



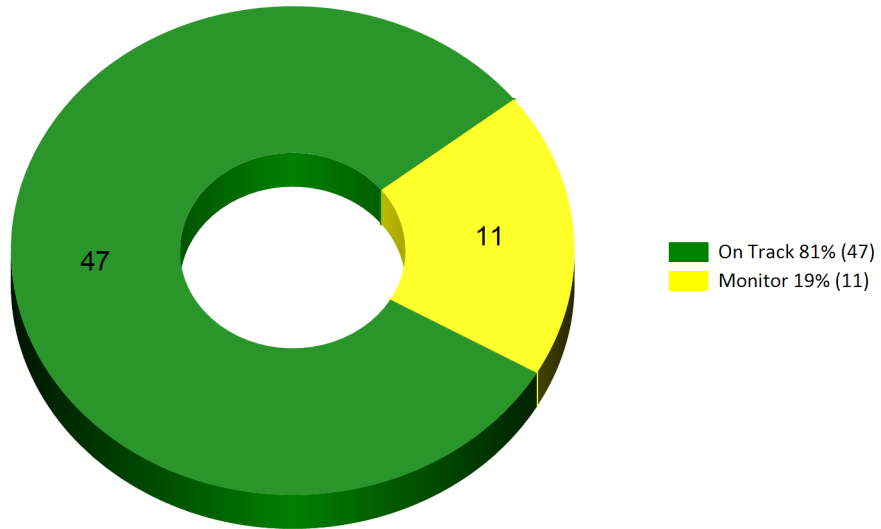
Performance Progress Report

Flintshire County Council

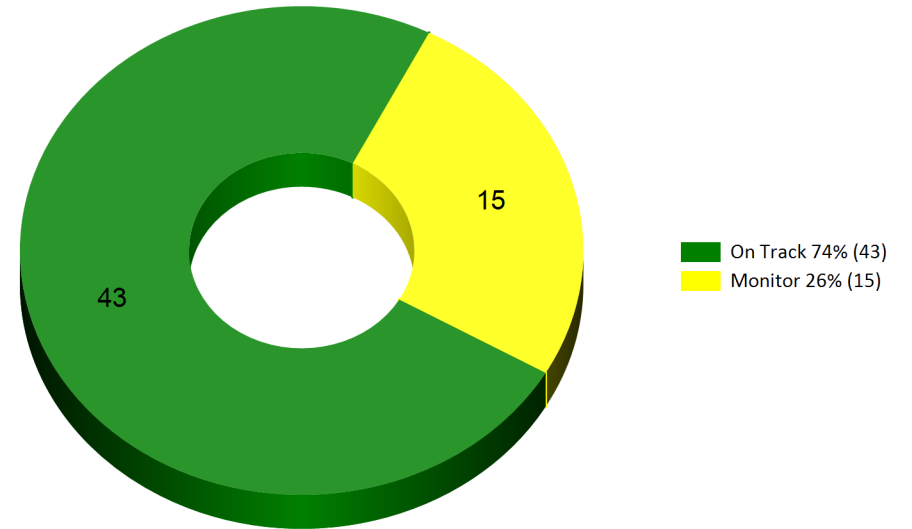


Print Date: 13-Feb-2018

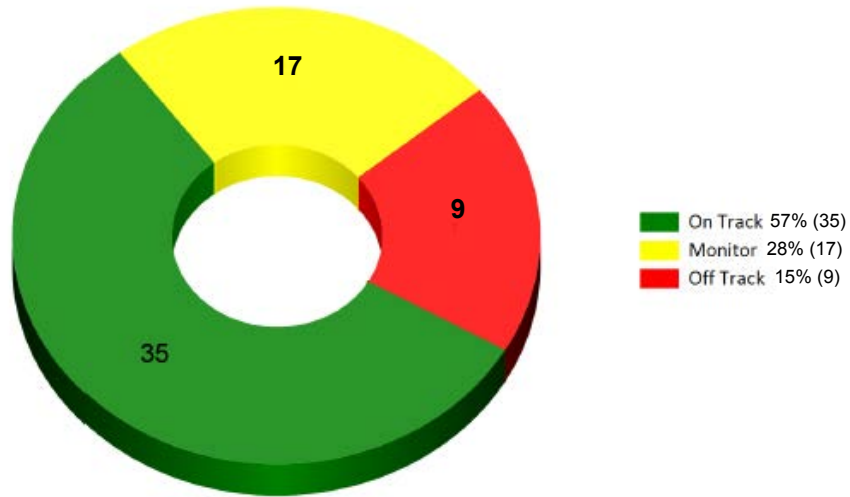
Action Progress RAG Status



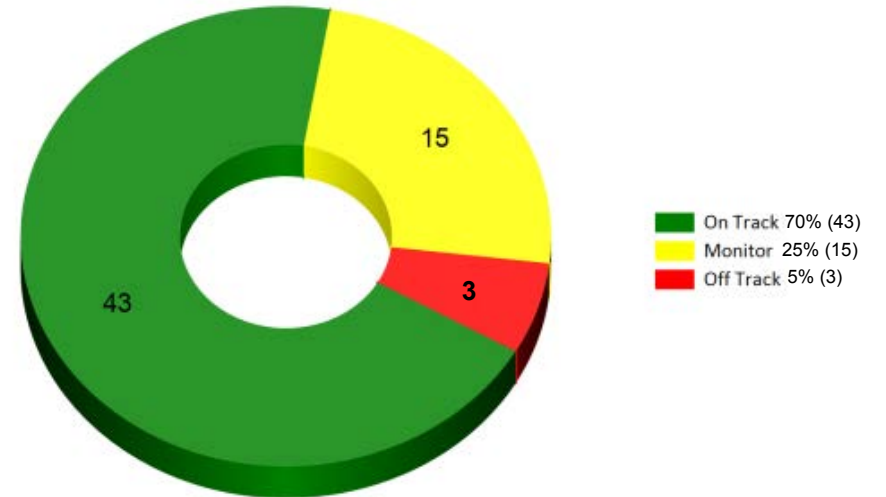
Action Outcome RAG Status



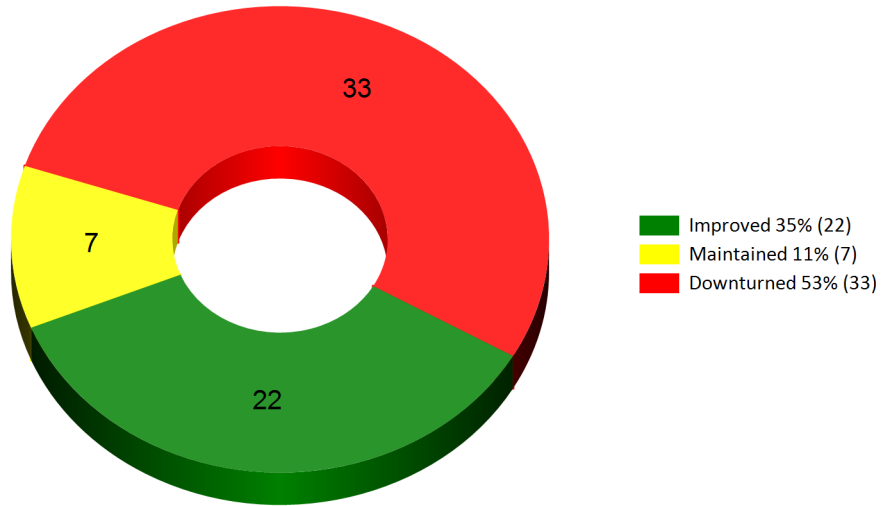
KPI Target RAG Status



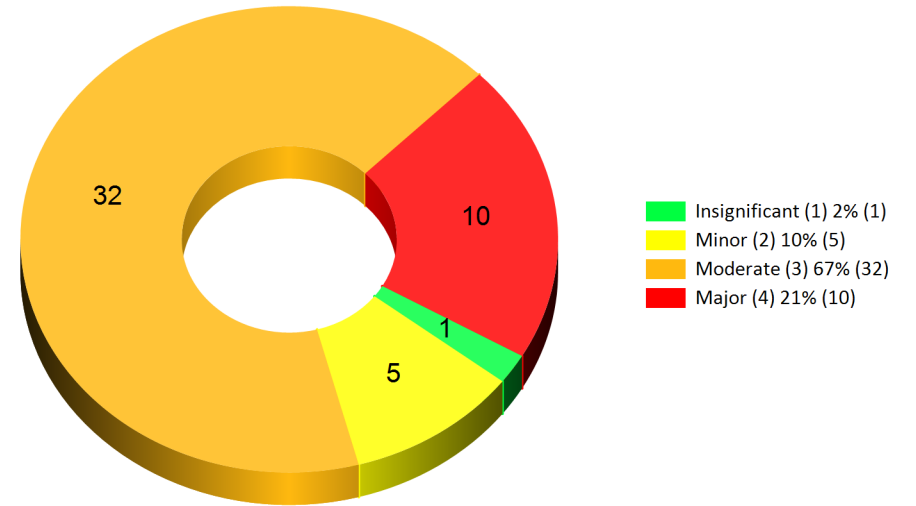
KPI Outcome RAG Status



KPI Trend Status





Current Risk Status



1 Supportive Council



Actions

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
1.1.1.1 Provide new social and affordable homes	Denise Naylor - Housing Programmes Support Manager	In Progress	01-Apr-2017	31-Mar-2018	75.00%	 GREEN	 GREEN

ACTION PROGRESS COMMENTS:

SHARP has delivered 64 social and affordable homes in Connah's Quay and Flint. Construction of a further 79 is underway at Leeswood, Connah's Quay and Mold. A local lettings policy is applied when allocating tenancies for social and affordable housing which gives priority to people with a local connection.

