risk

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

Potential Effect: Reduced quality of care, increased difficulties with recruitment and retention of staff, and reduced capacity in the care home sector.

Management Controls: Refocus specialisms within in-house provision to fit with changing demands. Continue to monitor capacity in the sector.

Progress Comment: A five day summit with Betsi Cadwaldr University Health Board and the six North Wales Authorities was held to discuss fragility and the impact on admissions into acute hospitals and early discharge. Follow up sessions are taking place in North East Wales during February to take forward the agreed actions, and providers have been involved in these discussions. Fee setting conversations with providers were completed before the end of January. The project manager has undertaken initial research and identified both 'quick wins' and medium to long term opportunities to support the sector. The pressure on the Welsh Government to increase the cap on day care has resulted in an increase from £60 to £70 per week with incremental progression to £100 per week over time to support the sector. Although progress is being made the level of risk remains red due to the ongoing fragility of the sector.

Last Updated: 22-Feb-2017

RISK TITLE	LEAD OFFICER	SUPPORTING OFFICERS	INITIAL RISK RATING	CURRENT RISK RATING	TREND ARROW	RISK STATUS
The quality of care home services will not meet required standards.	Neil Ayling - Chief Officer - Social Services	Jacque Slee - Performance Lead – Social Services	Amber	Amber	↔	Open

Potential Effect: Negative impact on reputation of the Council.
Management Controls: Contract monitoring in place. Good relationship with Care and Social Services Inspectorate Wales (CSSIW). Good relationships with providers. Staff Training.
Progress Comment: The roll out of "Progress for Providers" continues; one page profiles and the welcome pack have been implemented in 16 residential homes and 3 nursing homes. Contract officers are now implementing further person centred tools, with bespoke training delivered for staff. Care homes will start assessing themselves against the new Flintshire standards from April 2017. The level of risk should be reducing; however, intensive work with a small number of homes in escalating concerns have impacted on capacity, resulting in some delays - the risk level therefore remains at Amber for this quarter.

Last Updated: 16-Jan-2017

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

Potential Effect: High re-referral rates, Looked After Children (LAC) health assessments not completed on time, IAA requirements not met
Management Controls: Development and implementation of multi agency early intervention hub. A Project Manager has been appointed to take forward the development and implementation of the Hub. Appropriate governance arrangements are in place involving all agencies.
Progress Comment: Project arrangements for developing an Early Intervention Hub are in place with a Project Sponsor, Strategic Advisor and Project Administrator in place. Specific work streams have been developed and lead officers identified to take them forward. Within Social Services there is a high demand for targeted support and early intervention services. Management decisions are being made on how finite resources can be best deployed based on individual circumstances and presenting/associated risk. This area of the service will be reviewed in quarter 3 to identify opportunities to take different approaches to manage and respond to demand.

Last Updated: 08-Feb-2017

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

Potential Effect: Insufficient capacity within existing extra care provision

Management Controls: Flint:

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

Holywell:

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

Progress Comment: Flint:

The scheme construction is progressing well - 17 weeks into the 78 week programme.

Holywell:

The scheme has been accepted onto the 'PDP' Development Plan, subject to Welsh Assembly Government review. The proposed site is the former primary school – Ysgol Perth Y Terfyn on Halkyn Road, Holywell. The scheme will provide at least 50 units, with a mix of 1 and 2 bedroom apartments. On Thursday, January 12th, there was a public event at St Peters church in Holywell, where information regarding the scheme was shared with local residents. Turnout was good and there is lots of positive interest. Wales & West are now preparing an outline planning application to be submitted for approval in February 2017.

With positive progress on both projects, this risk is now decreasing.

Last Updated: 16-Jan-2017

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

Potential Effect: Increased costs to the Council
Management Controls: Refreshed strategic direction led by BCUHB's new Executive Boards and a new operating structure currently being introduced. The structure will have more of a locality focus with a strengthened focus on increasing capacity within community based services.
Progress Comment: £227K has been reclaimed as a result of the work on tracing Continuing Healthcare Care (CHC) funding, and a similar amount is expected for Quarter 4. Work is continuing on producing a set of operational standards with Betsi Cadwaladr University Health Board (BCUHB); these will form the basis of a North Wales regional workshop to agree operational standards for health & social care.
 In terms of Intermediate Care Fund (ICF), meetings with BCUHB are regularly held to agree ongoing and new funding arrangements. The level of risk remains green.
 Last Updated: 23-Feb-2017

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

Potential Effect: Ineffective joint services
Management Controls: Refreshed strategic direction led by BCUHB's new Executive Boards and a new operating structure currently being introduced. The structure will have more of a locality focus with a strengthened focus on increasing capacity within community based services.
Progress Comment: Discussions are taking place regionally and locally in relation to how best to take forward the development of pooled budgets. The level of risk remains amber due to the Council's ability to achieve this by 2018 as required by the Act.
 Last Updated: 19-Jan-2017

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

Potential Effect: Criticism from Regulator



Management Controls: N/A

Progress Comment: A specific module on safeguarding in line with the act has been delivered to staff in Social Services. Safeguarding procedures are being amended in line with the Act, and training will be delivered on these. Act compliant e-learning is available to all staff.

Last Updated: 16-Jan-2017

3 Economy and Enterprise



Actions

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
3.1.1.1 Strategic / Regional positioning in readiness for future accelerated growth	Niall Waller - Enterprise and Regeneration Manager	In Progress	01-Apr-2016	31-Mar-2017	75.00%	 GREEN	 AMBER

ACTION PROGRESS COMMENTS:

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



Last Updated: 06-Jan-2017

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
3.1.1.2 Maximise the economic value of transformation projects	Gavin Griffith - Housing Regeneration & Strategy Manager	In Progress	01-Apr-2016	31-Mar-2017	90.00%	 GREEN	 GREEN

ACTION PROGRESS COMMENTS:

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



Last Updated: 23-Feb-2017

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
3.1.1.3 Facilitate the creation of jobs	Rachael Byrne - Enterprise Manager	In Progress	01-Apr-2016	31-Mar-2017	75.00%	 GREEN	 GREEN

ACTION PROGRESS COMMENTS:

23 new enquiries were received during quarter 3 in respect of new investment and existing business expansion, which will lead to job creation. Of the 23 enquiries for support, 7 are from the social enterprise sector. 3 supply chain events were held during quarter 3 including seminars and networking events for social enterprise; hospitality and tourism sectors. Of the 23 business enquiries received, 18 converted to investment during quarter 3 resulting in a conversion rate of 78% and a cumulative total 16/17 of 998 new jobs. The aim for the year is to provide a responsive support service to businesses considering expanding or investing in the area. The measure for this action is KPI IP3.1.1.3 M01.

Last Updated: 23-Feb-2017

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
3.1.1.4 Strengthen the economic benefits of town centres and the visitor economy	Gavin Griffith - Housing Regeneration & Strategy Manager	In Progress	01-Apr-2016	31-Mar-2017	75.00%	 GREEN	 AMBER

ACTION PROGRESS COMMENTS:

The final schemes in the Capital Works Programme started on site in late September 2016. The Buckley shop front improvement and vacant unit grant will improve the appearance of town centre shop units and encourage the re-use of empty shops. Flintshire County Council Coastal Communities Fund aim to improve access and awareness of the Dee coastline project, most of which is complete, having installed small scale visitor infrastructure and interpretation at key points along the Dee. By the end of the year the aim is to complete the last projects in the previous phase of town centre support and, in particular, the improvements to the square at St. Mary's Church in Flint. The service will also have started the process of developing a new plan for supporting town centres in the future which will extend into next year. The tourism service will focus on the ongoing work to grow the Ambassadors programme in North East Wales, promote the area as part of the North East Wales brand and improve the management of key destinations for visitors.

Last Updated: 23-Feb-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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IP3.1.1.2M01 Delivery of supply chain development events	No Data	3	2	 GREEN	N/A	7	5	 GREEN
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Lead Officer: Niall Waller - Enterprise and Regeneration Manager
Reporting Officer: Rachael Byrne - Enterprise Manager
Aspirational Target:
Progress Comment: Three supply chain events were held during quarter 3 including seminars and networking events for the social enterprise; hospitality and tourism sectors.
 Last Updated: 23-Feb-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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IP3.1.1.2M02 Percentage of business enquiries converted to investment within Flintshire	No Data	78	N/A	N/A	N/A	255	N/A	 GREEN
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Lead Officer: Niall Waller - Enterprise and Regeneration Manager
Reporting Officer: Rachael Byrne - Enterprise Manager
Aspirational Target:
Progress Comment: Of the 23 business enquiries received, 18 converted to investment during quarter 3 resulting in a conversion rate of 78%
 Last Updated: 19-Jan-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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IP3.1.1.3M01 Number of new jobs in Flintshire	381	64	50	 GREEN	↓	998	750	 GREEN
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Lead Officer: Niall Waller - Enterprise and Regeneration Manager
Reporting Officer: Rachael Byrne - Enterprise Manager
Aspirational Target:
Progress Comment: 18 conversions to investment resulted in 64 new jobs created of which 7 are from the social enterprise sector. A cumulative total for 2016/17 of 998 new jobs were created against a target of 1,000 by the end of quarter 3.
 Last Updated: 17-Feb-2017

KPI Title	Pre. Year Period Actual	Period Actual	Period Target	Perf. RAG	Perf. Indicator Trend	YTD Actual	YTD Target	Outcome RAG
IP3.1.1.3M02 Number of jobs created as a result of large capital programmes (Welsh Housing Quality Standard)	27	10	9	 GREEN	↓	30	27	 GREEN

Lead Officer: Tony Jones - Capital Works Team Manager



Reporting Officer: Sean O'Donnell - Contract Surveyor

Aspirational Target:

Progress Comment: All programmes have continued into the new financial year due to a rolling Welsh Housing Quality Standard scheme. As a direct result of this, local jobs that were created have been retained.

The number of jobs created continues to improve as further contracts are procured and future progress will be maintained through the new Flintshire Apprentice Academy.

Last Updated: 16-Jan-2017

KPI Title	Pre. Year Period Actual	Period Actual	Period Target	Perf. RAG	Perf. Indicator Trend	YTD Actual	YTD Target	Outcome RAG
IP3.1.1.3M03 Number of jobs created as a result of large capital programmes (Strategic Housing and Regeneration Programme)	0	118	0	 GREEN	↑	205	0	 GREEN

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

Reporting Officer: Denise Naylor - Customer Services Manager

Aspirational Target:

Progress Comment: A total of 118 jobs and learning opportunities were created through SHARP at the Custom House site, Connah's Quay and the Walks site, Flint. This figure includes opportunities that have been introduced through the Communities First programme.