Last Updated: 12-Feb-2018



ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
1.1.1.2 Welsh Housing Quality Standard (WHQS) investment plan targets achieved	Sean O'Donnell - Contract Surveyor	In Progress	01-Apr-2017	31-Mar-2018	75.00%	 GREEN	 GREEN



ACTION PROGRESS COMMENTS:



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

Last Updated: 25-Jan-2018



ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
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1.1.1.3 Develop solutions to the increasing frequency of unauthorised gypsy and traveller encampments	Denise Naylor - Housing Programmes Support Manager	In Progress	12-Jul-2017	31-Mar-2018	60.00%	 GREEN	 GREEN
<p>ACTION PROGRESS COMMENTS: A report on the provision of a transit site was considered by the Community and Enterprise Scrutiny Committee in December 2017. The committee supported the proposals to start the process of identifying suitable locations.</p> <p>Last Updated: 25-Jan-2018</p>							



ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
1.1.2.1 Improve standards within the private rented sector	Lynne Fensome - Support Manager Environment	In Progress	01-Apr-2017	31-Mar-2018	75.00%	 GREEN	 GREEN
<p>ACTION PROGRESS COMMENTS: The approach of the team is threefold; firstly encouraging a pro-active registration with Rent Smart Wales and giving appropriate advice as necessary. This informal approach is preferred to the enforcement route and has been successful. If Landlords are reluctant or failing to meet the required standards and are failing to co-operate with the service then an enforcement stance will be taken. Secondly, the team investigate all reported cases of unsuitable living conditions and have taken remediation action where required. Thirdly, where enforcement action has been taken, this has been followed up to secure compliance but where persistent non-compliance exists legal action has followed.</p> <p>Last Updated: 26-Jan-2018</p>							

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
1.1.2.2 Deliver the Council's housing growth needs	Denise Naylor - Housing Programmes Support Manager	In Progress	01-Apr-2017	31-Mar-2018	75.00%	 GREEN	 GREEN
<p>ACTION PROGRESS COMMENTS: Intelligence generated through analysis of the Single Access Route To Housing (SARTH) Register ensures that the delivery of affordable housing in Flintshire is demand led and meets the affordable housing need. The Strategic Housing and Regeneration Programme (SHARP), North East Wales (NEW) Homes Ltd, developments by Registered Social Landlords as well as planning requirements for the inclusion of affordable housing within private market led schemes all contribute to meeting the shortfall of affordable housing.</p> <p>Last Updated: 16-Jan-2018</p>							

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
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1.1.2.3 Meeting the housing needs of vulnerable groups	Suzanne Mazzone - Supporting People Manager	In Progress	01-Apr-2017	31-Mar-2018	75.00%	 AMBER	 GREEN
<p>ACTION PROGRESS COMMENTS: The Holywell Extra Care facility providing 55 units was approved by Planning Committee in October 2017. There are a number of areas currently being explored on site that may lead to delay; these include drainage, boundaries and bats. The progress RAG has been set as Amber to reflect the possible delay; however, the outcome RAG is Green.</p> <p>Last Updated: 16-Jan-2018</p>							

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
1.2.1.1 Support Flintshire residents to better manage their financial commitments	Jen Griffiths - Benefits Manager	In Progress	01-Apr-2017	31-Mar-2018	75.00%	 GREEN	 GREEN
<p>ACTION PROGRESS COMMENTS: Work is on-going to identify all services who provide this support with a view to aligning this wherever possible. Current work is focussed on personal budgeting support which is provided in connection with claims for Universal Credit and support and advice provided to assist tenants to manage their finances in order to maintain their commitments to rent and council tax.</p> <p>Last Updated: 19-Jan-2018</p>							

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
1.2.1.2 Managing local impact of the full service under Universal Credit (UC) roll out	Jen Griffiths - Benefits Manager	In Progress	01-Apr-2017	31-Mar-2018	75.00%	 GREEN	 GREEN
<p>ACTION PROGRESS COMMENTS: We have delivered a number of training and awareness sessions both within the Council to elected members, Flintshire Connects, Housing employees, Flying Start, Social Services and Human Resources as well as to a range of key stakeholders including; Registered Social Landlords, private landlords, library employees, and voluntary agencies. Impacts are monitored and we are continuing to develop a record of issues and problems associated with Universal Credit which are far ranging both in terms of scale and impact. Work is ongoing via the Operational Board and Tackling Poverty Partnership.</p> <p>Last Updated: 05-Feb-2018</p>							



ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
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1.2.1.3 Develop and deliver programmes that improve employability and help people to gain employment.	Niall Waller - Enterprise and Regeneration Manager	In Progress	01-Apr-2017	31-Mar-2018	75.00%	GREEN	GREEN
<p>ACTION PROGRESS COMMENTS: The Communities First programme has been refocussed for 2017/18 and all activities contribute towards improving employability. These include; the provision of intensive work-focussed training and work placements, support for people starting their own business, provision of tailored support to people from deprived neighbourhoods to take advantage of large company recruitment campaigns, and jobs clubs and jobs fairs. In addition the Council runs the LIFT programme to support long-term unemployed people from workless households and the Communities 4 Work programme which provides intensive mentoring to those furthest from the labour market.</p> <p>Last Updated: 16-Jan-2018</p>							



ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
1.2.1.4 Develop and deliver programmes to improve domestic energy efficiency to reduce Co2 emissions and fuel poverty	Shelley Webber - Project Manager	In Progress	01-Apr-2017	31-Mar-2018	75.00%	GREEN	GREEN
<p>ACTION PROGRESS COMMENTS: Gas infill projects in Penyffordd and Wepre Court are nearing completion. A successful bid for Warm Homes funding for properties without central heating will enable the Council to do more to help vulnerable and fuel poor residents. The project plan for the scheme is under development.</p> <p>Last Updated: 12-Feb-2018</p>							

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
1.2.1.5 Develop a strategy to address food poverty	Jen Griffiths - Benefits Manager	In Progress	01-Apr-2017	31-Mar-2018	75.00%	GREEN	GREEN
<p>ACTION PROGRESS COMMENTS: The food poverty strategy has been drafted, it links community resilience work, the Community Benefits Strategy, and aligns closely with the Betsi Cadwaladr University Health Board (BCUHB) draft strategy. A steering group has now been established to develop and deliver an action plan in line with the objectives within the strategy</p> <p>Last Updated: 19-Jan-2018</p>							

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
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1.2.1.6 Assist residents of Flintshire to access affordable credit	Jen Griffiths - Benefits Manager	In Progress	01-Apr-2017	31-Mar-2018	75.00%	 GREEN	 GREEN
<p>ACTION PROGRESS COMMENTS: The Welfare Reform Response team are working with both credit unions in Flintshire, actively promoting the products and services that are on offer. The credit unions have agreed to be part of The Tackling Poverty Partnership group.</p> <p>Last Updated: 12-Feb-2018</p>							

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
1.3.1.1 Ensure Care Home Provision within Flintshire enables people to live well and have a good quality of life.	Jane M Davies - Senior Manager, Safeguarding & Commissioning	In Progress	01-Apr-2017	31-Mar-2018	75.00%	 GREEN	 GREEN
<p>ACTION PROGRESS COMMENTS: The expansion of Marleyfield to support the medium term development of the sector continues under the direction of Programme Board. A business case has been developed and submitted for further consideration under the capital programme, to fund the remaining budget required for the extension. We have requested the re-phasing of Integrated Care Fund capital to fit in with our capital programme, and are awaiting a response on this from Welsh Government. There are several active workstreams stemming from the Strategic Opportunity Review, including the development of resources to support the sector and diagnostic reviews from providers and a Care Conference being held in February 2018. Part of this work includes the development of a provider portal, to support information sharing, good practice, communication and recruitment and retention. The Regional Domicilliary Framework is currently going through evaluation with new contracts commencing 1 April 2018. This should increase the number of providers in order to help sustain the market. The roll out of "Progress for Providers" continues; care homes are in the process of assessing themselves against the new Flintshire standards. Six home have achieved the bronze standard, with a further 10 working towards it.</p> <p>Last Updated: 25-Jan-2018</p>							

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
1.3.1.2 Support greater independence for individuals with a frailty and/or disability, including those at risk of isolation.	Susie Lunt - Senior Manager, Integrated Services	In Progress	01-Apr-2017	31-Mar-2018	75.00%	 GREEN	 GREEN
<p>ACTION PROGRESS COMMENTS: Flintshire's Ageing Well Plan was presented to Social & Health Care Overview & Scrutiny Committee in November for information. Actions in the plan focus local activity on meeting the priorities in the Ageing Well in Wales Programme; developing Age Friendly and Dementia Friendly Communities, the prevention of falls, Opportunities for learning and employment, and dealing with loneliness and isolation. The work with providers to achieve the staged replacement of double staffed packages of care is on track. We are collecting case studies to</p>							

show how well this is working for people receiving care. Phase 2 of the Collaborative Communication Skills Programme is well underway, through which practitioners being equipped with the necessary skills to support people to achieve their personal outcomes, as set out in the Social Services and Wellbeing Act (Wales).



Last Updated: 08-Jan-2018

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
1.3.1.3 Improve outcomes for Looked After children	Craig Macleod - Senior Manager, Children's Services & Workforce	In Progress	01-Apr-2017	31-Mar-2018	75.00%	 GREEN	 AMBER

ACTION PROGRESS COMMENTS:

A Corporate Parenting Strategy has been developed in consultation with Looked After children and young people. The Strategy was presented to the Children's Services Forum in January and endorsed in principle with a view to presenting to Joint Education and Social Services Scrutiny Committee for final approval. The Strategy sets out our commitments to Looked After Children. A separate pledge for care leavers has also been developed. A project between Social Services and Education relating to Out of County Placements has been agreed as part of the authority's Programme Board arrangements. The project has 3 work streams that will develop a more detailed insight into: i) current and future placement need ii) options for support/placements and iii) the associated costs.



Last Updated: 18-Jan-2018

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
1.4.1.1 Ensure that effective services to support carers are in place as part of collaborative social and health services	Susie Lunt - Senior Manager, Integrated Services	In Progress	01-Apr-2017	31-Mar-2018	75.00%	 GREEN	 GREEN

ACTION PROGRESS COMMENTS:

Our carers services are working well based on performance and carer feedback. Our local review of all adult carers services is on track to complete by the end of March 2018. We are contributing to the regional strategic review of carers services across North Wales which includes; exploring opportunities for collaboration, sharing good practice and ensuring equitable services across the region. This review is on track to be completed by the end of March 2018. The Carers Strategy action plan has been updated with refreshed actions for Flintshire. The other workstreams are progressing, and continue to ensure that carers services are effective, responsive to need, and outcome focused. The Young Carers service aims to improve confidence and emotional resilience whilst also providing a secure environment for peer support. Young carers can access community groups to ensure resilience is sustainable long term. Carers are able to be re-referred into the service if circumstances become difficult or the individual needs more intensive support. So far this year, 59 young carers have been referred for support.



Last Updated: 05-Feb-2018

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
1.4.1.2 Further develop the use of Integrated Care Fund (ICF) to support effective discharge from hospital and ensure a smoother transition between Health and Social Care Services.	Susie Lunt - Senior Manager, Integrated Services	In Progress	01-Apr-2017	31-Mar-2018	75.00%	 GREEN	 GREEN

ACTION PROGRESS COMMENTS:

142 people have so far been admitted to 'Step Up / Step Down' beds. Of the 90 people using step down services, 44 have subsequently been able to return home. The Community Resource Team of multi-disciplinary professionals in the Single Point of Access has increased its time of operation to 47 hours per week, by extending the working hours to include Saturday morning and a longer working day. The team provides home-based support through clinical and generic Health and Support workers to support discharge and avoid hospital admission. Future funding has been agreed but there is some uncertainty about what this can be spent on. A detailed case has been made to ministers and civil servants in relation to locking down the ICF funding stream and we are awaiting the formal outcome of this request. This relates to the strategic risk around ICF funding. However, the action for the development of current funding to support early discharge and transition between Social Care and Health remains Green.



Last Updated: 26-Jan-2018

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
1.4.1.3 Establish an Early Help Hub, involving all statutory partners and the third sector.	Craig Macleod - Senior Manager, Children's Services & Workforce	In Progress	01-Apr-2017	31-Mar-2018	85.00%	 GREEN	 GREEN

ACTION PROGRESS COMMENTS:

Over the summer the Early Help Hub undertook a 'soft launch' to test proposed procedures and joint working arrangements. A review of the soft launch has taken place which has identified positive outcomes as well as areas of process that can be refined and strengthened. The Hub now accepts direct referrals from partner agencies and professionals. It is proposed that the Hub is formally launched to provide direct access to the public in April 2018. A full evaluation of the Early Help Hub will take place to provide a detailed analysis of its effectiveness and of the resources being deployed by agencies.



Last Updated: 16-Jan-2018

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
1.4.1.4 Further develop dementia awareness across the county.	Susie Lunt - Senior Manager, Integrated Services	In Progress	01-Apr-2017	31-Mar-2018	75.00%	 GREEN	 GREEN

ACTION PROGRESS COMMENTS:

A fourth Dementia Friendly Communities (Saltney) has been accredited this quarter. The Early Onset Peer Support Service (Friendly Faces) has started to develop, and has received 15 calls so far. The Intergeneration Project with learners and people living with dementia has been completed in 7 schools, most recently within the Elfed School in Buckley, and two funding applications are in to deliver the project with Castell Alun in Hope, and St. David's in Saltney. The Memory Cafes held their second Christmas Ball in December, which was attended by 104 people living with dementia and their carers. Flint held its fourth Dementia Friendly Christmas Shopping evening attended by 50 people living with dementia. Aura Leisure and Libraries have purchased dementia resources including Rem Pods, Pictures to Share and Creating Conversation Table Cloths, as well as making arrangements for Dementia Friendly Swimming and Bowling and crown green bowls.



Last Updated: 16-Jan-2018

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
1.5.1.1 Strengthen the arrangements within all council portfolios to have clear responsibilities to address safeguarding.	Fiona Mocko - Policy Advisor (Equalities and Cohesion)	In Progress	01-Apr-2017	31-Mar-2018	60.00%	 AMBER	 AMBER

ACTION PROGRESS COMMENTS:

The Corporate Safeguarding Policy was approved in October 2017. Safeguarding awareness training was provided in November 2017 during National Safeguarding Week to support employees understand safeguarding issues and to know how to recognise signs and report concerns. A review of corporate safeguarding arrangements by Internal Audit has identified further actions which have been incorporated into the Corporate Safeguarding Panel's future work programme.



Last Updated: 25-Jan-2018

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
1.5.1.2 Ensure that our response rates to referrals remain within statutory targets	Jane M Davies - Senior Manager, Safeguarding & Commissioning	In Progress	01-Apr-2017	31-Mar-2018	75.00%	 GREEN	 GREEN

ACTION PROGRESS COMMENTS:

Following a realignment of resources in the Safeguarding Unit, 81% of Adult Safeguarding referrals are now being processed within the 7 day timescale. Those referrals processed outside the timescale are of a complex nature which are awaiting further information from a practitioner/agency. Performance for timeliness of initial child protection conferences is currently running at 94%.



Last Updated: 26-Jan-2018

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

ACTION PROGRESS COMMENTS:

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



Last Updated: 25-Jan-2018

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

ACTION PROGRESS COMMENTS:

Welsh Government require all Flintshire County Council staff to complete the Violence Against Women and Domestic Abuse and Sexual Violence Level 1 e-learning module. During quarter 3 a presentation was delivered to Change Exchange on the training requirements. Chief Officers and Service Managers have been requested to initiate the roll-out throughout the organisation. Also during quarter 3, pilot groups in HR and Community and Business Protection were identified to trial the use of the e-learning module on the Learning Pool. This pilot was successful. During quarter 4 additional training for domestic abuse link officers will be provided. As 60% of Council employees do not have access to a computer, face-to-face sessions are planned for January 2018. We are also currently exploring the possibility of face-to-face sessions with a theatre company.



Last Updated: 12-Feb-2018

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



ACTION PROGRESS COMMENTS:



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

Last Updated: 25-Jan-2018



ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
1.5.1.6 Ensure we meet the requirements of the North Wales Contest Board	Sian Jones - Public Protection Manager	In Progress	01-Apr-2017	31-Mar-2018	75.00%	 GREEN	 GREEN
<p>ACTION PROGRESS COMMENTS: The self assessment, which measures the Council's progress against the 'Prevent' duties, has been undertaken. Progress is reviewed on a regular basis at the Corporate Safeguarding Panel. The Panel continues to work on the areas of weakness highlighted in the self-assessment, and respond to any requests from the North Wales Contest Board, as and when required.</p> <p>Last Updated: 15-Jan-2018</p>							

Performance Indicators




KPI Title	Pre. Year Period Actual	Period Actual	Period Target	Perf. RAG	Perf. Indicator Trend	YTD Actual	YTD Target	Outcome RAG
IP1.2.1.1M01 The percentage of landlords and letting agents compliant with the Rent Smart Code of Practice	No Data	76.6	65	 GREEN	N/A	76.6	65	 GREEN
<p>Lead Officer: Lynne Fensome - Support Manager Environment Reporting Officer: Lynne Fensome - Support Manager Environment Aspirational Target: Progress Comment: We are pro-actively encouraging landlords to register. Where there is deliberate non-compliance we are taking appropriate enforcement action either through direct action or referral to Rent Smart Wales</p> <p>Last Updated: 24-Oct-2017</p>								

KPI Title	Pre. Year Period Actual	Period Actual	Period Target	Perf. RAG	Perf. Indicator Trend	YTD Actual	YTD Target	Outcome RAG
IP1.2.1.2M02 The percentage of landlords that have complied with improvement notices	No Data	60	80	 AMBER	N/A	60	80	 GREEN



Lead Officer: Lynne Fensome - Support Manager Environment
Reporting Officer: Jenny Prendergast - Team Manager - Health & Safety Enforcement
Aspirational Target:
Progress Comment: 16 improvement notices had completion dates for 1st April to 31st December 2017. 11 have been completed and there are 3 outstanding for non-compliance. 1 landlord has been prosecuted and 3 are under consideration for legal proceedings.
 Last Updated: 26-Jan-2018

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

Lead Officer: Lynne Fensome - Support Manager Environment
Reporting Officer: Jenny Prendergast - Team Manager - Health & Safety Enforcement
Aspirational Target:
Progress Comment: Officers investigated 247 service requests in relation to complaints about living conditions. All cases were investigated and appropriate action taken.
 Last Updated: 26-Jan-2018

KPI Title	Pre. Year Period Actual	Period Actual	Period Target	Perf. RAG	Perf. Indicator Trend	YTD Actual	YTD Target	Outcome RAG
IP1.2.2.1M01 The number of new affordable homes provided through the planning system	10.5	65	12.5	 GREEN		81	37.5	 GREEN

Lead Officer: Andrew Farrow - Chief Officer - Planning and Environment
Reporting Officer: Lynne Fensome - Support Manager Environment
Aspirational Target:
Progress Comment: 2 applications were decided during the period that required an affordable housing element. Drovers Lane Caerwys where 10 affordable houses are to be provided in a development of 67 dwellings and Halkyn Road, Holywell where 55 apartments are being delivered through a 4 storey extra care facility by Wales and West Housing Association
 Last Updated: 24-Jan-2018

KPI Title	Pre. Year Period Actual	Period Actual	Period Target	Perf. RAG	Perf. Indicator Trend	YTD Actual	YTD Target	Outcome RAG
IP1.2.3.1M01 (PAM/015) Average number of calendar days taken to deliver a DFG	248	309.6	240		↓	305.77	240	



Lead Officer: Niall Waller - Enterprise and Regeneration Manager

Reporting Officer: Joseph Muxlow - Regeneration Programme Lead

Aspirational Target:

Progress Comment: Due to high level of demand for Disabled Facilities Grants (DFGs) the Council instigated tight budget controls to manage expenditure. This has slowed progress in delivering some less urgent DFG works.

Last Updated: 12-Feb-2018

KPI Title	Pre. Year Period Actual	Period Actual	Period Target	Perf. RAG	Perf. Indicator Trend	YTD Actual	YTD Target	Outcome RAG
IP1.3.1.1M01 Number of days to process new housing benefit claims	20	15.3	20		↑	49.85	60	



Lead Officer: Jen Griffiths - Benefits Manager

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

Aspirational Target:

Progress Comment: Target for processing new claims has been met. This is, in part, due to the fact we no longer have long term sickness within the department and also due to the reallocation of resources.

Last Updated: 16-Jan-2018

KPI Title	Pre. Year Period Actual	Period Actual	Period Target	Perf. RAG	Perf. Indicator Trend	YTD Actual	YTD Target	Outcome RAG
IP1.3.1.2M02 Number of days to process change of circumstances for housing benefit	8	7.4	8		↑	20.91	24	



Lead Officer: Jen Griffiths - Benefits Manager

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

Aspirational Target:

Progress Comment: Target for processing change of circumstances has been met during a time where resources were allocated to new claims as they are a higher priority.

Last Updated: 13-Dec-2017

KPI Title	Pre. Year Period Actual	Period Actual	Period Target	Perf. RAG	Perf. Indicator Trend	YTD Actual	YTD Target	Outcome RAG
IP1.3.1.3M03 The amount of additional income paid to Flintshire residents as a result of the work undertaken by the Council (£)	375000	352257.53	375000	 AMBER	↓	1041753.53	1125000	 GREEN

Lead Officer: Suzanne Mazzone - Supporting People Manager

Reporting Officer: Jen Griffiths - Benefits Manager



Aspirational Target:

Progress Comment: £267,343 additional weekly income gained through social security benefits and tax credits paid to Flintshire residents



£17,574 value of one-off payments gained i.e. backdating, grants etc.