Last Updated: 23-Feb-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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IP3.1.1.4M02 Number of new Ambassadors recruited	No Data	5	6	 AMBER	N/A	11	12	 GREEN
<p>Lead Officer: Niall Waller - Enterprise and Regeneration Manager Reporting Officer: Rachael Byrne - Enterprise Manager Aspirational Target: Progress Comment: Five new Ambassadors have signed up to the Flintshire Ambassador Programme during quarter 3. A cumulative total of 11 new ambassadors against a target of 12 was achieved by the end of quarter 3. Flintshire Ambassadors are organising a tourism promotional exhibition at Westminster Palace to showcase the county and region as a viable visitor destination.</p> <p>Last Updated: 16-Feb-2017</p>								




RISKS

Strategic Risk

RISK TITLE	LEAD OFFICER	SUPPORTING OFFICERS	INITIAL RISK RATING	CURRENT RISK RATING	TREND ARROW	RISK STATUS
The Northern Powerhouse and Local Enterprise Partnership (LEP) could pose risks to the growth of the Flintshire economy if there is not devolution of powers and freedoms to match those being developed in England.	Clare Budden - Chief Officer - Community and Enterprise	Niall Waller - Enterprise and Regeneration Manager, Rachael Byrne - Enterprise Manager				Open
<p>Potential Effect: If a significant growth deal package is agreed for the Cheshire / Warrington area it will provide the ability for local partners to manage the economy locally with new investment as well as devolved powers that allow a responsive approach to meeting local needs. This has the potential to make the area more attractive to new business investment to enable maximum benefits from economic growth to reach local people.</p> <p>Management Controls: The Council is closely involved in the development of the Northern Powerhouse and in the development of the Cheshire / Warrington growth vision. The Council, together with partners across North Wales, is working to develop an ambitious growth vision for North Wales.</p> <p>Progress Comment: There has been extensive work to make the case for increased devolution of powers as part of the development of the North Wales Growth Vision. There have been positive discussions with Welsh Government in relation to the future role of the Economic Ambition Board and the emerging approach to regional working as an alternative to Local Government Reorganisation which may help with this process.</p> <p>Last Updated: 20-Jan-2017</p>						

RISK TITLE	LEAD OFFICER	SUPPORTING OFFICERS	INITIAL RISK RATING	CURRENT RISK RATING	TREND ARROW	RISK STATUS
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Infrastructure investment does not keep pace with needs and business is lost to the economy.	Clare Budden - Chief Officer - Community and Enterprise	Niall Waller - Enterprise and Regeneration Manager				Open
<p>Potential Effect: The potential impact would include businesses choosing not to locate in Flintshire, existing businesses finding it harder to justify remaining in the area and a worsening quality of life where, for example, traffic congestion increases.</p> <p>Management Controls: Working with North Wales Economic Ambition Board and Mersey Dee Alliance partners to make a robust and well-evidenced case for investment.</p> <p>Progress Comment: Flintshire has worked with partners across North Wales and the North West of England in developing ambitious visions for economic growth for both North Wales and the Cheshire Warrington area. Both visions set out the economic benefits that can be realised in the region and the infrastructure needed to deliver them. These have been submitted to the UK Government for consideration. Further work is also underway to identify barriers to developing the key strategic development sites in Flintshire.</p> <p>Last Updated: 19-Dec-2016</p>						

RISK TITLE	LEAD OFFICER	SUPPORTING OFFICERS	INITIAL RISK RATING	CURRENT RISK RATING	TREND ARROW	RISK STATUS
Support for businesses in Flintshire does not meet needs and fails to encourage investment.	Clare Budden - Chief Officer - Community and Enterprise	Niall Waller - Enterprise and Regeneration Manager, Rachael Byrne - Enterprise Manager				Open
<p>Potential Effect: i) Lower level of investment ii) Lower level of employment iii) Failure to realise wider benefits to the county from business investment</p> <p>Management Controls: i) Co-ordinated approach to business support across partner agencies to ensure good intelligence sharing and use of available resources ii) Sign posting to other support agencies where appropriate</p> <p>Progress Comment: The Council has been working closely with potential investors and the rate of conversion remains high. Flintshire Business Week 2016 was very successful with a number of well attended events and remains a popular and cost effective way of engaging with and supporting the business community, enabling them to network and trade together.</p> <p>Last Updated: 23-Feb-2017</p>						

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

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



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

Progress Comment: The risk assessment remains unchanged in this quarter as a Growth Bid is not yet complete. However, there has been extensive work to make the case for increased devolution of powers as part of the developing Bid with a positive reception from both the UK and Welsh Governments.

Last Updated: 22-Feb-2017

4 Skills and Learning



Actions

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

ACTION PROGRESS COMMENTS:

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



Last Updated: 17-Feb-2017

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
4.1.1.2 Increase training and apprenticeship opportunities through the Future Works Flintshire Apprenticeship Academy and Major Capital programmes.	Sean O'Donnell - Contract Surveyor	In Progress	01-Apr-2016	31-Mar-2017	75.00%	 GREEN	 GREEN

ACTION PROGRESS COMMENTS:

All programmes have continued into the new financial year due to rolling Welsh Housing Quality Standard (WHQS) Programmes. As a direct result of this, training and apprenticeship opportunities that were created have been retained. It is positive to note that the number of jobs and apprenticeships continue to improve and future progress will be maintained through the new Flintshire Apprentice Academy. The placement support Coordinator will ensure the Apprentice & Training requirements with our WHQS Contractors is moving forward. They will attend monthly progress meetings and will also monitor and collate the contractors apprentice data.

Last Updated: 20-Jan-2017



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

ACTION PROGRESS COMMENTS:

A Jobs Fair at the Civic Hall Connahs Quay was supported with over 300 job vacancies and 472 people in attendance. Promotion of the Enterprise Club was undertaken at the event. The Lead Officer has been developing a programme of entrepreneurship to be delivered into Communities First Schools. The project is called "Skies the Limit" and is working in partnership with Theatre Clwyd. Nine junior schools are currently involved and over 100 pupils have taken part in the project. Work with Young Enterprise, engaging with schools on entrepreneurial activities and developing business skills is progressing and being incorporated into the curriculum. The Lead Officer is working on an event to be delivered in Wrexham. It is part of the Flintshire Business Entrepreneurship Network (BEN) and aimed at encouraging businesses to support the BEN initiative.

Last Updated: 23-Feb-2017

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

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

Last Updated: 17-Feb-2017



ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
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<p>4.1.2.1 Working effectively with the Regional School Improvement Service (GwE) to:</p> <ul style="list-style-type: none"> • Develop leadership capacity in schools through school modernisation and regional working; • Share best teaching practice and resources across schools most in need; • Identify and target support for those schools most in need; • Develop the capacity of schools to respond to national initiatives and curriculum reforms; and • Improve skills in digital literacy, literacy and numeracy 	<p>Claire Homard - Senior Manager - School Improvement</p>	<p>In Progress</p>	<p>01-Apr-2016</p>	<p>31-Mar-2017</p>	<p>50.00%</p>	 GREEN	 GREEN
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ACTION PROGRESS COMMENTS:

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



Last Updated: 17-Feb-2017

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

ACTION PROGRESS COMMENTS:

Funding has been received and re-commissioning of the Families First Programme is in progress via a competitive dialogue process. The third sector is key to delivery and will be engaged in all provision. Flintshire County Council procurement are supporting the re-commissioning process. Following the 6 month transition agreement the full programme is intended to be in place with effect from 01.10.2017. The programme will ensure that the new provision will be a resource for the emerging multi agency hub and the Social Services and Wellbeing act requirements. The commissioning progress is on track , however, firm guidance from Welsh Government has yet to be released which will enable completion of the process and a move towards delivery phase.



Last Updated: 23-Feb-2017

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
4.1.2.3 Improving outcomes for Looked After Children and young people exiting the Youth Justice System	Chris Clarke - Youth Justice Service Manager	In Progress	01-Apr-2016	31-Mar-2017	70.00%	 GREEN	 AMBER

ACTION PROGRESS COMMENTS:

Following a period of reduced performance in 2015/16 due to staffing issues, a renewed focus has been given to delivering Education, Training and Employment (ETE) options. Activities have included an action plan delivered by the Executive Management Board and supported by Youth Justice Board Cymru. An internal review of recording and monitoring procedures has embedded robust recording into the system data collection. The confirmation of the Proactive Education Coordinator in post within the new Integrated Youth Provision service (IYP), the enhanced role of the educational panel within the IYP and improved partnerships with the 3rd sector Symud Ymlaen organisation has enhanced delivery. Supporting delivery of this project were: i) The Youth Engagement Progression Framework (YEPF) ii) Key workers in the resilience project as part of IYP iii) The YEPF coordinator and TRAC team as part of the 14-19 Network. Update Oct 16: The Youth Justice Service (YJS) has been able to sustain financing of the targeted youth worker position to support out of court disposal and other diversionary processes in order to maintain reduced entry into the Criminal Justice system. The wider application of the enhanced case management framework is being explored including its application as part of an exit strategy post court orders and for Looked After Children (LAC), including out-of-county. The Management Board has had access to the Lord Lamming report "Keeping Children in Care and Out of Trouble" and will be considering its key recommendations. The Reintegration & Resettlement Panel has now been operational for over 12 months and is reviewing all LAC cases into/out of the County and the range of interventions/contacts needed. The Integrated Youth Services provision is also looking at greater joint resourcing and training in order to further utilise the range of community youth service resources more effectively post exit for YJS young people. The mentoring project utilising volunteers to have contacts with young people post exit from the service continues to develop. Update Jan 17. The integrated youth provision has over Q1-Q3 worked with 12 LAC cases including 2 from other Local Authorities and 5 Flintshire cases resident in other LA areas in England and Wales. The continued development and effective working of the Resettlement and Reintegration Panel is contributing to improved outcomes for this cohort. Of the cohort 10 are engaging and concluded successfully, and 2 have been breached resulting in a custodial outcome. The service is currently working with Children Services on an appeal plea concern for one young person, and actively contributing to effective resettlement and reduced offending in various locations. Nine young people are actively engaged in education training and employment with the remaining 3 disengaged from provisions that are being offered and are available. The development of the Agored framework within the service is a further opportunity for all young people to enhance their employability. The service is increasing its capacity to deliver Restorative Justice in the community including a pilot at Holywell High School and developments with placement providers. This initiative is expected to prevent unnecessary entry into the Criminal justice System and support placements that may be compromised or at risk as a consequence of challenging and offending behaviours. The successful recruitment of the targeted sessional youth worker is contributing to diversionary activities and partnerships with Action for Children and other third sector providers are being considered in terms of prevention and intervention relating to social media and sexual offending.