£67,339 value of gains recorded by the Supporting People team



Last Updated: 12-Feb-2018

KPI Title	Pre. Year Period Actual	Period Actual	Period Target	Perf. RAG	Perf. Indicator Trend	YTD Actual	YTD Target	Outcome RAG
IP1.3.2.1M01 (PAM/012) Percentage of households successfully prevented from becoming homeless	88.49	74.73	89	 AMBER	↓	72.66	89	 AMBER



Lead Officer: Suzanne Mazzone - Supporting People Manager
Reporting Officer: Suzanne Mazzone - Supporting People Manager
Aspirational Target:
Progress Comment: Progress is improved on Q2 but remains below target, although within the variance set. It is important to note that outcomes are measured at each stage of the legislative process and whilst there may be an initial negative outcome, this does not mean that the authority is no longer supporting the customer with their housing situation.
 Last Updated: 16-Jan-2018

KPI Title	Pre. Year Period Actual	Period Actual	Period Target	Perf. RAG	Perf. Indicator Trend	YTD Actual	YTD Target	Outcome RAG
IP1.3.2.2M02 The number of people on UC that have received personal budgeting support	No Data	111	147.5	 AMBER	N/A	317	442.5	 AMBER



Lead Officer: Jen Griffiths - Benefits Manager
Reporting Officer: Dawn Barnes - Training Officer
Aspirational Target:
Progress Comment: This is a demand led service. Alternative venues for delivering support which are more accessible for customers will be provided to promote take up.
 Last Updated: 12-Feb-2018

KPI Title	Pre. Year Period Actual	Period Actual	Period Target	Perf. RAG	Perf. Indicator Trend	YTD Actual	YTD Target	Outcome RAG
IP1.3.2.3M03 The number of people on UC that have received digital support	No Data	701	135	 GREEN	N/A	1635	510	 GREEN



Lead Officer: Jen Griffiths - Benefits Manager
Reporting Officer: Dawn Barnes - Training Officer
Aspirational Target:
Progress Comment: Assisted Digital Support is delivered by Connects and has far exceeded DWP expectations on demand. The level of support required varies considerably for each customer from basic support to more complicated application and claim management assistance..
 Last Updated: 12-Feb-2018

KPI Title	Pre. Year Period Actual	Period Actual	Period Target	Perf. RAG	Perf. Indicator Trend	YTD Actual	YTD Target	Outcome RAG
IP1.3.3.1M01 Number of people completing programmes commissioned by the Council which deliver job and training outcomes	80.75	179	100	 GREEN	↑	398	300	 GREEN



Lead Officer: Niall Waller - Enterprise and Regeneration Manager
Reporting Officer: Sharon Jones - Communities First Cluster Delivery Manager East
Aspirational Target:
Progress Comment: Three programmes are included within this out-turn figure - Communities First, Communities 4 Work and LIFT, all funded by Welsh Government. The programmes provide a mixture of: one to one mentoring, employer engagement, work-focussed training, confidence building and encouragement for enterprise.
 Last Updated: 24-Oct-2017

KPI Title	Pre. Year Period Actual	Period Actual	Period Target	Perf. RAG	Perf. Indicator Trend	YTD Actual	YTD Target	Outcome RAG
IP1.3.4.2M02 The number of residents supported to lower their energy tariff	No Data	40	37.5	 GREEN	N/A	102	112.5	 GREEN




Lead Officer: Niall Waller - Enterprise and Regeneration Manager
Reporting Officer: Shelley Webber - Project Manager
Aspirational Target:
Progress Comment: Average estimated annual household savings from switching was £207. Service is demand-led so tends to fluctuate.
 Last Updated: 17-Jan-2018

KPI Title	Pre. Year Period Actual	Period Actual	Period Target	Perf. RAG	Perf. Indicator Trend	YTD Actual	YTD Target	Outcome RAG
IP1.3.4.4M04 The number of private sector homes receiving efficiency measures	56.75	25	35	 AMBER	↓	127	105	 GREEN







Lead Officer: Niall Waller - Enterprise and Regeneration Manager
Reporting Officer: Shelley Webber - Project Manager
Aspirational Target:
Progress Comment: the majority of the efficiency measures were installations of boilers, full heating systems, and insulation through the Affordable Warmth Crisis Fund, with match funding for additional systems brought in through ECO and Nest.
 Last Updated: 17-Jan-2018

KPI Title	Pre. Year Period Actual	Period Actual	Period Target	Perf. RAG	Perf. Indicator Trend	YTD Actual	YTD Target	Outcome RAG
IP1.3.4.5M05 The number of people who receive a full healthy homes healthy people / affordable warmth / HHSRS home visit and tailored service	No Data	0	125	 RED	N/A	85	375	 GREEN



Lead Officer: Niall Waller - Enterprise and Regeneration Manager
Reporting Officer: Shelley Webber - Project Manager
Aspirational Target:
Progress Comment: Due to the delay in securing the Warm Homes Fund funding agreement figures will be reflected in Q4. The number will rise as the Council will have the opportunity to include other data from Healthy Homes Healthy People and area-based project advice visits. The end of year target will be achieved.
 Last Updated: 12-Feb-2018

KPI Title	Pre. Year Period Actual	Period Actual	Period Target	Perf. RAG	Perf. Indicator Trend	YTD Actual	YTD Target	Outcome RAG
IP1.3.4.6M06 The number of Council homes receiving energy efficiency measures	162.5	15	75	 RED		50	225	 AMBER



Lead Officer: Niall Waller - Enterprise and Regeneration Manager
Reporting Officer: Shelley Webber - Project Manager
Aspirational Target:
Progress Comment: Some heating installations which have not yet been invoiced have not been able to be included in Quarter 3 and will be part of Quarter 4 outcomes. Additionally, there will be an increase in activity in Quarter 4, which will be reflected in year end figures.
 Last Updated: 12-Feb-2018

KPI Title	Pre. Year Period Actual	Period Actual	Period Target	Perf. RAG	Perf. Indicator Trend	YTD Actual	YTD Target	Outcome RAG
IP1.4.1.1M01 The number of care homes who have implemented the new Progress for Providers Programme	No Data	0	5	 RED	N/A	16	15	 AMBER
<p>Lead Officer: Nicki Kenealy - Contracts Team Manager Reporting Officer: Jacque Slee - Performance Lead – Social Services Aspirational Target: Progress Comment: The programme has been implemented in 14 residential and 2 nursing homes however all of this activity took place in quarters 1 & 2 of 2017/18. No additional care homes have implemented the programme during Q3. We may not achieve the target of 20 homes by the end of March, but we are actively encouraging providers to enrol on the programme.</p> <p>Last Updated: 25-Jan-2018</p>								
KPI Title	Pre. Year Period Actual	Period Actual	Period Target	Perf. RAG	Perf. Indicator Trend	YTD Actual	YTD Target	Outcome RAG
IP1.4.1.4M04 Sustaining existing care homes within Flintshire	No Data	26	26	 GREEN	N/A	26	26	 GREEN
<p>Lead Officer: Dawn Holt - Commissioning Manager Reporting Officer: Jacque Slee - Performance Lead – Social Services Aspirational Target: Progress Comment: We are sustaining the number of care homes in Flintshire despite the pressures in the market, by concentrated input. One home is in escalating concerns, and two homes are a “service of concern” with the regulator.</p> <p>Last Updated: 16-Jan-2018</p>								
KPI Title	Pre. Year Period Actual	Period Actual	Period Target	Perf. RAG	Perf. Indicator Trend	YTD Actual	YTD Target	Outcome RAG
IP1.4.1.5M05 The percentage occupancy within Flintshire care homes	No Data	96.04	95	 GREEN	N/A	96.04	95	 GREEN



Lead Officer: Dawn Holt - Commissioning Manager
Reporting Officer: Jacque Slee - Performance Lead – Social Services
Aspirational Target:
Progress Comment: This is based on vacancy rate in the last week of the quarter. Occupancy has remained stable to date over 2017/18.
 Last Updated: 25-Jan-2018

KPI Title	Pre. Year Period Actual	Period Actual	Period Target	Perf. RAG	Perf. Indicator Trend	YTD Actual	YTD Target	Outcome RAG
IP1.4.2.3M03 The percentage of employees trained in Person Centred Care in line with the Social Services and Well-being act (Wales) 2014	20	100	25	 GREEN	↑	200	75	 GREEN

Lead Officer: Jane M Davies - Senior Manager, Safeguarding & Commissioning
Reporting Officer: Jacque Slee - Performance Lead – Social Services
Aspirational Target:
Progress Comment: We are currently in phase 2 of the programme for person centred practice / personal outcomes, as it is rolled out across Wales.
 Last Updated: 08-Jan-2018

KPI Title	Pre. Year Period Actual	Period Actual	Period Target	Perf. RAG	Perf. Indicator Trend	YTD Actual	YTD Target	Outcome RAG
IP1.4.3.2M02 (PAM/029) Percentage of children in care who had to move 2 or more times	9.72	6.17	10	 GREEN	↑	11.43	10	 AMBER

Lead Officer: Craig Macleod - Senior Manager, Children's Services & Workforce
Reporting Officer: Jacque Slee - Performance Lead – Social Services
Aspirational Target:
Progress Comment: 14 children have moved more than twice since April of this year. For most of these children, moves were in accordance with the child's plan. It is a priority to place children in stable placements wherever possible. This is a cumulative indicator and we will not see the full impact until the end of the year; however, we anticipate that there will be a challenge in meeting the target at year end. This is reflected by the Amber progress RAG.
 Last Updated: 08-Jan-2018

KPI Title	Pre. Year Period Actual	Period Actual	Period Target	Perf. RAG	Perf. Indicator Trend	YTD Actual	YTD Target	Outcome RAG
IP1.4.3.3M03 Percentage of children assessed by CAMHS within 28 days by BCUHB	No Data	100	95	 GREEN	N/A	100	95	 GREEN




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

Reporting Officer: Jacque Slee - Performance Lead – Social Services

Aspirational Target:

Progress Comment: The Betsi Cadwaladr University Health Board currently report no waiting lists for Child & Adolescent Mental Health Services and that all children are assessed within 28 days of referral.

Last Updated: 30-Jan-2018

KPI Title	Pre. Year Period Actual	Period Actual	Period Target	Perf. RAG	Perf. Indicator Trend	YTD Actual	YTD Target	Outcome RAG
IP1.5.1.1M01 Number of adult carers identified.	216.75	390	225	 GREEN		700	675	 GREEN

Lead Officer: Dawn Holt - Commissioning Manager



Reporting Officer: Jacque Slee - Performance Lead – Social Services

Aspirational Target:

Progress Comment: Target met. We continue to work with our commissioned services to improve the capture of carers data. Many people who need care and support prefer to be cared for by someone close to them, rather than a paid carer. It is critical that we support unpaid carers, without whom many people would be unable to remain in their own homes through later life. All carers identified are offered an assessment of their needs in their own right, as distinct from the needs of the person they care for, either with ourselves or with one of our commissioned services, according to their preference.



Last Updated: 26-Jan-2018

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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IP1.5.2.1M01 (PAM/025) Number of people kept in hospital while waiting for social care per 1,000 population aged 75+	0.85	0.45	1.78	 GREEN	↑	1.36	1.78	 AMBER
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Lead Officer: Janet Bellis - Localities Manager
Reporting Officer: Jacque Slee - Performance Lead – Social Services
Aspirational Target: 1.78
Progress Comment: The Council and the Betsi Cadwaladr University Health Board (BCUHB) work together on a case by case basis to ensure prompt discharge. The target rate is equivalent to 23 delays in the year. There have been 18 delays so far this year, the longest wait being 29 days, and the shortest wait being 1 day. We are awaiting data for December from Welsh Government. The outcome RAG has been set at Amber due to the uncertainty of meeting the target at year end.