Last Updated: 09-Feb-2017

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
4.1.2.4 Continuing to implement Band A of the 21st Century Schools Programme.	Damian Hughes - Senior Manager, School Planning & Provision	In Progress	01-Apr-2016	31-Mar-2017	52.00%	 GREEN	 GREEN

ACTION PROGRESS COMMENTS:

Band A - 21st Century Schools Programme. Programme 2014 – 2019: The construction projects at Coleg Cambria (Deeside 6th and at Holywell Learning Campus) were completed in August 2016. A revised Strategic Outline Programme (SOP) for the remainder of the agreed funding envelope for Band A has been presented and approved in principle by Welsh Government. Proposed Capital projects at Connah's Quay High School and Penyffordd were approved by Cabinet on 18th October and now form the remainder of the Band A programme. School Modernisation Programme. School Organisation summary: John Summers High school: Cabinet Secretary determined closure of 16-18 from 31st August 2016, and closure of 11-16 from 31st August 2017; Ysgol Maes Edwin and Ysgol LLanfynydd closed 31st August 2016; Ysgol Mornant, Picton federated with Ysgol Maes Garmon in November 2016. Review at Nercwys VA School – 18th November 2016, Cabinet determined a "Pause and Review" to allow options for collaboration to be considered. Review at Brynford, Lixwm and Rhosesmor – 13th December 2016, Cabinet determined that Rhosesmor, Ysgol Rhos Helyg was a sustainable school in its own right and that statutory consultation should be undertaken on options for Brynford and Lixwm during the Autumn of 2017.



Last Updated: 17-Feb-2017

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
4.1.2.5 Developing and implementing a plan for the next phase of Schools Modernisation, through the 21st Century Schools (Band B) programme.	Damian Hughes - Senior Manager, School Planning & Provision	In Progress	01-Apr-2016	31-Mar-2017	55.00%	 GREEN	 AMBER

ACTION PROGRESS COMMENTS:

This is a long term programme extending to 2024. School change projects can take 3-5 years from inception to delivery. Welsh Government (WG) has confirmed its commitment that there will be a Band B 21st Century programme to follow band A, this is likely to be programmed between 2019 and 2024. Local Authorities (LA) in Wales are awaiting further confirmation and detail from WG, in terms of the available funding, criteria and intervention rate. Modelling and preparatory work around options and affordability of a forward band B programme is currently being undertaken. It is expected that the WG will ask LA's to review their Strategic Outline Programmes (SOP's) during spring 2017

Last Updated: 09-Feb-2017



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

ACTION PROGRESS COMMENTS:

Annual budgetary increase for repair and maintenance is not viable in the context of Council finance. Repair and Maintenance backlog is a long term programme linked to the School Modernisation Programme. Additionally, business cases for capital improvement and Repairs and Maintenance (R & M) projects in schools will be submitted via the Council's business case process for consideration. Continuation of the Council's capital programme through two funding streams will support the following: reduction in unfilled spaces; securing a

sustainable strategy for repairs and maintenance (i.e. will reduce backlog maintenance); provide an efficient school estate; remove mobile classroom; improve condition and suitability of the school estate; ensure the right number of schools and are in the right places. Removal of Perth Y Terfyn Infants County Primary (CP), Ysgol Fron Junior CP and Holywell High School as part of the Holywell Learning Campus project has effectively removed £400K of backlog maintenance (costs based on a five year cycle) from the schools portfolio. As the Council's band B programme has not been approved the outcome RAG status is classified as amber. No change since the previous quarter



Last Updated: 23-Feb-2017

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

ACTION PROGRESS COMMENTS:

Consultants were engaged by the Council to provide options for efficiencies for home to school transport, both operational and via policy change. A task and finish group was set up to consider options and reported back through the democratic process. The Cabinet meeting held on the 21st June 2016 considered recommendations from the School Transport Task & Finish Group. The determination was not to proceed, however, should discretionary transport provision and potential policy change be considered in the future, the recommendations would be supported.

Last Updated: 23-Feb-2017

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
4.1.2.8 Developing an effective local approach to national inclusion reforms.	Jeanette Rock - Principal Education Officer Inclusion	In Progress	01-Apr-2016	31-Mar-2017	50.00%	 GREEN	 AMBER



ACTION PROGRESS COMMENTS:

The Welsh Government (WG) programme of reforms for Additional Learning Needs (ALN) continues to develop. The bill is due to be presented during the Autumn Term 2016 with the changes to be implemented by 2018. At this time, Person Centred Planning (PCP) is the only area of the reforms that has been confirmed and funding has been allocated by WG to support a training programme for this. Flintshire's Education Psychology Service have developed and implemented a training programme to ensure all schools have accessed initial training (this was completed in July 2016). The next stage of the programme has been to identify Beacon schools who are fully embracing and embedding PCP into their practice and these are being supported so that their effective practice and expertise can be shared across the county. The draft Code of Practice for ALN is due to be released during the Autumn Term 2016 and this alongside the bill will inform the next steps in terms of preparing schools for the reforms. Welsh Government have identified funding to support Local Authorities (LAs) and schools to prepare for the reforms. LAs have been tasked to work regionally to identify appropriate projects and Flintshire Officers have decided to focus on Post 16 provision mapping and the role of the Additional Learning Needs Coordinator. The North Wales regional plan was ratified by Welsh Government in December and information in terms of secondment opportunities for practising Additional Learning Needs Coordinators (ALNCos) has been circulated to Flintshire Schools. Interviews were scheduled for the 12th January and

this initial project focusing on the role of the ALNC and future provision mapping will run until the 31st March 2017. Flintshire County Council will be working in collaboration with Wrexham County Borough Council to complete this piece of work on behalf of the region. Additional funding to cover the release of staff was built into the plan and should facilitate the engagement of the relevant people.

Last Updated: 23-Feb-2017

Performance Indicators

KPI Title	Pre. Year Period Actual	Period Actual	Period Target	Perf. RAG	Perf. Indicator Trend	YTD Actual	YTD Target	Outcome RAG
IP4.1.2.1M22 The percentage of young people of school age in the youth justice system that are offered 25 hours ETE	80	76	40	 GREEN	↓	76	40	 GREEN



Lead Officer: Chris Clarke - Youth Justice Service Manager

Reporting Officer: Louisa Greenly - Performance Management & Information Officer

Aspirational Target:

Progress Comment: All young people entering the Youth Justice system are assessed using Asset Plus, and their educational circumstances reviewed. If they are not undertaking the appropriate level of education, training or employment, a referral is made to the Education, Training, Employment (ETE) Panel, which includes colleagues from Careers Wales, the Resilience Team and Education. A programme of intervention is put in place to facilitate the young person's access to education. The Youth Justice Centre also offers the Agored qualification for young people who may be out of mainstream education and involved with the Youth Justice Service.

Last Updated: 09-Feb-2017

KPI Title	Pre. Year Period Actual	Period Actual	Period Target	Perf. RAG	Perf. Indicator Trend	YTD Actual	YTD Target	Outcome RAG
IP4.1.2.1M23 The percentage of young people above school age in the youth justice system that are offered 16+ ETE	66	62	55	 GREEN	↓	62	55	 GREEN

Lead Officer: Chris Clarke - Youth Justice Service Manager
Reporting Officer: Louisa Greenly - Performance Management & Information Officer
Aspirational Target:
Progress Comment: The figure for young people above school age is lower than the school age cohort. This older cohort includes the 17-18 year olds who are more challenging to engage and place in education and training programmes due to either the nature of their offending, or a more ingrained lack of motivation. However, there have been a number of older young people who have gained qualifications through various projects such as Groundworks and the Warehouse Project, which will improve their future employability and reduces their risk of further reoffending.

Last Updated: 19-Dec-2016

RISKS

Strategic Risk

RISK TITLE	LEAD OFFICER	SUPPORTING OFFICERS	INITIAL RISK RATING	CURRENT RISK RATING	TREND ARROW	RISK STATUS
Local employers and learning providers do not work closely enough to identify and meet the skills based needs of the future	Jeanette Rock - Principal Education Officer Inclusion	Claire Homard - Senior Manager - School Improvement	Amber	Amber	↔	Open

Potential Effect: Flintshire residents are not appropriately skilled to meet the labour market requirements.
Management Controls: i) Close links with providers and employers are maintained through a variety of forums. Each of these has representation from Flintshire Officers across a range of portfolios.
 ii) The development of the Flintshire Apprenticeship Board has provided a forum to share relevant information and concerns internally between Officers and Members to inform appropriate actions.
Progress Comment: Labour Market Intelligence is feeding into the forums to provide further evidence of employee skill needs for the future. The Construction Industry Training Board (CITB) have just started a pilot project which creates direct links between local schools and construction companies to develop awareness of the range of future employment opportunities and the associated skills required.

Last Updated: 23-Feb-2017

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

RISK TITLE	LEAD OFFICER	SUPPORTING OFFICERS	INITIAL RISK RATING	CURRENT RISK RATING	TREND ARROW	RISK STATUS
Timescales of European Social Fund (ESF) programmes will not meet local targets and requirements.	Jeanette Rock - Principal Education Officer Inclusion	Claire Homard - Senior Manager - School Improvement	Amber	Amber	↔	Open
<p>Potential Effect: Reduced time to make best use of the ESF funding resulting in low project impact on young people who are at risk of disengagement and becoming NEET (Not in Education, Employment or Training).</p> <p>Management Controls: Officers work collaboratively with the Regional Team to ensure information is submitted in a timely fashion to support the bid process. Staff roles within the project are designed clearly to have maximum impact on the defined cohort with the time allocated.</p> <p>Progress Comment: A training session has been held with school-based staff to review TRAC eligibility and systems. This has facilitated a greater understanding for the purpose of the project along with processes that need to be undertaken to access and exit the provision. The full employee complement and greater process awareness should facilitate increased participant involvement.</p> <p>Last Updated: 17-Feb-2017</p>						

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

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

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

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

Last Updated: 19-Dec-2016

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

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

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

Progress Comment: Reducing unfilled 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. The recent school organisation change determinations will result in a reduction in unfilled places across both primary and secondary schools. As a snapshot, the Holywell Learning Campus project has reduced unfilled places in this area by around 450 places. There has been no change in risk since the previous quarter.