Last Updated: 16-Jan-2018



KPI Title	Pre. Year Period Actual	Period Actual	Period Target	Perf. RAG	Perf. Indicator Trend	YTD Actual	YTD Target	Outcome RAG
IP1.5.3.1M01 Percentage of child protection referrals that result in “no further action”.	37.6	34.3	35	 GREEN	↑	46.74	35	 GREEN

Lead Officer: Craig Macleod - Senior Manager, Children's Services & Workforce
Reporting Officer: Jacque Slee - Performance Lead – Social Services
Aspirational Target: 30.00
Progress Comment: Performance has improved because referrals to Children's Services that would previously have resulted in no action are now being considered for support by the Early Help Hub which began accepting referrals in October 2017.



Last Updated: 25-Jan-2018

KPI Title	Pre. Year Period Actual	Period Actual	Period Target	Perf. RAG	Perf. Indicator Trend	YTD Actual	YTD Target	Outcome RAG
IP1.5.4.1M01 The number of dementia cafes in Flintshire	3	2	1.5	 GREEN	↓	10	4.5	 GREEN



Lead Officer: Dawn Holt - Commissioning Manager
Reporting Officer: Jacque Slee - Performance Lead – Social Services
Aspirational Target: 6.00
Progress Comment: Flintshire has 10 dementia cafes (Mold, Buckley, Connahs Quay, Sealand and Queensferry, Saltney, Holywell, Mostyn, Flint) and there is one Alzheimer’s Society lead cafe in Broughton. Leeswood has also started a Memory Café but this has no links to the others currently in Flintshire.
 Last Updated: 23-Jan-2018

KPI Title	Pre. Year Period Actual	Period Actual	Period Target	Perf. RAG	Perf. Indicator Trend	YTD Actual	YTD Target	Outcome RAG
IP1.5.4.2M02 The number of dementia friendly communities in Flintshire	2	1	0.75	 GREEN	↓	4	2.25	 GREEN

Lead Officer: Dawn Holt - Commissioning Manager
Reporting Officer: Jacque Slee - Performance Lead – Social Services
Aspirational Target: 6.00
Progress Comment: There are 4 accredited Dementia Friendly Communities in Fliintshire (Mold, Flint, Buckley and Saltney) and 5 more are working towards accreditation (Alyn Villages, Holywell, Connahs Quay, Sealand and Ysciefiog).
 Last Updated: 16-Jan-2018

KPI Title	Pre. Year Period Actual	Period Actual	Period Target	Perf. RAG	Perf. Indicator Trend	YTD Actual	YTD Target	Outcome RAG
IP1.6.1.1M01 Increased referral rates from services other than Social Services	3	1	7.5	 RED	↓	8	22.5	 AMBER

Lead Officer: Jane M Davies - Senior Manager, Safeguarding & Commissioning
Reporting Officer: Jacque Slee - Performance Lead – Social Services
Aspirational Target: 30.00
Progress Comment: 8 referrals have been received from other portfolio areas this year with 1 of these being on Q3. This represents an increase on last year, but has not met our target. As the action to increase safeguarding awareness is rolled out across the Authority we should see a rise in the number of referrals received from areas outside of Social Services.
 Last Updated: 25-Jan-2018

KPI Title	Pre. Year Period Actual	Period Actual	Period Target	Perf. RAG	Perf. Indicator Trend	YTD Actual	YTD Target	Outcome RAG
IP1.6.2.1M01 Percentage of adult protection enquiries completed within 7 days	76.62	80.69	78	 GREEN	↑	81.57	78	 GREEN



Lead Officer: Jayne Belton - Team Manager - Safeguarding

Reporting Officer: Jacque Slee - Performance Lead – Social Services

Aspirational Target:

Progress Comment: Performance has increased in Quarter 3 to 81%. Enquiries completed outside the 7 days are those that are not straightforward and are waiting for additional information. New, tighter processes are in place so non-complex enquires are being dealt with within the timescale.

Last Updated: 16-Jan-2018

KPI Title	Pre. Year Period Actual	Period Actual	Period Target	Perf. RAG	Perf. Indicator Trend	YTD Actual	YTD Target	Outcome RAG
IP1.6.2.2M02 Percentage of initial child protection conferences due in the year and held within timescales	98.07	92.73	95	 AMBER	↓	93.94	95	 GREEN



Lead Officer: Jayne Belton - Team Manager - Safeguarding

Reporting Officer: Jacque Slee - Performance Lead – Social Services

Aspirational Target:

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

Last Updated: 26-Jan-2018

KPI Title	Pre. Year Period Actual	Period Actual	Period Target	Perf. RAG	Perf. Indicator Trend	YTD Actual	YTD Target	Outcome RAG
IP1.6.2.3M03 Percentage of reviews of children on the child protection register due in the year and held within timescales	94.95	98.02	98	 GREEN	↑	98.86	98	 GREEN



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

Reporting Officer: Jacque Slee - Performance Lead – Social Services

Aspirational Target: 98.00

Progress Comment: The Safeguarding Unit continue to schedule reviews within timescales wherever possible, as long as this is in the interest of the child.

Last Updated: 19-Jan-2018

KPI Title	Pre. Year Period Actual	Period Actual	Period Target	Perf. RAG	Perf. Indicator Trend	YTD Actual	YTD Target	Outcome RAG
IP1.6.3.1M01 The percentage of portfolio senior management teams that have viewed the North Wales Police CSE information videos	No Data	37.5	25	 GREEN	N/A	50	25	 GREEN



Lead Officer: Fiona Mocko - Policy Advisor (Equalities and Cohesion)

Reporting Officer: Fiona Mocko - Policy Advisor (Equalities and Cohesion)

Aspirational Target: 100.00



Progress Comment: Half of the senior management teams have viewed the videos. A reminder will be sent to those who have not yet viewed them to ensure 100% have seen them by March 2018..

Last Updated: 04-Jan-2018

KPI Title	Pre. Year Period Actual	Period Actual	Period Target	Perf. RAG	Perf. Indicator Trend	YTD Actual	YTD Target	Outcome RAG
IP1.6.4.1M01 Percentage of employees who have completed the level 1 e-learning training package to meet the requirements of the Domestic Abuse and and Sexual Violence National Training Framework	No Data	1.34	25	 RED	N/A	2.55	25	 AMBER



Lead Officer: Sian Jones - Public Protection Manager
Reporting Officer: Heather Johnson - Learning and Development Adviser
Aspirational Target: 50.00
Progress Comment: Total number of employees who completed the Welsh Government approved training are 152. This amounts to 2.55% of employees. The e-learning module was not ready for use until November 2017. We conducted a pilot and started roll out end of December 2017. As 60% of employees do not have access to a P.C. or laptop we have made provision for face to face sessions and Chrome Book sessions and will continue to promote completion of e-learning where possible.

Last Updated: 17-Jan-2018



KPI Title	Pre. Year Period Actual	Period Actual	Period Target	Perf. RAG	Perf. Indicator Trend	YTD Actual	YTD Target	Outcome RAG
IP1.6.4.2M02 The number of reported incidents of Domestic Abuse and Sexual Violence	375	844	0	 GREEN	↑	2349	0	 GREEN

Lead Officer: Sian Jones - Public Protection Manager
Reporting Officer: Sian Jones - Public Protection Manager
Aspirational Target:
Progress Comment: Domestic abuse and sexual violence are underreported and our aim is to increase reporting. Statutory duties placed upon public services, including the implementation of the Welsh Government National Training Framework will improve practitioner knowledge and response. An increase in reporting is therefore anticipated, helping to provide victims with assurance that they will receive an appropriate response when reporting.

Last Updated: 12-Jan-2018

KPI Title	Pre. Year Period Actual	Period Actual	Period Target	Perf. RAG	Perf. Indicator Trend	YTD Actual	YTD Target	Outcome RAG
IP1.6.4.3M03 The number of domestic abuse incidents reported to North Wales Police	275	747	0	 GREEN	↑	2041	0	 GREEN

Lead Officer: Sian Jones - Public Protection Manager
Reporting Officer: Sian Jones - Public Protection Manager
Aspirational Target:
Progress Comment: There has been an increase in both the number of reported incidents and recorded domestic crimes. There were 747 reports resulting in 445 recorded crimes in Q3, compared with 678 reports and 414 recorded crimes in Q2. This suggests that people are becoming more confident in reporting.
 Last Updated: 26-Jan-2018

KPI Title	Pre. Year Period Actual	Period Actual	Period Target	Perf. RAG	Perf. Indicator Trend	YTD Actual	YTD Target	Outcome RAG
IP1.6.4.4M04 The number of incidents of sexual assaults reported to North Wales Police	100	97	0	 GREEN	↓	308	0	 GREEN

Lead Officer: Sian Jones - Public Protection Manager
Reporting Officer: Sian Jones - Public Protection Manager
Aspirational Target:
Progress Comment: Improved responses across agencies is helping to provide victim with assurance that they will be provided with an appropriate response when reporting incidents of sexual assault. Measures to hold perpetrators accountable are vital in demonstrating that we are serious in tackling sexual violence. During this period there were 97 recorded cases of sexual assault compared to 100 cases recorded during Q2. The most common suspect age was 15 and most common victim age was 15 years of age. In most of the cases, the suspect was either a partner or known to the victim. This highlights the importance of education on relationships and sexual respect to children and young people in schools and other youth settings.
 Last Updated: 16-Jan-2018

RISKS

Strategic Risk




RISK TITLE	LEAD OFFICER	SUPPORTING OFFICERS	INITIAL RISK RATING	CURRENT RISK RATING	TREND ARROW	RISK STATUS
Homelessness will remain a growing area of demand due to the current economic climate	Suzanne Mazzone - Supporting People Manager		 Amber	 Amber	↔	Open

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

Management Controls: The Council has been awarded in year funding to assist with additional measures to develop Landlord incentives within the private rented sector. We have also been awarded funding to develop a night shelter during the winter months.

Progress Comment: Homelessness remains a risk as a result of a number of factors. The introduction of welfare reforms and Universal Credit has created additional barriers to being able to successfully discharge duties to customers. The number of people presenting to the authority for help has increased during each quarter. Vacant posts in the team have been filled and new staff have been fully trained within their roles. This should see more outcomes achieved. Additional funding has been granted to develop Landlord incentives within the private rented sector and also to consider a Housing First pilot.