Last Updated: 22-Feb-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	Claire Homard - Senior Manager - School Improvement	Red	Red	↔	Open

Potential Effect: The fabric of Education and Youth buildings will continue to decline.
Management Controls: Continuation of School Modernisation Programme, Continuation of Repairs & Maintenance planned maintenance programme, Capital Business Cases for School improvement, Implementation of Band A and Band B 21st Century Schools programmes
Progress Comment: Continuation of 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, capital business cases for improvement and repairs, and maintenance projects in schools will be submitted via the Council's business case process for consideration. There has been no change in risk since the previous quarter.

Last Updated: 22-Feb-2017



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

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

Last Updated: 19-Dec-2016

5 Safe Communities



Actions

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

ACTION PROGRESS COMMENTS:

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



Last Updated: 30-Nov-2016

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

ACTION PROGRESS COMMENTS:

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

Last Updated: 16-Feb-2017

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



ACTION PROGRESS COMMENTS:

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

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

Last Updated: 17-Feb-2017

Performance Indicators

KPI Title	Pre. Year Period Actual	Period Actual	Period Target	Perf. RAG	Perf. Indicator Trend	YTD Actual	YTD Target	Outcome RAG
IP5.1.1.2M01 The percentage of high risk repeat victims of domestic abuse referred to the Flintshire MARAC	13.5	25.6	28	 GREEN	↓	25.6	28	 GREEN

Lead Officer: Sian Jones - Public Protection Manager - Community



Reporting Officer: Jackie Goundrey - Domestic Abuse Co-ordinator

Aspirational Target:



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

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

Last Updated: 20-Jan-2017

KPI Title	Pre. Year Period Actual	Period Actual	Period Target	Perf. RAG	Perf. Indicator Trend	YTD Actual	YTD Target	Outcome RAG
IP5.1.1.2M02 Achieving a waiting time of less than 20 days from referral to treatment (KPI 2)	85.38	88.07	80	 GREEN	↑	88.07	80	 GREEN



Lead Officer: Sian Jones - Public Protection Manager - Community
Reporting Officer: -
Aspirational Target:
Progress Comment: 88.07% of referrals have achieved the waiting time of less than 20 days showing an improvement against our local target of 80%, and above the level expected by Welsh Government.
 Last Updated: 20-Jan-2017

KPI Title	Pre. Year Period Actual	Period Actual	Period Target	Perf. RAG	Perf. Indicator Trend	YTD Actual	YTD Target	Outcome RAG
IP5.1.1.2M03 Achieving the Welsh Government target for the percentage of completed substance misuse treatments (80%)	80	84.34	80	 GREEN	↑	84.34	80	 GREEN

Lead Officer: Sian Jones - Public Protection Manager - Community
Reporting Officer: -
Aspirational Target: 80.00
Progress Comment: 84.34% of Substance Misuse Treatments were achieved during Quarter 3. This is above the local target of 80%, and above the level expected by the Welsh Government.
 Last Updated: 23-Feb-2017

RISKS

Strategic Risk

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

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

Last Updated: 09-Jan-2017



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

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

Last Updated: 09-Jan-2017

6 Poverty



Actions

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
6.1.1.1 Provide advice and support services to help people protect their income	Katie Clubb - Community Support Services Manager	In Progress	01-Apr-2016	31-Mar-2017	75.00%	 GREEN	 GREEN

ACTION PROGRESS COMMENTS:

During quarter 3, Flintshire residents received specialist advice and support to access on-going social security benefits worth £468,511 and one-off lump sum payments totalling £67,343. During the remainder of the financial year the demand from residents for access to advice and support providers will continue to be managed, as effectively as possible, by the Advice and Housing Support Referral Gateways. However, as the Universal Credit full service is introduced within Flintshire from the beginning of the next financial year, service planning is being undertaken to ensure available resources can, as far as practical, meet the increase demand from Flintshire residents who will become Universal Credit claimants during 2017/18.



Last Updated: 23-Feb-2017

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
6.1.1.2 Helping people to get closer to work and / or be work ready through a range of Government and European funded programmes.	Katie Clubb - Community Support Services Manager	In Progress	01-Apr-2016	31-Mar-2017	75.00%	 GREEN	 AMBER

ACTION PROGRESS COMMENTS:

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

Last Updated: 17-Feb-2017



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

ACTION PROGRESS COMMENTS:

The Gas Infill projects remain on track and the External Wall projects active in parts of Shotton and Garden City are now complete. The Pilot project utilizing air source heat pumps, solar technology and battery storage is now nearing completion. Savings and usage information will be monitored for at least 2 years to monitor the real time benefits for tenants and determine the best options for off-gas properties. The Affordable Warmth and Healthy Homes Healthy People projects continue to help those most vulnerable in our communities, assisting 62 clients in total and installing physical energy saving measures to 53 of those homes. The domestic energy retrofit framework for Wales is now live which should deliver savings, community benefits and a future income stream. Overall the team has delivered 222 measures in 176 properties, and energy advice provided to all these households. Annual energy bill savings from this quarter's installations will be £51,140, and lifetime CO2 savings of 9574.64 tonnes. In quarter 4 it is planned to work with capital works on an infill solar electric project, and progress work with the remaining harder to insulate properties. Funding permitting work will also continue on: - i) a small External Wall Insulation scheme ii) development of a framework and working with potential clients who have expressed an interest; and iii) Continuing work in the gas infill areas, council lofts and cavity wall insulation.

Last Updated: 17-Feb-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 (WEL/001) Amount of additional Social Security and Tax Credits paid to Flintshire residents as a result of the work undertaken by FCC	162500	116489	125000	 AMBER	↓	1191141	1125000	 GREEN


Lead Officer: Katie Clubb - Community Support Services Manager

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


Aspirational Target:

Progress Comment: During December 2016, Flintshire households accessed welfare benefits and tax credits with an annual value of £116,489. The households were also helped to access one-off payments totalling £13,972. The total for Q3 is £405,511.



Last Updated: 17-Feb-2017

KPI Title	Pre. Year Period Actual	Period Actual	Period Target	Perf. RAG	Perf. Indicator Trend	YTD Actual	YTD Target	Outcome RAG
IP6.1.1.1M02 Amount of discretionary housing payment (DHP) paid to support people to adjust to Welfare Reform changes	75825.24	101152.2	N/A	N/A	↑	207264.08	N/A	 GREEN



Lead Officer: Jen Griffiths - Benefits Manager
Reporting Officer: Claire Flint - Systems Team Leader (Revenue & Benefits)
Aspirational Target:
Progress Comment: There has been an increase in awards since quarter 2. This was anticipated, due to the introduction of the reduced Benefit Cap in November.
 We have continued to be actively involved in solutions for customers and have made payments to cover rent arrears across all tenures.
 Last Updated: 17-Feb-2017

KPI Title	Pre. Year Period Actual	Period Actual	Period Target	Perf. RAG	Perf. Indicator Trend	YTD Actual	YTD Target	Outcome RAG
IP6.1.1.1M03 Number of residents supported to better manage their financial commitments	34	No Data	N/A	N/A	N/A	21	N/A	 GREEN

Lead Officer: Katie Clubb - Community Support Services Manager
Reporting Officer: Paul Neave - Manager - Advice and Homelessness Service
Aspirational Target:
Progress Comment: During quarter 3 The Flintshire County Council Money Advice Officer was absent, however residents continued to be supported by the Flintshire Citizen Advice Service . The Citizen Advice Service will provide an updated position at the end of quarter 4.
 Last Updated: 17-Feb-2017

KPI Title	Pre. Year Period Actual	Period Actual	Period Target	Perf. RAG	Perf. Indicator Trend	YTD Actual	YTD Target	Outcome RAG
IP6.1.1.1M04 Speed of processing of Housing Benefit claims - new claims	16.35	16.81	20	 GREEN	↓	67.12	60	 GREEN



Lead Officer: Jen Griffiths - Benefits Manager
Reporting Officer: Anna Friend - Team Leader - Benefits
Aspirational Target:
Progress Comment: There has been an improvement in performance for quarter 3. The vacancies which were being carried during quarter 1 and 2 have now been filled and this change in resource levels is reflected in performance for quarter 3.
 Last Updated: 17-Feb-2017

KPI Title	Pre. Year Period Actual	Period Actual	Period Target	Perf. RAG	Perf. Indicator Trend	YTD Actual	YTD Target	Outcome RAG
IP6.1.1.1M05 Speed of processing of Housing Benefit claims - change of circumstances	6.6	7.74	8	 GREEN	↓	19.34	24	 GREEN

Lead Officer: Jen Griffiths - Benefits Manager
Reporting Officer: Anna Friend - Team Leader - Benefits
Aspirational Target:
Progress Comment: Performance is within target again in quarter 3. Recruitment of staff has enabled us to remain within target for processing changes whilst improving performance for new claims.
 Last Updated: 23-Feb-2017

RISKS

Strategic Risk

RISK TITLE	LEAD OFFICER	SUPPORTING OFFICERS	INITIAL RISK RATING	CURRENT RISK RATING	TREND ARROW	RISK STATUS
Demand for advice and support services will not be met.	Katie Clubb - Community Support Services Manager	Pam Davies - Housing Options Team Leader	 Yellow	 Yellow	↔	Open

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

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

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

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

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

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

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

Last Updated: 17-Feb-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.	Katie Clubb - Community Support Services Manager	Jen Griffiths - Benefits Manager	Amber	Amber	↔	Open

Potential Effect: i) Rent arrears amongst Flintshire County Council tenants will increase if they are not able to manage the impact generated by the reduction in their Housing Benefit award.

ii) Any reduction in income to the Housing Revenue Account negatively affects the Housing Service Business model.

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

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

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

Progress Comment: Due to the continued, slow introduction of Universal Credit within Flintshire, the number of claimants who are also tenants remains low and there was little increase in the number of Universal Credit claimants during the third quarter. The personal budgeting service delivered by Citizen Advice Flintshire is coping with the demand from Universal Credit claimants.

Important Note: The Department for Work and Pensions have announced that Flintshire will be the first Welsh Local Authority area to have Jobcentres delivering the full Service of Universal Credit from April 2017. In principle the full service is Universal Credit as the policy maker intended, i.e. an integrated benefit available to all working age people and delivered on a digital platform. Consequently, there will be an increased number of claimants with complex life circumstances claiming Universal Credit within Flintshire for the first time throughout the next financial year. Service planning has commenced to ensure available resources around personal budgeting and other types of support are sufficient to meet the expected increased demand from households from April 2017.

Last Updated: 17-Feb-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.	Katie Clubb - Community Support Services Manager	Jen Griffiths - Benefits Manager	Amber	Yellow	↓	Open

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

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

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

Progress Comment: During quarter 3, Flintshire residents received specialist advice and support to access ongoing social security benefits worth £405,511 and one-off lump sum payments totalling £67,343, increasing the spending power of these households within the local economy.

Last Updated: 17-Feb-2017

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


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

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

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



Last Updated: 14-Oct-2016

RISK TITLE	LEAD OFFICER	SUPPORTING OFFICERS	INITIAL RISK RATING	CURRENT RISK RATING	TREND ARROW	RISK STATUS
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Available funding for energy efficiency measures may fall short of public demand.	Niall Waller - Enterprise and Regeneration Manager	Gavin Griffith - Housing Regeneration & Strategy Manager	Amber	Amber		Open
<p>Potential Effect: i) Public frustration, and reduced funding may impact on the Council's reputation. ii) Opportunities to reduce household costs and fuel poverty may not be fully realised.</p> <p>Management Controls: i) All potential sources of external funding proactively targeted for support. ii) Use made wherever possible of innovative forms of finance. iii) Managing public expectation as far as possible.</p> <p>Progress Comment: There remains more demand for energy efficiency measures than the current level of funding allows, in particular for solar panels and external wall insulation. Expectations are being managed as far as possible and other sources of funding to increase the level of provision are being actively considered.</p> <p>Last Updated: 16-Dec-2016</p>						

7 Environment



Actions

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
7.1.1.1 Access available funding to support Council priorities for accessing employment, health, leisure and education	Sue Price - Transport Policy Officer	In Progress	01-Apr-2016	31-Mar-2017	75.00%	 GREEN	 GREEN

ACTION PROGRESS COMMENTS:

The Active Travel Design Guidance recommends following 7 stages for developing the Integrated Network Map for submission to Welsh Government for approval in September 2017. The stages to be completed within the scope of this financial year are Stages 1, 2, 3 & 4. Stages 1, 2 & 3 are now complete with stage 4 under way, this makes up the 75% completion figure. The remaining 25% will involve completion of stage 4. Stage 3 involved analysing data gathered from Stage 2 to plot departure and destination points, then cluster these destination and departure points to identify desire lines for walking and cycling routes. Stage 4 involves converting desire lines to routes which will be undertaken by desktop exercise and on site assessments. The timetable for informal engagement and statutory consultation has been revised due to the fact that Welsh Government has put back the submission date for the Integrated Network Map to November 3rd 2017. Additionally, Welsh Government are providing a new mapping system for Local Authorities to map out their proposed Active Travel Network which we are still waiting for. It is intended to now undertake informal engagement in early March with a view to the statutory consultations starting after the Local Elections in late May, early June 2017.



Last Updated: 13-Feb-2017

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

ACTION PROGRESS COMMENTS:

Road infrastructure and repairs and maintenance are built up of 3 main contracts: i) Carriageway surface dressing from 01/04/16 to 01/05/16 - All works are complete. ii) Carriageway resurfacing from 01/05/16 to 31/10/16 - All works are complete. iii) Carriageway patching from 01/04/16 to 31/03/17 - Part 1 of the works were completed 01/04/16 to 01/06/16 - Part 2 started on 01/02/2017 and scheduled for completion by 31/03/2017



Last Updated: 23-Feb-2017

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
7.1.1.3 Use available funding to support the Council's priorities to improve road safety on the County's highway network.	Lee Shone - Road Safety Officer	In Progress	01-Apr-2016	31-Mar-2017	70.00%	 GREEN	 GREEN

ACTION PROGRESS COMMENTS:

Welsh Government funding received for Road Safety Grant Schemes (2016/17) - i) A5026, Lloc - Junction Improvement - Completed ii) A5104 Penymynydd to Warren Hall - Route treatment - Design complete, materials ordered, work to commence 24th February for an anticipated period of 3 weeks. iii) Liverpool Road/Alltami Road - Route treatment - Works currently in progress with completion anticipated end of February 2017. The 70% progress reflects the completion of two schemes the remaining 30% will involve the scheduled completion of two schemes in Q4 2016/17



Last Updated: 17-Feb-2017

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
7.1.1.4 Work closely with the communities to develop innovative and sustainable community transport schemes	Katie Wilby - Transportation and Logistics Manager	In Progress	01-Apr-2016	01-Apr-2017	75.00%	 GREEN	 AMBER

ACTION PROGRESS COMMENTS:

Working groups were set up within the 21 communities that signed up to the project and group meetings took place throughout August and September 2016. The purpose of the working groups was to organise public drop-in events within their communities, arrange publicity for the events and identify the demand within each area. A series of 'drop in' events were held across the County during quarter 3 to engage with the wider community and stakeholders to explain how people can get involved in the project, understand the demand and capacity within the areas and what support may be required in setting up the new initiatives. Drop in sessions will continue to be held during quarter 4.



Last Updated: 17-Feb-2017

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
7.2.1.1 Establish an Environment working Group to ensure that the Council adopts an integrated approach to service delivery which meets the aims and objectives of the Single Environment Grant (SEG).	Andrew Farrow - Chief Officer - Planning and Environment	Completed	01-Apr-2016	31-Mar-2017	100.00%	 GREEN	 GREEN

ACTION PROGRESS COMMENTS:

The Single Environment Working Group (SEWG) was established in June and has met twice since. The Group has successfully coordinated the actions of the two portfolios to meet the aims of the SEG claim. SEWG are tracking the latest position on 2017/18 SEG level. Officers attended a Welsh Government workshop on 30.11.2016 to gain advice on clarity for submitting future SEG claims and we will also be presenting in terms of our SEWG approach.



Last Updated: 30-Nov-2016

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

ACTION PROGRESS COMMENTS:

Consultation on strategic options was completed in December 2016 and feedback reported to the Planning Strategy Group at its February 2017 meeting. This will then feed into the production of the preferred strategy during March and April when the preferred growth and spatial options will be agreed. The Plan is on target to prepare the core strategy by the end of 2016 which will be made available for consultation by March 2017.



Last Updated: 23-Feb-2017

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
7.2.1.3 Reducing our Carbon footprint	Paul Kindlin - Energy Conservation Building Surveyor	In Progress	01-Apr-2016	31-Mar-2017	70.00%	 GREEN	 AMBER

ACTION PROGRESS COMMENTS:

Energy Consumption figures for quarter 3 compared to quarter 3 last year, are showing reductions in all fuels as follows: Electricity -7.36 %, Gas -1.86%, Oil -18.62%, LPG -22.12% In absolute terms the current overall reduction of emissions is -4.64%. Activities completed during quarter 3 were lighting refurbishments at Deeside Enterprise Centre, Broughton School and LED lighting in Argoed High School drama studio and gym, New Building Energy Management Systems (BEMS) at Sychdyn CP School and Deeside Enterprise Centre. Two small Solar farms installed on former landfill sites (400KWp Brookhill and 700KWp Standard) are complete and commissioned. Private wire is being connected to Plastics Recycling Centre at Standard. Detailed design and pre project planning works for the 11Kv underground line between Brookhill Solar farm and Alltami depot are ongoing. Plans for quarter 4 are to continue to monitor heating controls at all sites with remote access, programme lighting refurbishment at Greenfield Business Centre. Three Solar Photo Voltaic (P.V.) installations are planned for Broughton School, Mynydd Isa Infants and Ysgol Derwen all 8kWp. The progress RAG for the quarter is Green given the reduced energy consumption figures for quarter 1 - quarter 3 however the outcome RAG remains at Amber as the gas, oil and lpg percentage reduction are lower compared to previous quarters due to the winter period and the energy consumption figures are weather reliant. If we have a prolonged period of cold weather then our buildings are heated for a longer period of time and the energy consumption will increase.



Last Updated: 17-Feb-2017

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
7.2.1.4 Reviewing the Flood Risk Management Strategy	Ruairi Barry - Senior Engineer	In Progress	01-Apr-2016	31-Mar-2017	75.00%	 GREEN	 AMBER

ACTION PROGRESS COMMENTS:

Flintshire’s Local Flood Risk Management Strategy (LFRMS) runs from 2013-2017 and proposes that a review takes place in 2017 following the review of Welsh Government's National Strategy. Welsh Government have recently advised that a delay in the review of the National Strategy is probable. Such a delay does not preclude the Council from updating its Local Strategy in the interim period to reflect progress and changes that have been made since the initial publication. Updates include progress made on key measures such as implementing a Geographic Information System (GIS) based flood risk asset register, formalising consenting processes, clarification of surface water planning requirements . These amendments ensure that Flintshire’s LFRMS continues to accurately reflect the Lead Local Flood Authority’s approach to managing local flood risk, and this approach remains consistent with the strategic aims and objectives in the National Strategy. Approximately 50% of the required edits have been completed to date. Remaining work to be undertaken in quarter 4 will focus on improving the existing strategy document to be a more effective method of sharing information, raising awareness and communicating key messages to the wider public and other stakeholders. The revised LFRMS draft document will be available in March 2017 (for consultation if appropriate). It is possible a more comprehensive review of the LFRMS could follow in 2017/18 should Welsh Government's review of the National Flood Risk Management Strategy require it.

Last Updated: 17-Feb-2017

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
7.2.1.5 Reducing the occurrence and impact of environmental crime.	Harvey Mitchell - Waste and Ancillary Services Manager	In Progress	01-Apr-2016	31-Mar-2017	75.00%	 GREEN	 GREEN



ACTION PROGRESS COMMENTS:

Introduction of a third party contractor on a 12 month pilot scheme to enforce littering and dog fouling offences in line with the council's zero tolerance approach. A third party contractor was appointed in July on a 12 month pilot. The pilot is progressing well with over 2,800 tickets now issued. Anecdotal evidence from operational staff report a reduction in litter. Cabinet approval is now being sought to prepare a tender for a long term contract with an external supplier to enforce litter and dog fouling offences.

Last Updated: 23-Feb-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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IP7.1.1.2M02 Percentage of inspections undertaken to ensure reinstatements meet required standards so as to improve the standard of works undertaken on Flintshire's network.	No Data	15	12.5	 GREEN	N/A	15	12.5	 GREEN
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Lead Officer: Stephen Jones - Chief Officer - Streetscene and Transportation
Reporting Officer: Sam Tulley - Road Space Manager
Aspirational Target:
Progress Comment: The percentage of inspections undertaken was on roadworks carried out by external works promoters. The majority of these external promoters are utility companies such as Welsh Water, BT and the gas board. The inspections are undertaken to ensure highway reconstruction and reinstating meets standards, reducing the need to carry out further roadworks to repair defective reinstatements.