Last Updated: 12-Feb-2018

RISK TITLE	LEAD OFFICER	SUPPORTING OFFICERS	INITIAL RISK RATING	CURRENT RISK RATING	TREND ARROW	RISK STATUS
The supply of affordable housing will continue to be insufficient to meet community needs	Melville Evans - Strategic Housing and Regeneration Programme (SHARP) Programme Manager	Denise Naylor - Housing Programmes Support Manager				Open

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

Management Controls: An Affordable Housing Officer is in post to monitor and manage Section 106 and Social Housing Grant programmes. There are robust programme management arrangements for the Strategic Housing and Regeneration Programme (SHARP)

Progress Comment: The Strategic Housing and Regeneration Programme (SHARP) has identified potential sites for the development of affordable and council housing which will see circa of 500 houses being built by 2021. The developments align to the demand for council and affordable housing in local communities. The programme is on target to complete 123 properties by the end of this financial year. The allocation of affordable and council housing is in accordance with local lettings policies which prioritises people with a local connection.

Last Updated: 12-Feb-2018

RISK TITLE	LEAD OFFICER	SUPPORTING OFFICERS	INITIAL RISK RATING	CURRENT RISK RATING	TREND ARROW	RISK STATUS
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Department for Works and Pension's Welfare Reform Programme, including Universal Credit full service implementation which would place increasing demand on the Council for affordable and social housing	Jenni Griffith - Flintshire Connects Manager	Denise Naylor - Housing Programmes Support Manager, Suzanne Mazzone - Supporting People Manager	Amber	Amber	↔	Open
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Potential Effect: Increased homelessness
Management Controls: Developing innovative housing schemes that will aim to provide housing at a cost that under 35's can meet. The Common Housing Register recognises affordability as a housing need and gives priority to those who are suffering financial hardship in terms of housing costs due to the impacts of welfare reforms
Progress Comment: A shared house pilot property has now had full planning approval and work is underway to identify potential tenants. Though there have been changes in the government plans to introduce shared room rate for under 35s it is still important to go ahead with this pilot as if successful it would enable partners to alleviate multiple housing needs in one property. Demand for social housing remains high and the current waiting time for a one bedroom property is approx. 50 weeks. Other models of innovative housing for the under 35's are also being explored.

Last Updated: 12-Feb-2018

RISK TITLE	LEAD OFFICER	SUPPORTING OFFICERS	INITIAL RISK RATING	CURRENT RISK RATING	TREND ARROW	RISK STATUS
Reduction of land supply for council housing construction	Melville Evans - Strategic Housing and Regeneration Programme (SHARP) Programme Manager	Denise Naylor - Housing Programmes Support Manager	Amber	Amber	↔	Open

Potential Effect: i) Reduction in number of units delivered
Management Controls: On-going work to maximise the use of Council land and other publically owned land. Privately owned sites are reviewed for their potential use and purchase.
Progress Comment: Potential land for development of housing through the Strategic Housing and Regeneration Programme (SHARP) has been identified which, if viable, could reach the target of 500 new social and affordable houses by 2021. The council is also working with other public partners including Welsh Government, the Betsi Cadwaladr University Health Board and North Wales Police on potential development opportunities to increase the supply of affordable and council housing.




Last Updated: 24-Jan-2018

RISK TITLE	LEAD OFFICER	SUPPORTING OFFICERS	INITIAL RISK RATING	CURRENT RISK RATING	TREND ARROW	RISK STATUS
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Capital borrowing limits for council housing	Melville Evans - Strategic Housing and Regeneration Programme (SHARP) Programme Manager	Denise Naylor - Housing Programmes Support Manager	Amber	Amber	↔	Open
<p>Potential Effect: A reduction in the construction and delivery of Council houses</p> <p>Management Controls: i) Seek unallocated borrowing approvals by Welsh Government ii) seek underspent borrowing approval held by other councils iii) seek increase in borrowing cap with the UK Government through the Growth Deal</p> <p>Progress Comment: Discussions are in progress between the Council and Welsh Government to secure additional borrowing approval. Welsh Government has unallocated borrowing head room. An announcement is scheduled to be made by Welsh Government in Spring 2018.</p> <p>Last Updated: 12-Feb-2018</p>						




RISK TITLE	LEAD OFFICER	SUPPORTING OFFICERS	INITIAL RISK RATING	CURRENT RISK RATING	TREND ARROW	RISK STATUS
Customer expectations for the timeliness of adaptations undertaken through disabled facilities grants may not be met due to competing demands on resources	Niall Waller - Enterprise and Regeneration Manager		Amber	Amber	↑	Open
<p>Potential Effect: There will be a reputational risk to the Council if adaptations fail to meet the expectations of customers. This is increased because of the national ranking of performance by Welsh Government.</p> <p>Management Controls: i) Monitoring and management of adaptation cases. ii) Ongoing process review. iii) Continually seek ways to further increase cost-efficiency iv) Increase in budget allocation to meet demand</p> <p>Progress Comment: The performance on DFG timescales has been an area of challenge over time. There are projects underway to improve performance including rolling out use of the new adaptations procurement framework and further process improvements.</p> <p>Last Updated: 12-Feb-2018</p>						

RISK TITLE	LEAD OFFICER	SUPPORTING OFFICERS	INITIAL RISK RATING	CURRENT RISK RATING	TREND ARROW	RISK STATUS
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Availability of sufficient funding to resource key priorities	Niall Waller - Enterprise and Regeneration Manager	Melville Evans - Strategic Housing and Regeneration Programme (SHARP) Programme Manager				Open
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Potential Effect: Customers will wait longer to receive adaptation work in their homes
Management Controls: Monthly monitoring of adaptations budgets and consideration of the business case for an increased budget allocation.
Progress Comment: All budgets are monitored monthly to ensure there is sufficient availability for funding key priorities. However, as demography and expectations change with reduced resources the Council is continually reviewing opportunities to meet requirements.

Last Updated: 12-Feb-2018

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

Potential Effect: Potential increased in rent arrears and decrease of Council Tax collection.
 Potential increased risk of homelessness and need for accommodation.
 Increased demand in existing support services
Management Controls: Welfare Reform is undoubtedly impacting services and this is being monitored via the UC Operational Board. Rent Arrears have increased and there is work on-going to identify the reason for this, i.e. is it due to delays in payments or tenants not paying their rent out of their UC money. We are focusing on early identification and intervention and have increased communication across the teams and portfolios to support this work.
 Council Tax Collection is under pressure, we are unable to directly link this to UC or welfare reform, however, welfare reform will undoubtedly contribute to this. We are currently reviewing the claims process for Council Tax Reduction Scheme to make the process easier and quicker. We have not seen a direct link between presentations for homelessness at this stage, however, this remains a risk and we will continue to provide early intervention to prevent this and monitor the situation closely.
 In addition, Flintshire's Universal Credit Operational Board is established to bring together all FCC support services that may be impacted to co-ordinate a response and review current practices to maximise support by reducing duplication.

Progress Comment: The impact of Welfare Reform on Flintshire households is increasing the demand for advice and support to levels above that which current resource can handle within a reasonable timeframe. The potential increase in rent arrears and decrease in Council Tax collection, potential increase in homelessness and corresponding increase in demand for accommodation continue to be monitored closely to understand and manage the impact as much as possible.

Last Updated: 26-Jan-2018

RISK TITLE	LEAD OFFICER	SUPPORTING OFFICERS	INITIAL RISK RATING	CURRENT RISK RATING	TREND ARROW	RISK STATUS
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Demand for advice and support services will not be met	Jen Griffiths - Benefits Manager	Suzanne Mazzone - Supporting People Manager	Amber	Amber	↔	Open
<p>Potential Effect: The impact of Welfare Reform on Flintshire households increasing the demand for advice and support to levels beyond what resource can handle in a timely manner.</p> <p>Management Controls: The Flintshire Advice and Support Gateways are ensuring residents in need of help are referred to an appropriate service provider and maximising effective use of resources as far as possible.</p> <p>Progress Comment: Demand continues to increase for advice and support services within the county. The development of the Welfare Response Team has assisted with the implementation of Universal Credit, but referral numbers continue to rise. Referrals to wider support services are increasing, with a particular emphasis on those residents experiencing debt issues. Managers across Customer Services, Neighbourhood Housing and Revenues and Benefits are continuing to work together to develop early intervention strategies.</p> <p>Last Updated: 12-Feb-2018</p>						

RISK TITLE	LEAD OFFICER	SUPPORTING OFFICERS	INITIAL RISK RATING	CURRENT RISK RATING	TREND ARROW	RISK STATUS
Debt levels will rise if tenants are unable to afford to pay their rent or council tax	Jen Griffiths - Benefits Manager	Sheila Martin - Income Team Leader	Amber	Red	↑	Open
<p>Potential Effect: With the introduction of universal credit and reduction in benefits being paid it is anticipated that tenants will struggle to maintain their payments increasing the level of debts owed to the Council for Rent and Council Tax.</p> <p>Management Controls: Reviews of procedures are being carried out to try and mitigate the impact however a full estimate of impact cannot yet be confirmed.</p> <p>Progress Comment: Colleagues from Housing Benefit, Income Team, Neighbourhood Housing and Housing Solutions are currently working together to identify early intervention tools for those tenants that fall into arrears with their rent. Options are being explored to ensure that homelessness is prevented and rent collection is maximised.</p> <p>Last Updated: 12-Feb-2018</p>						

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

Potential Effect: Local economy will suffer as people can only just afford to spend on essential items
Management Controls: The council is continuing to support residents to access advice and support to enable them to better manage their financial situation.
Progress Comment: The new Welfare Reform Response Team is working alongside colleagues in Housing and Job Centre Plus to alleviate financial pressures caused as a result of the introduction of Universal Credit. Welfare Rights and Supporting People teams continue to explore areas of income maximisation for residents of the county.

Last Updated: 12-Feb-2018

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

Potential Effect: People would be likely to experience increased waiting times or be unable to access services, with a resulting negative impact on the reputation of the Council.
Management Controls: Developing the market for residential and nursing care
 Extending the opening hours for single point of access
 Implementing Community Resouce Team
 Developing community resilience
 Implementing an Early Help Hub for children and families
Progress Comment: Recommendations have been approved to explore further the extension of Marleyfield (32 beds for intermediate care and discharge to assess). This expansion will also help to support the medium term development of the nursing sector.
 The Single Point of Access is now operating under extended opening hours to increase the opportunity for contact by the public.
 The multi agency Early Help Hub for children and families is in operation.

Last Updated: 16-Jan-2018

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

Potential Effect: Increase in hospital admissions and delayed transfers. Increased pressure on primary care services leading to deteriorating relationship with local partners.

Management Controls: Working with Corporate colleagues to use capital investment to support the development of our in-house provision. Outcomes from the 'Invest to Save' Project Manager made available together with a short, medium and long term plan to support the care sector. Quick wins from the 'Invest to Save' Project Manager to be implemented. Increase bed and extra care capacity for dementia/ learning disabilities. Develop specialist respite for Early Onset Dementia. Identify and create market change and dynamics, generate more competition, new providers for all ages including children and LD. Assist with local housing (subsidised?) for specified employees in social care i.e. direct care staff. Joint marketing and recruitment campaign, including portals, sharing of candidates, shared approach.