Last Updated: 17-Feb-2017

KPI Title	Pre. Year Period Actual	Period Actual	Period Target	Perf. RAG	Perf. Indicator Trend	YTD Actual	YTD Target	Outcome RAG
IP7.1.1.3M01 Road safety initiatives to reduce the risk of collisions of high risk groups: Older drivers	9	7	7	 GREEN	↓	24	21	 GREEN

Lead Officer: Anthony Stanford - Highways Strategy Manager
Reporting Officer: Lee Shone - Road Safety Officer
Aspirational Target:
Progress Comment: 7 Flintshire older drivers undertook driving assessments during this period. 1 of the clients referred to the Wales Mobility Assessment Centre for further assistance, due to deterioration of cognitive skills. The scheme is progressing, however internal advertising utilising the Council's social media avenues was delayed until February to avoid Christmas period. Workshops did not go ahead due to funding restraints.

Last Updated: 17-Feb-2017

KPI Title	Pre. Year Period Actual	Period Actual	Period Target	Perf. RAG	Perf. Indicator Trend	YTD Actual	YTD Target	Outcome RAG
IP7.1.1.3M02 Road safety initiatives to reduce the risk of collisions of high risk groups: Newly qualified young drivers	2	9	11	 AMBER	↑	19	33	 AMBER

Lead Officer: Anthony Stanford - Highways Strategy Manager



Reporting Officer: Lee Shone - Road Safety Officer

Aspirational Target:

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

Attendance on the Pass Plus Cymru course has been in decline in previous years, with the decline acknowledged by the Young Persons' Steering Group. The Steering Group recommended actions in an attempt to further promote the scheme. Following implementation of the actions a small increase in attendance has been recorded. The Council will continue to promote the scheme for a further increase during quarter 4. Courses are scheduled during March 2017.

Last Updated: 16-Feb-2017

KPI Title	Pre. Year Period Actual	Period Actual	Period Target	Perf. RAG	Perf. Indicator Trend	YTD Actual	YTD Target	Outcome RAG
IP7.1.1.3M03 Road safety initiatives to reduce the risk of collisions of high risk groups: Motorcyclists	27	10	15	 AMBER	↓	36	45	 AMBER

Lead Officer: Anthony Stanford - Highways Strategy Manager

Reporting Officer: Lee Shone - Road Safety Officer

Aspirational Target:

Progress Comment: Welsh Government funding has been secured for BikeSafe Motorcycle Training for residents of Flintshire. The BikeSafe workshop explores the main riding hazards that a motorcyclist may encounter by delivering theory presentations and observed rides. A BikeSafe workshop will help motorcyclists discover their strengths and weaknesses and how to further develop their road skills. In addition to the BikeSafe workshop, a First Bike On Scene (FBOS) First Aid for Riders course is available to residents of Flintshire. Scooter Safe and Small Capacity motorcycle training is also available. The last course of the calendar year was held at Deeside Fire Station, with 10 Flintshire residents in attendance. Flintshire is leading in attendance across North Wales. Scooter Safe and Small Capacity motorcycle training is also available. The last course of the calendar year was held at Deeside Fire Station, with 10 Flintshire residents in attendance. Flintshire is leading in attendance across North Wales

Last Updated: 22-Feb-2017




RISKS




Strategic Risk


RISK TITLE	LEAD OFFICER	SUPPORTING OFFICERS	INITIAL RISK RATING	CURRENT RISK RATING	TREND ARROW	RISK STATUS
Sufficient funding to ensure our highways infrastructure remains safe and capable of supporting economic growth.	Stephen Jones - Chief Officer - Streetscene and Transportation	Barry Wilkinson - Highways Networks Manager	Amber	Amber	↔	Open
<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: Q3 - Contracts are in place, and preventative and corrective work has commenced across a number of improvement and maintenance schemes of the highest ranked sites within the network. This work will be completed before the end of the financial year.</p> <p>Last Updated: 02-Feb-2017</p>						

RISK TITLE	LEAD OFFICER	SUPPORTING OFFICERS	INITIAL RISK RATING	CURRENT RISK RATING	TREND ARROW	RISK STATUS
Sustainable transport options do not remain attractive to users.	Stephen Jones - Chief Officer - Streetscene and Transportation	Katie Wilby - Transportation and Logistics Manager	Amber	Amber	↔	Open
<p>Potential Effect: Increase in individual car usage. Increase in deterioration of the highway. Not meet the requirements of the Active Travel Wales bill.</p> <p>Management Controls: Develop initiatives around fares, ticketing interoperability, transport integration, vehicle standards, accessibility (low floor vehicles), safety and security measures (e.g. CCTV mandatory), driver training, quality of passenger transport information, marketing and promotion of services</p> <p>Progress Comment: Work is ongoing with Welsh Government and regional partners through the Local, Regional and National Transport Plans looking at transport interventions such as integrated ticketing, quality partnerships, vehicle quality standards, infrastructure improvements and development of alternative services such as community based transport services.</p> <p>Last Updated: 17-Feb-2017</p>						

RISK TITLE	LEAD OFFICER	SUPPORTING OFFICERS	INITIAL RISK RATING	CURRENT RISK RATING	TREND ARROW	RISK STATUS
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Sufficient funding will not be found to continue to provide subsidised bus services.	Stephen Jones - Chief Officer - Streetscene and Transportation	Katie Wilby - Transportation and Logistics Manager				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: Work is ongoing to make existing services more sustainable and provide support for the bus industry in partnership with Welsh Government with a Bus Summit held on 23.01.2017. The Bus Summit was facilitated by Welsh Government and aimed to bring together industry users, providers, and policy makers in devising a forward looking sustainable strategy for the bus industry in Wales.</p> <p>Existing supported bus services are operating within current financial levels for 2016-2017.</p> <p>Last Updated: 17-Feb-2017</p>						

RISK TITLE	LEAD OFFICER	SUPPORTING OFFICERS	INITIAL RISK RATING	CURRENT RISK RATING	TREND ARROW	RISK STATUS
Reduction of the Single Environment Grant.	Andrew Farrow - Chief Officer - Planning and Environment					Open
<p>Potential Effect: Potential reduction in future service provision</p> <p>Management Controls: Following initial Welsh Government projections for the grant this is now being raised as pressure for 2017/18.</p> <p>Progress Comment: In quarter 3 this still remains as the initial Welsh Government Revenue Grant Settlement indicates a reduction for 2017/18.</p> <p>The matter has been raised as a budget pressure for 2017/18.</p> <p>Last Updated: 10-Feb-2017</p>						

RISK TITLE	LEAD OFFICER	SUPPORTING OFFICERS	INITIAL RISK RATING	CURRENT RISK RATING	TREND ARROW	RISK STATUS
Recycling programmes are not supported by the public and employees.	Stephen Jones - Chief Officer - Streetscene and Transportation	Harvey Mitchell - Waste and Ancillary Services Manager				Open

Potential Effect: Decreasing income from resale of recyclates. Increased infraction charges. Carbon reduction targets not met.
Management Controls: Recycling information to public.
 Employee recycling schemes in place.
 Incentives for local business to recycle.
 Marketing campaigns.
 Targeting of areas with low participation rates.
 Increase meet and greet service at HRCs.
 Early stakeholder engagement.
Progress Comment: Recycling tonnages have improved on the previous year. A Countywide education campaign was carried out prior to Christmas to inform residents of an increase in the range and type of materials we collect. Further food specific campaigns are planned for March. This will continue to be monitored given the increase in what can be recycled and that the public are becoming more aware of the range of materials that can now be collected.

Last Updated: 23-Feb-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.	Andrew Farrow - Chief Officer - Planning and Environment		Amber	Amber	↔	Open

Potential Effect: Unable to generate power through FCC controlled renewables sources. Continue to pay market prices for energy.
Management Controls: Continue to review the availability of sites.
Progress Comment: In quarter 3 a list of potential sites has been generated in partnership with the Green Growth Wales team, these will be reviewed and a programme for development established.

Last Updated: 13-Feb-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.	Andrew Farrow - Chief Officer - Planning and Environment		Red	Red	↔	Open

Potential Effect: Flood schemes will not be delivered
Management Controls: Review our approach to funding capital projects
Progress Comment: During quarter 3 the grant and availability continued to be monitored. A capital bid to potentially address flood risk schemes is also being developed. The Mold scheme will be raised as a potential National Development Framework project which will provide greater strength when seeking capital. A review of the permitted Mold scheme is also in progress.

Last Updated: 22-Feb-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.	Andrew Farrow - Chief Officer - Planning and Environment		Amber	Amber	↔	Open

Potential Effect: Flood schemes will not be delivered
Management Controls: Review our approach to funding capital projects
Progress Comment: In quarter 3 improved information was provided prior to commencement of projects which has assisted in helping to manage expectations.

Last Updated: 10-Feb-2017



RISK TITLE	LEAD OFFICER	SUPPORTING OFFICERS	INITIAL RISK RATING	CURRENT RISK RATING	TREND ARROW	RISK STATUS
Environmental crime programmes are not supported by the public and employees.	Stephen Jones - Chief Officer - Streetscene and Transportation	Harvey Mitchell - Waste and Ancillary Services Manager	Amber	Yellow	↓	Open

Potential Effect: Continued problems with littering, graffiti and loss of environmental quality
Management Controls: Monitor the effectiveness of projects and clarify the purpose of schemes prior to implementation.
Progress Comment: In Quarter 3 the introduction of a pilot scheme carrying out environmental enforcement using a specialist contractor has so far been successful with the number of FPN's issued exceeding 2,800.
 There is anecdotal evidence suggesting that there has been a reduction in the amount of litter being dropped in our town centres.

Last Updated: 17-Feb-2017

8 Modern and Efficient Council



Actions

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
8.1.1.1 Develop the Community and Social Sectors through developing and growing social enterprises in Flintshire, in turn supporting and creating new forms of local business	Ian Bancroft - Chief Officer - Organisational Change 1	In Progress	01-Apr-2016	31-Mar-2017	65.00%	 GREEN	 GREEN

ACTION PROGRESS COMMENTS:

An activity plan for 2017 has been developed with a key group of social enterprises that aims to provide leadership and further support to the sector. • The plan includes two specific contracts that will be targeted to the sector. • Business support and dragons den sessions for the sector. • A new business award in business week specific to the social enterprise sector. • The development of a community benefits policy for Flintshire. This is a three year plan which aims to be complete by 31st March 2018 and is currently 2/3rds of the way through and on target.