Progress Comment: The expansion of Marleyfield to support the medium term development of the nursing sector continues under the direction of Programme Board. We have requested the re-phasing of ICF capital to fit in with our capital programme, and are awaiting a response on this from WG.

The Strategic Opportunity Review was completed and a report was presented to Cabinet in October. There are several active workstreams, including the development of resources to support the sector, diagnostic reviews from providers and a Care Conference being held in February hosted by Business Wales. A ministerial visit is scheduled for January 2018.

Last Updated: 24-Jan-2018

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




Potential Effect: Insufficient funding to sustain medium term service delivery.




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




Progress Comment: We have requested the re-phasing of agreed ICF capital funding to be allocated for the expansion to 2021 to fit with our capital programme. Senior Officers are liaising with Welsh Government to confirm the ongoing use of ICF revenue funding for existing projects.

Last Updated: 16-Jan-2018

RISK TITLE	LEAD OFFICER	SUPPORTING OFFICERS	INITIAL RISK RATING	CURRENT RISK RATING	TREND ARROW	RISK STATUS
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Early Help Hub cannot deliver effective outcomes	Craig Macleod - Senior Manager, Children's Services & Workforce	Jacque Slee - Performance Lead – Social Services				Open
<p>Potential Effect: Children and families who do not meet the threshold for a statutory services will not be appropriately directed to alternative services.</p> <p>Management Controls: Agreed information sharing protocol in place Activity data in place and scrutinised Steering body to meet regularly to ensure that resources are being appropriately deployed</p> <p>Progress Comment: The Hub now accepts direct referrals from partner agencies and professionals. It is proposed that the Hub is formally launched to provide direct access to the public in April 2018. A full evaluation of the Early Help Hub will take place to provide a detailed analysis of its effectiveness and of the resources being deployed by agencies.</p> <p>Last Updated: 16-Jan-2018</p>						

RISK TITLE	LEAD OFFICER	SUPPORTING OFFICERS	INITIAL RISK RATING	CURRENT RISK RATING	TREND ARROW	RISK STATUS
Rate of increase of adult safeguarding referrals will outstrip current resources	Jane M Davies - Senior Manager, Safeguarding & Commissioning	Jacque Slee - Performance Lead – Social Services				Open
<p>Potential Effect: National timescales for processing safeguarding enquiries will not be met, resulting in potential delays for people requiring safeguarding interventions and impact on reputation of the Council.</p> <p>Management Controls: Realign response to front door referrals by utilising resources within First Contact and Intake, in order to free up time to allow the Safeguarding Managers to effectively delegate tasks.</p> <p>Progress Comment: Responsibilities within Adult Safeguarding and First Contact and Intake have been realigned, with no additional resource. Safeguarding Managers are able to effectively delegate tasks for high priority cases; this ensures that those enquiries that do not meet timescales are of a lower priority.</p> <p>Last Updated: 09-Jan-2018</p>						

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

Potential Effect: Increased waiting times for DoLS assessments and impact on reputation of the Council.
Management Controls: Realignment of responsibilities in the teams to meet increasing demand.
Progress Comment: Actions taken to realign the responsibilities of the teams to meet the demands of the increase in adult safeguarding enquiries may have the unwanted effect of increasing the waiting list for DoLS assessments. In addition, work is being undertaken to review community DoLS applications and incorporate these within the existing waiting list. In due course this will have an impact on the number of cases on the waiting list. The waiting list continues to be actively managed, with urgent and review authorisations being prioritised.

Last Updated: 16-Jan-2018

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

Potential Effect: Employees will not recognise when adults and children are at risk and will not take appropriate action.
Management Controls: Safeguarding workshops were held during Safeguarding Week in November 2017; a safeguarding awareness training programme is now in place ensuring regular training opportunities are available to employees.
Progress Comment: Safeguarding training is available and a communication plan is being implemented which will increase employee awareness of safeguarding issues. Safeguarding is included within the corporate induction via e-learning, ensuring new employees can recognise the signs and know how to make a report. Safeguarding awareness workshops were delivered during National Safeguarding Week in November 2017 and further training is planned for January and February 2018.

Last Updated: 15-Jan-2018

RISK TITLE	LEAD OFFICER	SUPPORTING OFFICERS	INITIAL RISK RATING	CURRENT RISK RATING	TREND ARROW	RISK STATUS
Failure to implement safeguarding training may impact on cases not being recognised at an early stage.	Fiona Mocko - Policy Advisor (Equalities and Cohesion)					Open

Potential Effect: Employees will not identify potential safeguarding issues.

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

Management Controls: Safeguarding training will be included in induction programme ensuring all new employees receive training.



A range of safeguarding training for the workforce is being developed and numbers attending will be reported to the Corporate Safeguarding Panel..

Progress Comment: Safeguarding is included in the corporate induction ensuring all new employees have a basic understanding of safeguarding. Safeguarding training is provided regularly ensuring employees have the opportunity to access appropriate training.

Last Updated: 15-Jan-2018

2 Ambitious Council



Actions

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
2.1.1.1 The Regional Economic Growth Deal will be submitted to UK and Welsh Governments this year and will set out the main priorities for economic development across North Wales	Niall Waller - Enterprise and Regeneration Manager	In Progress	01-Apr-2017	31-Mar-2018	75.00%	 GREEN	 GREEN

ACTION PROGRESS COMMENTS:

The Council is playing a major role in the development of the Growth Deal for North Wales. The Economic Ambition Board has established working groups to develop each element of the bid including; skills and employment, infrastructure and housing, business growth and transport improvements. Outline business cases for all projects are currently being prepared for submission to both Governments in April 2018.



Last Updated: 12-Feb-2018

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
2.1.1.2 Guide the development of the Deeside Enterprise Zone (DEZ) and Northern Gateway mixed use development site, ensuring developments maximise economic and social value for the County and that they deliver the commitments made in the Regional Economic Growth Deal.	Niall Waller - Enterprise and Regeneration Manager	In Progress	01-Apr-2017	31-Mar-2018	75.00%	 GREEN	 GREEN

ACTION PROGRESS COMMENTS:

The Council is represented on the Deeside Enterprise Zone Board and provides a supporting function to the Board as required and to businesses in the Enterprise Zone. The Council provides a responsive support service to potential investors both in the Enterprise Zone and outside. The Council is actively working with the two landowners for the Northern Gateway site to encourage development to come forward and to steer development towards those investments which offer the greatest value to the economy of Flintshire. Welsh Government have recently announced investment of £20m in the development of the North Wales Advanced Manufacturing Institute which will be located on two campuses in Deeside.



Last Updated: 11-Jan-2018

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
2.1.1.3 Develop a long term strategic approach to Council's economic estate/land	Neal Cockerton - Chief Officer - Organisational Change 2	In Progress	01-Apr-2017	31-Mar-2018	59.00%	 AMBER	 AMBER

ACTION PROGRESS COMMENTS:

Work stream relates to the need to undertake a strategic review of our industrial and commercial estate. We need to ensure it is fit for purpose, provides key economic drivers, supports the aspirations of the council, supports local business, and is something that the Council still wishes to become involved in i.e. is it core business? Work has been commissioned to undertake a review and the report is anticipated before the end of the financial year.



Last Updated: 18-Jan-2018

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
2.1.1.4 Expand the scale and quality of apprenticeships both regionally and locally.	Denise Naylor - Housing Programmes Support Manager	In Progress	01-Apr-2017	31-Mar-2018	75.00%	 GREEN	 GREEN

ACTION PROGRESS COMMENTS:

The Housing Programmes Team and Business Development Team have worked together to create a film which encourages people to consider an apprenticeship in a STEM (Science, Technology, Engineering, Maths) field. This will be distributed widely within the county to reach as many people as possible. The Housing Programmes Team is exploring ways to reach local businesses and encourage the recruitment of apprentices across the region.



Last Updated: 18-Jan-2018

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
2.1.1.5 Develop a new approach to supporting town centre vitality and regeneration that maximises their role as shop windows for the County.	Niall Waller - Enterprise and Regeneration Manager	In Progress	01-Apr-2017	31-Mar-2018	40.00%	 AMBER	 AMBER

ACTION PROGRESS COMMENTS:

Initial scoping work is underway to look at options for the town centres in Flintshire including learning from other areas. Funding is currently being sought for development work and projects.

Last Updated: 11-Jan-2018

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
2.1.1.6 Ensure that the development of regional and local transport strategy initiatives maximises the potential for economic benefits and improve access to employment and tourism destinations.	Niall Waller - Enterprise and Regeneration Manager	In Progress	01-Apr-2017	31-Mar-2018	75.00%	 GREEN	 GREEN

ACTION PROGRESS COMMENTS:

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

Last Updated: 12-Feb-2018

Performance Indicators

No KPIs available

RISKS

Strategic Risk

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

Potential Effect: Infrastructure is essential to facilitating economic growth in Flintshire. If infrastructure is not improved then investment opportunities will be jeopardised and new jobs will not be created. Overloaded infrastructure will also increase the likelihood of business investment being lost to better serviced areas.

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

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

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

Last Updated: 11-Jan-2018

RISK TITLE	LEAD OFFICER	SUPPORTING OFFICERS	INITIAL RISK RATING	CURRENT RISK RATING	TREND ARROW	RISK STATUS
Support for businesses in Flintshire doesn't meet their needs and fails to encourage investment	Clare Budden - Chief Officer - Community and Enterprise	Niall Waller - Enterprise and Regeneration Manager	Amber	Amber	↔	Open

Potential Effect: Businesses feed back that they highly value the service provided by the Council to help them to navigate wider support and overcome barriers to growth. Business networking activity delivered by the Council also assist businesses to work and trade together. Reduction of this support may make the County less successful as a location for business.

Management Controls: i) The Council will continue to engage businesses and help them to access support.

ii) The Council will provide opportunities for businesses to network and support one another.

Progress Comment: The business development service in Flintshire remains responsive to business needs. The Council works closely alongside Welsh Government and other agencies to provide a co-ordinated service.

Last Updated: 18-Jan-2018

RISK TITLE	LEAD OFFICER	SUPPORTING OFFICERS	INITIAL RISK RATING	CURRENT RISK RATING	TREND ARROW	RISK STATUS
The stability of local and sub-regional economies	Clare Budden - Chief Officer - Community and Enterprise	Niall Waller - Enterprise and Regeneration Manager	Amber	Amber	↔	Open

Potential Effect: Instability in the local and regional economies would lead to reduced business investment and significant job losses.
Management Controls: Maintain an intelligence base on potential risks and mitigation measures.
Progress Comment: The Council continues to monitor changes and trends in the UK and regional economies that may have an impact on Flintshire's economy. The main area of uncertainty, Brexit, remains difficult to predict and quantify whilst the negotiated settlement with the European Union remains unknown.