Last Updated: 17-Feb-2017



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



ACTION PROGRESS COMMENTS:



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



Last Updated: 20-Jan-2017

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
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8.1.1.3 Ensure community benefit through our commissioning of goods and services and their impact	Arwel Staples - Strategic Procurement Manager	Completed	01-Apr-2016	31-Mar-2017	100.00%	 GREEN	 AMBER
<p>ACTION PROGRESS COMMENTS: A new set of Contract Procedure Rules (CPRs) has been approved by Council and will become operational on 1st November. As part of the new CPR there is a mandatory requirement to include community benefit considerations for all contracts above £1m. To ensure community benefits are agreed and included a new commissioning form has also been developed and, will be reviewed by the Corporate Procurement Unit prior to the commencement of each tendering exercise. Since the introduction of the new Contract Procedure Rules and use of the Commissioning Form, the inclusion of Community Benefits in individual tender projects is increasingly being adopted.</p> <p>Last Updated: 03-Feb-2017</p>							

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
8.1.1.4 Design and implement alternative delivery models (ADM's) to sustain important services to meet future need	Ian Bancroft - Chief Officer - Organisational Change 1	In Progress	01-Apr-2016	31-Mar-2017	75.00%	 GREEN	 GREEN
<p>ACTION PROGRESS COMMENTS: Leisure and Libraries, Facility Management and Social Care Work Opportunities have had their final implementation plans agreed at Cabinet in December 2016 with set up of each of the new delivery models planned for the first half of 2017</p> <p>Last Updated: 03-Jan-2017</p>							



ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
8.1.1.5 Empower communities to run and manage facilities in their locality through Community Asset Transfers CAT's)	Ian Bancroft - Chief Officer - Organisational Change 1	In Progress	01-Apr-2016	31-Mar-2017	65.00%	 GREEN	 GREEN
<p>ACTION PROGRESS COMMENTS: Work continues on progressing a number of assets that have achieved "stage 2 sign off" of business planning through to stage 3 legal completion. A considerable amount of work has taken place in relation to Holywell Leisure Centre, the most complex asset transfer, including consultation with staff and revising and updating the business plan. This transfer is due to take place between December 2016 and March 2017. To complete work this year requires both final completion of a number of asset transfers and monitoring of all those completed last year. This is a three year plan which aims to be complete by 31st March 2018 and is currently 2/3rds of the way through and on target.</p> <p>Last Updated: 17-Feb-2017</p>							

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

ACTION PROGRESS COMMENTS:

Flintshire has played an active role in preparing for regional funding (Covenant Fund 2016) that has been made available from the Ministry of Defence. This funding will support two 2 year co-ordinator positions working across six authorities, concentrating on website development and engagement with the Armed Forces community. The application was submitted at the end of October 2016 and notification of a successful grant will be known in February. The Council has also re-invigorated its steering group to refresh and implement actions within the Armed Forces Covenant Action Plan. A workshop is being planned with relevant stakeholders to contribute. The amber status reflects a level of uncertainty about delivering the full impact.

Last Updated: 20-Jan-2017



ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
8.2.1.1 Develop and implement a three year financial plan that reflects anticipated funding, costs and efficiencies to support strategic decision making.	Gary Ferguson - Corporate Finance Manager	Completed	01-Apr-2016	31-Mar-2017	100.00%	 GREEN	 GREEN

ACTION PROGRESS COMMENTS:

The Medium Term Financial Strategy (MTFS) has been adopted by Cabinet, with Overview and Scrutiny Committee input, and regular updates are provided. The provisional Local Government settlement of Welsh Government is due mid-October. The amber outcome rating derives from uncertainty over the content of the settlement at this early stage. The provisional Local Government settlement was received on 19th October 2016 and was more favourable than was forecast within the MTFS. This was due to the funding being mainly flat lined to the 2016/17 level whilst the MTFS projection had assumed a cut of 1.5%. A stage 1 budget report was considered by Cabinet and Corporate Overview and Scrutiny Committee in September and a Stage 2 report which will include further Corporate Financial Stewardship options was considered by Cabinet in November 2016. Q3) Corporate financial stewardship efficiencies were approved by Council on 6th December 2016 with the final stage 3 report considered and approved by Cabinet on 14th February 2017.

Last Updated: 22-Feb-2017



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

The updated People Strategy for 2016-19 was approved by Cabinet in November 2016. The strategy reflects organisational needs and aligns capacity to priorities. In the interim period of strategy revision, resources have been prioritised to meet dominant organizational needs including service reviews, efficiency led service model changes, the transition to Alternative Delivery Models, and workforce scale and cost reduction programmes.



Last Updated: 17-Feb-2017

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

ACTION PROGRESS COMMENTS:

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



Last Updated: 08-Sep-2016

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

ACTION PROGRESS COMMENTS:

50 officers of 150 nominated have been trained in new systems and processes. The £400k annual savings target from regional and national procurement collaborations is on track to be achieved. There is ongoing monitoring of efficiencies gained from the National Procurement Service as part of this programme. The amber rating for outcome reflects the longer term uncertainty around optimising regional and national efficiencies. Further meetings have taken place with the National Procurement Service (NPS) to discuss potential efficiencies through the use of national procurement collaborations. An NPS Action Plan has been developed to address the on going issue of lack of efficiencies arising from individual framework agreements.

Last Updated: 03-Feb-2017


ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
8.2.1.5 Embrace digital channels as the default in service design where possible to provide access to online services at a time and location convenient to the customer.	Rebecca Jones - Customer Services Team Leader	In Progress	01-Apr-2016	31-Mar-2017	75.00%	 GREEN	 GREEN

ACTION PROGRESS COMMENTS:

The Council continues to make progress towards providing services online. A Customer Service Strategy has been developed which sets out how the Council will embrace opportunities to review, assess and implement change across face to face, telephone and digital services with a focus on providing accessible services. In quarter 3, the Council continued to see a rise in the number of online digital transactions with 7,895 customers choosing to complete their business online. There was no increase in website users in quarter 3 but the Christmas holiday period may explain the reason for this. Customer Support Services continue to work closely with ICT to prioritise digital development which is overseen by the Customer Review Group that reports to the Customer Programme Board.

Last Updated: 23-Jan-2017


Performance Indicators

KPI Title	Pre. Year Period Actual	Period Actual	Period Target	Perf. RAG	Perf. Indicator Trend	YTD Actual	YTD Target	Outcome RAG
IP8.1.1.3M01 Percentage of contracts awarded in the financial year over £1m with community benefit clauses included in contract documents	No Data	100	N/A	N/A	N/A	100	N/A	 AMBER

Lead Officer: Arwel Staples - Strategic Procurement Manager
Reporting Officer: Arwel Staples - Strategic Procurement Manager
Aspirational Target:
Progress Comment: Since the introduction of the new Contract Procedure Rules (CPR's) and Commissioning Form in November 2016, all projects above £1m should include Community Benefit clauses.

However, there is still a requirement for officers to comply with the new CPR's hence the outcome RAG is being left as AMBER, with on going monitoring in place.

Last Updated: 03-Feb-2017

KPI Title	Pre. Year Period Actual	Period Actual	Period Target	Perf. RAG	Perf. Indicator Trend	YTD Actual	YTD Target	Outcome RAG
IP8.1.1.3M02 Percentage of contracts awarded in the financial year under £1m with community benefit clauses included in contract documents	No Data	50	N/A	N/A	N/A	50	N/A	 AMBER

Lead Officer: Arwel Staples - Strategic Procurement Manager
Reporting Officer: Arwel Staples - Strategic Procurement Manager
Aspirational Target:
Progress Comment: Since the introduction of the new Contract Procedure Rules (CPR's) and Commissioning Form in November 2016, all projects below £1m are being encouraged to include Community Benefit clauses where relevant.




However, there is still a requirement for officers to comply with the new CPR's hence the outcome RAG is being left as AMBER, with on going monitoring in place.

The inclusion of community benefits for contracts below £1m is not mandatory and can only be included depending on the type of contract and value. Each project is assessed on a case by case basis through the Commissioning Form review process to determine whether the delivery of community benefits is applicable.

Currently based on the Commissioning Forms received to date circa 50% of projects below £1m will be applicable to incorporate community benefit clauses.


Last Updated: 17-Feb-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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IP8.2.1.1M01 Amount of efficiency targets achieved.	10702000	9384000	10521000	 AMBER		9384000	10521000	 AMBER
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Lead Officer: Gary Ferguson - Corporate Finance Manager
Reporting Officer: Sara Dulson - Finance Manager
Aspirational Target:
Progress Comment: Month 9 budget monitoring indicates 89% of efficiencies will be achieved during 2016/17. The 89% refers to a current projection of £9,384M against the revised target of £10,521M.

Last Updated: 16-Feb-2017



KPI Title	Pre. Year Period Actual	Period Actual	Period Target	Perf. RAG	Perf. Indicator Trend	YTD Actual	YTD Target	Outcome RAG
IP8.2.1.2M02 Increase percentage of staff that receive an annual appraisal	No Data	67.05	N/A	N/A	N/A	67.05	N/A	 AMBER

Lead Officer: Sharon Carney - Lead Business Partner
Reporting Officer: Andrew Adams - Business Information and Compliance Adviser
Aspirational Target:
Progress Comment: There has been a significant increase in the number of appraisals completed and scheduled. Further work is ongoing to ensure appraisals take place in a timely manner and are recorded on iTrent. A further update is to be provided at the Chief Officer Team meeting in February.