Last Updated: 15-Jan-2018



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

Potential Effect: Decisions are taken on national and regional economic issues, infrastructure investment or other programmes which do not meet the needs of the Flintshire economy.
Management Controls: Play a major role in the North Wales Economic Ambition Board, Mersey Dee Alliance and the Rail Task Force.
Progress Comment: The Council has a lead role in developing the role and functions of the North Wales Economic Ambition Board and is closely involved in the work of the Mersey Dee Alliance. The Council also represents the region on the Rail Task Force and supports the All Party Parliamentary Group on transport. The Council is closely involved in the development of the outline projects for the regional Growth Deal and both the Leader of the Council and Chief Executive play a leading role in the development of the new Joint Committee for North Wales.

Last Updated: 18-Jan-2018

3 Learning Council



Actions

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
3.1.1.1 Develop Education and Integrated Youth Services	Vicky Barlow - Interim Senior Manager	In Progress	01-Apr-2017	31-Mar-2018	75.00%	 GREEN	 GREEN

ACTION PROGRESS COMMENTS:

The Education and Youth Portfolio continues to work in partnership with the Regional School Improvement Service (GwE) to achieve the best possible educational outcomes for all learners. The Interim Senior Manager for School Improvement works collaboratively with the Flintshire Core Leads for Primary, Special and Secondary schools to identify and target support for those schools most in need. Level 2 Business Plans for 2017 -2018 for both primary and secondary school phases are in place. Key priorities are focused around Standards, Curriculum and Assessment, Leadership, Wellbeing and Teaching. Each primary school currently categorised as Amber for support has an appropriate support plan in place and all secondary schools have a support plan in place in line with the revised regional strategy for supporting secondary schools. This year schools across Flintshire have access to an increased professional development offer through the Regional School Improvement Service. A local task and finish group is being established this term to look at the technological implications of delivering the Digital Competency Framework (DCF) within the classroom and to further strengthen strategic planning to meet these developing curriculum needs. Schools now have access to a regional Professional Offer for DCF development in line with the national timeline for implementation.

Last Updated: 24-Jan-2018



ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
3.1.1.2 Enhance skills to improve employment opportunities	Jeanette Rock - Principal Education Officer Inclusion	In Progress	01-Apr-2017	31-Mar-2018	50.00%	 AMBER	 GREEN

ACTION PROGRESS COMMENTS:

The Welsh Government has developed a Digital Competency Framework (DCF) to support a national improvement in this area. Flintshire officers have developed a local response to the DCF. A working group has been established to support improved outcomes for more able and talented pupils. The group has focused on skill development and offered a number of sessions to support the improvement and development of areas such as communication skills. A suite of vocational options has been offered to Key Stage 4 pupils across Flintshire schools. These are delivered through Coleg Cambria and other local work-based providers and offer accredited courses in areas such as Construction, Hair and Beauty, Animal Care, Motor Vehicle Maintenance along with qualifications in Teamwork, Personal Development in the Community and Employability Skills. Welsh Government are promoting an initiative called the Junior Apprenticeship. This enables young people in Key Stage 4 to access a full vocational programme with a view to continuing onto a formal apprenticeship in the field of study. Flintshire schools have also engaged in a range of free vocational workshops offered through the 'Have a Go' initiative. These provide the opportunity for learners to engage in a range of practical activities, for example virtual welding, and practical investigation of mechanical systems. Coleg Cambria are running a Construction Academy which offers young people between the ages of 16 and 18 a chance to gain skills and experience in the construction industry. Local construction companies including Wates Construction, Flintshire's

development partner to deliver the Strategic Housing and Regeneration Programme (SHARP) are engaged in this initiative and will provide work experience.



Last Updated: 24-Jan-2018

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
3.1.1.3 Implementing the Welsh Government pilot of the 30 hour childcare offer.	Gail Bennett - Early Intervention Services Manager	Completed	01-Apr-2017	31-Mar-2018	100.00%	 GREEN	 GREEN

ACTION PROGRESS COMMENTS:

The initial Early Implementation Schedule is complete. Weekly, monthly and termly monitoring reports are sent to Welsh Government. There are three grants; Administration, Childcare Settings, and Special Educational Needs. The application process is electronic and can only be accessed if the child is living at an address in an eligible area. From September 2017 payments to Settings have been processed in a timely manner. Expansion has been made into other areas, twice during Q3. Requests have been made to Welsh Government for full expansion to cover all of Flintshire from April 2018 as the funding is available to pay for childcare. Welsh Government have acknowledged Flintshire's effective implementation of this pilot.

Last Updated: 13-Feb-2018



ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
3.1.1.4 Families First Collaborative Programme	Ann Roberts - Families First Lead / Youth Services Manager	Completed	01-Apr-2017	31-Mar-2018	100.00%	 GREEN	 GREEN

ACTION PROGRESS COMMENTS:

For 2017/18 the portfolio's aim was to achieve Welsh Government Funding to enable the Council to re-commission a full Families First Programme. The funding (approx £1.6 million) is now achieved and fully commissioned for an April 2018 start in line with the Welsh Government agreed transition time. The third sector has been key to delivery and is engaged in all development and provision. This includes utilising third sector buildings, producing efficiencies for the Council. The programme has ensured that the new provision is a resource for the Early Help Hub, which is an innovative multi-agency approach to deliver on the Well-being Act. The Families First programme also feeds into the Well-being Act requirements. The programme will add value to other provision and will offer early intervention and targeted support.

Last Updated: 13-Feb-2018

Performance Indicators

KPI Title	Pre. Year Period Actual	Period Actual	Period Target	Perf. RAG	Perf. Indicator Trend	YTD Actual	YTD Target	Outcome RAG
IP3.1.1.12 M12 Percentage reduction in first time entrance to the youth justice system	3	14	15	 AMBER	↑	17.65	15	 GREEN



Lead Officer: James Warr - Youth Justice Manager

Reporting Officer: Louisa Greenly - Performance Management & Information Officer

Aspirational Target: 20.00

Progress Comment: There were 6 First Time entrants to the Youth Justice system in the most recent period - a small reduction of 1 (14%) based on the same period in the previous year. The definition of First Time Entrants is young people (aged 10 – 17), resident in England and Wales, who received their first reprimand, warning, caution or conviction, based on data recorded on the Police National Computer. The rate of First Time Entrants in Flintshire has continued to be one of the lowest in Wales and is an indication of the success of the focus on early intervention, where young people deemed at risk of offending or antisocial behaviour are worked with using voluntary interventions before their behaviour escalates.

Last Updated: 15-Jan-2018

KPI Title	Pre. Year Period Actual	Period Actual	Period Target	Perf. RAG	Perf. Indicator Trend	YTD Actual	YTD Target	Outcome RAG
IP3.1.1.13 M13 The percentage of young people under 16 years old in the youth justice system offered education, training or employment.	71	74.39	80	 AMBER	↑	74.08	80	 GREEN



Lead Officer: James Warr - Youth Justice Manager

Reporting Officer: Louisa Greenly - Performance Management & Information Officer

Aspirational Target:



Progress Comment: This measure monitors those young people who had open programmes with the Youth Justice Service (YJS) (prevention and statutory) who are of statutory school age and who are offered 25 hours or more Education, Training or Employment (ETE). Whilst the YJS does not offer the ETE provision, the service assesses and identifies young people who are not receiving adequate ETE provision, and has close links with colleagues in Education and works toward securing current or new placements for young people. Although this KPI has not met its target for this quarter, the rate is still satisfactory given the issues young people known to the YJS have with education.

Last Updated: 23-Jan-2018

KPI Title	Pre. Year Period Actual	Period Actual	Period Target	Perf. RAG	Perf. Indicator Trend	YTD Actual	YTD Target	Outcome RAG
IP3.1.1.14 M14 The percentage of young people aged 16 – 18 in the youth justice system offered education, training or employment	14.5	52.73	60	 AMBER	↑	53.47	60	 GREEN



Lead Officer: James Warr - Youth Justice Manager
Reporting Officer: Louisa Greenly - Performance Management & Information Officer
Aspirational Target: 80.00
Progress Comment: The Youth Justice Service assesses young people who commence a prevention or statutory intervention with the Youth Justice Service in the period. Those who are above statutory school age should be undertaking at least 16 hours per week of education, training or employment. This measure forms part of the Youth justice Board Welsh Key Performance Indicators, however the YJB do not require data from young people completing prevention interventions. The service has links with training providers and aims to enable young people to access apprenticeships and college courses in order to prevent further offending.

Last Updated: 15-Jan-2018

KPI Title	Pre. Year Period Actual	Period Actual	Period Target	Perf. RAG	Perf. Indicator Trend	YTD Actual	YTD Target	Outcome RAG
IP3.1.3.1M01 The number of registered settings to deliver the Childcare offer	No Data	149	30.5	 GREEN	N/A	274	91.5	 GREEN

Lead Officer: Gail Bennett - Early Intervention Services Manager
Reporting Officer: Gail Bennett - Early Intervention Services Manager
Aspirational Target:
Progress Comment: Childcare settings are keen to register for and deliver the offer and this is reflected by the number of registered settings delivering the Childcare offer.

Last Updated: 16-Jan-2018

KPI Title	Pre. Year Period Actual	Period Actual	Period Target	Perf. RAG	Perf. Indicator Trend	YTD Actual	YTD Target	Outcome RAG
IP3.1.3.2M02 The number of children accessing the Childcare offer	No Data	390	187	 GREEN	N/A	585	561	 GREEN

Lead Officer: Gail Bennett - Early Intervention Services Manager

Reporting Officer: Gail Bennett - Early Intervention Services Manager

Aspirational Target:

Progress Comment: The Childcare offer is in demand across Flintshire as is demonstrated by the current update. plans are still on target for full expansion.

Last Updated: 16-Jan-2018

RISKS

Strategic Risk

RISK TITLE	LEAD OFFICER	SUPPORTING OFFICERS	INITIAL RISK RATING	CURRENT RISK RATING	TREND ARROW	RISK STATUS
Those schools who do not recognise their need for improvement and external support	Vicky Barlow - Interim Senior Manager	Jeanette Rock - Principal Education Officer Inclusion	Amber	Amber	↓	Open
<p>Potential Effect: Downturn in school performance and under achievement . Increase in the number of schools in Estyn category of concern/need of significant improvement</p> <p>Management Controls: The Council will work with schools through the Schools Standards Monitoring Group. Challenge and support will be provided through the regional school improvement partner GwE</p> <p>Progress Comment: Service Level Agreement in place with the regional school improvement service. Fortnightly Quality Board meetings with GwE Core Leads for primary and secondary. Local Authority attendance at regional Quality Board for standards and GwE Management Board. Annual review of categorisation process for all schools. A LA Standards Board has also been introduced on a half termly basis.</p>						
Last Updated: 25-Jan-2018						

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

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

Last Updated: 25-Jan-2018

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

Potential Effect: Schools and the Local Authority are unable to meet the requirements placed on them by the forthcoming Additional Learning Needs and Education