Last Updated: 10-Jan-2017

KPI Title	Pre. Year Period Actual	Period Actual	Period Target	Perf. RAG	Perf. Indicator Trend	YTD Actual	YTD Target	Outcome RAG
IP8.2.1.2M04 (CHR/002) The number of working days per full time equivalent (FTE) local authority employee lost due to sickness absence.	2.82	2.83	2.33	 AMBER		2.83	2.33	 GREEN


Lead Officer: Andrew Adams - Business Information and Compliance Adviser
Reporting Officer: -
Aspirational Target: 9.30
Progress Comment: Compared to the same quarter in 2015/16, there has been no change which has meant that the authority has not met the quarterly target of 2.33 (annual target of 9.30). Ongoing interventions continue to be made to further improve attendance.
 Last Updated: 16-Feb-2017


KPI Title	Pre. Year Period Actual	Period Actual	Period Target	Perf. RAG	Perf. Indicator Trend	YTD Actual	YTD Target	Outcome RAG
IP8.2.1.4M01 Achievement of efficiency savings achieved due to the use of National, Regional and Sectoral procurement frameworks	225000	163000	100000	 GREEN	↓	492000	300000	 GREEN

Lead Officer: Arwel Staples - Strategic Procurement Manager
Reporting Officer: Arwel Staples - Strategic Procurement Manager
Aspirational Target:
Progress Comment: The annual total efficiency savings target of £400k, has been surpassed by Q3, with already £492,000 savings having been achieved.
 Last Updated: 17-Feb-2017

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




Lead Officer: Arwel Staples - Strategic Procurement Manager
Reporting Officer: Arwel Staples - Strategic Procurement Manager
Aspirational Target:
Progress Comment: Value Wales which is part of Welsh Government has developed a new Benefits Realisation Toolkit to determine efficiencies achieved through the use of e-procurement. Due to resources issues in Value Wales to provide implementation training on the use of the new Toolkit, the Council are not able to utilise the toolkit to date to determine the efficiencies.
 Last Updated: 03-Feb-2017




KPI Title	Pre. Year Period Actual	Period Actual	Period Target	Perf. RAG	Perf. Indicator Trend	YTD Actual	YTD Target	Outcome RAG
IP8.2.1.5M01 Increase the number of transactional services online and via the Flintshire app	No Data	7895	N/A	N/A	N/A	19522	N/A	 GREEN
<p>Lead Officer: Katie Clubb - Community Support Services Manager Reporting Officer: Rebecca Jones - Customer Services Team Leader Aspirational Target: Progress Comment: The number of customer enquiries received via digital channels i.e. website e-forms, Mobile App and Live Chat continue to increase. The total online transaction in quarter 3 came to 7,895 and the number of customer choosing to contact the Council via its website remained static. Quarter 3 saw a rise in the number of people browsing the NEW Homes website with 957 users accessing the site and over 3,600 pages viewed.</p> <p>Last Updated: 23-Jan-2017</p>								

KPI Title	Pre. Year Period Actual	Period Actual	Period Target	Perf. RAG	Perf. Indicator Trend	YTD Actual	YTD Target	Outcome RAG
IP8.2.1.5M02 Increase the take-up of online services	No Data	179457	N/A	N/A	N/A	551530	N/A	 GREEN
<p>Lead Officer: Rebecca Jones - Customer Services Team Leader Reporting Officer: Rebecca Jones - Customer Services Team Leader Aspirational Target: Progress Comment: There was a small reduction in the number of users to the Council’s website during quarter 3. 179,457 users visited the website, with each user visiting on average 2.26 times during the quarter. Over 1.1 million web pages were viewed, meaning users viewed circa 6 pages during their visit to our website. Quarter 3 saw the launch of new online services to increase the availability of services digitally, these include e-form developments for a range of services from dog fouling enforcement, school uniform grants, social services apply for reablement assessment and more.</p> <p>Last Updated: 17-Feb-2017</p>								




RISKS

Strategic Risk

RISK TITLE	LEAD OFFICER	SUPPORTING OFFICERS	INITIAL RISK RATING	CURRENT RISK RATING	TREND ARROW	RISK STATUS
The capacity and appetite of the community and social sectors.	Ian Bancroft - Chief Officer - Organisational Change 1	Dawn Holt - Alternative Delivery Models and Transforming Social Services Programme Manager				Open
<p>Potential Effect: No increase in the number and strength in community and social sectors which in turn will limit the capacity for communities to assist in community asset transfer and other programmes.</p> <p>Management Controls: Careful business planning and capacity development with community partners.</p> <p>Progress Comment: Quarter 3 - Building on the Community Asset Transfers from 2015/16 nine applications are now being progressed. In addition 3 ADM's have been agreed by Cabinet to be established in 2017 and a further 2 will be considered in January, see section 8.1.1.4.</p> <p>Last Updated: 17-Feb-2017</p>						




RISK TITLE	LEAD OFFICER	SUPPORTING OFFICERS	INITIAL RISK RATING	CURRENT RISK RATING	TREND ARROW	RISK STATUS
The willingness of the workforce and Trade Unions to embrace change.	Ian Bancroft - Chief Officer - Organisational Change 1	Dawn Holt - Alternative Delivery Models and Transforming Social Services Programme Manager				Open
<p>Potential Effect: Organisational change objectives cannot be met.</p> <p>Management Controls: Careful service and business planning with inclusivity of Trade Union and workforce input.</p> <p>Progress Comment: Quarter 3 - Organisational change programmes are broadly within planned timescales, reflecting the willingness of the workforce and Trade Unions to embrace change. In particular 90% of Leisure and Libraries staff voted yes to the establishment of an employee led mutual in December 2016 showing their commitment and willingness to embrace change.</p> <p>Last Updated: 16-Feb-2017</p>						

RISK TITLE	LEAD OFFICER	SUPPORTING OFFICERS	INITIAL RISK RATING	CURRENT RISK RATING	TREND ARROW	RISK STATUS
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Market conditions which the new alternative delivery models face.	Ian Bancroft - Chief Officer - Organisational Change 1	Dawn Holt - Alternative Delivery Models and Transforming Social Services Programme Manager				Open
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Potential Effect: New Alternative Delivery Models will see a decrease in income and could be un-sustainable.
Management Controls: Realistic business plans and an increased commercialism of new organisations (e.g leisure and libraries), underpinned by sufficient financial acumen.
Progress Comment: Quarter 3 - More detailed work has been undertaken by ADM's in considering market conditions. This includes leisure and libraries benchmarking their service provision externally against other providers in the market. In facilities management, work has been undertaken with other leading market providers to understand the market conditions and a review of APSE comparative performance information has been completed. In social care a tender exercise has resulted in two acceptable tenders for the contract being considered.

Last Updated: 20-Jan-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	Dawn Holt - Alternative Delivery Models and Transforming Social Services Programme Manager				Open

Potential Effect: Alternative Delivery Models become unsustainable as it cannot meet costs with reduced funding from the Council.
Management Controls: Properly plan for reduced levels of council funding for each Alternative Delivery Model and contingency plans. An agreed funding model where the Council subsidises the ADM's over a limited period is built into the MTFS.
Progress Comment: Quarter 3 - Completed business plans for each of the ADM's demonstrate there is currently enough public funding to support these models moving forward.

Last Updated: 20-Jan-2017

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

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




Last Updated: 03-Feb-2017




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

Potential Effect: New social enterprises are not sustainable and go into liquidation
Management Controls: i) Business development to the sector supported by the Council.
 ii) Monitoring of performance of new Social Enterprise delivery.
 iii) New network of social enterprise taking responsibility for increasing strength of the sector.
Progress Comment: Quarter 3 - The Social Enterprise Sector working group has now agreed a plan of activity for 2017 that will provide additional support and leadership to the social enterprise sector. However as we have a number of new social enterprises and it can take social enterprises up to 5 years to become fully sustainable this risk rating remains amber. This means a priority will be placed on monitoring and evaluating progress of new social enterprises.

Last Updated: 17-Feb-2017

RISK TITLE	LEAD OFFICER	SUPPORTING OFFICERS	INITIAL RISK RATING	CURRENT RISK RATING	TREND ARROW	RISK STATUS
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Newly established Community Asset Transfers fail in their early stages of development	Neal Cockerton - Chief Officer - Organisational Change 2	Dawn Holt - Alternative Delivery Models and Transforming Social Services Programme Manager				Open
<p>Potential Effect: New social enterprises are not sustainable and go into liquidation Management Controls: Business development support for the sector; monitoring and management of performance of new Social Enterprise delivery; new network of social enterprises taking responsibility for self-help. Progress Comment: Business development work is on going. Monitoring of new Community Asset Transfers starts this year with reports received from Community groups and monitoring meetings arranged.</p> <p>The Social Enterprise Sector working group is now active and has a plan for 2017.</p> <p>Last Updated: 22-Dec-2016</p>						

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				Open
<p>Potential Effect: The Council does not have sufficient funding to meet it's priorities and obligations. Management Controls: i) The Council's Medium Term Financial Strategy and efficiency programme. ii) National negotiations on local government funding. Progress Comment: The Final Local Government Settlement for 2017/18 has since been received and is more favourable than the figure projected within the forecast. The annual budget for 2017/18 has now been set. The risks remain high for future budget years.</p> <p>Last Updated: 22-Feb-2017</p>						

RISK TITLE	LEAD OFFICER	SUPPORTING OFFICERS	INITIAL RISK RATING	CURRENT RISK RATING	TREND ARROW	RISK STATUS
The capacity and capability of the organisation to implement necessary changes.	Sharon Carney - Lead Business Partner					Open

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

Last Updated: 29-Nov-2016

RISK TITLE	LEAD OFFICER	SUPPORTING OFFICERS	INITIAL RISK RATING	CURRENT RISK RATING	TREND ARROW	RISK STATUS
The pace of procurement collaborations and our limited control over their development.	Gareth Owens - Chief Officer - Governance	Arwel Staples - Strategic Procurement Manager	Yellow	Amber	↑	Open

Potential Effect: Procurement efficiencies will not be realised.
Management Controls: Monitoring and management of the National Procurement Service (NPS) work programme and its benefits.
Progress Comment: The National Procurement Service (NPS) has increased the pace of procurement collaboration delivery with 30+ framework agreements in place and further projects identified. The work programme delivery is being closely monitored.

However actual benefits to the Council from the NPS framework agreements is varied, therefore further monitoring of actual benefits is required going forward. Further meetings have been held with the National Procurement Service to develop an Action Plan to determine if tangible efficiencies can be obtained from collaborative framework agreements already delivered.

Last Updated: 03-Feb-2017

RISK TITLE	LEAD OFFICER	SUPPORTING OFFICERS	INITIAL RISK RATING	CURRENT RISK RATING	TREND ARROW	RISK STATUS
Public attitude to accessing services on-line.	Clare Budden - Chief Officer - Community and Enterprise	Rebecca Jones - Customer Services Team Leader	Yellow	Yellow	↔	Open

Potential Effect: Targeted efficiencies to be achieved through people switching to accessing services will not be met.
Management Controls: Connects will promote and assist with self-service for to enable a full digital shift.
Progress Comment: Q3) The number of people choosing to interact with the Council using digital channels remains consistent. Customer Services continue to monitor customer feedback around digital to ensure the services delivered digitally are fit for purpose. Help and support is offered to all customers at Flintshire Connects Centres to empower all people to access Council services using digital technology. A new Customer Service Strategy is being prepared which focuses on reviewing customer accessing channels providing digital access to service wherever possible. The Strategy is expected to be approved by the end of March 2017 for implementation 2017-2020 and will provide direction for the future.

Last Updated: 21-Feb-2017

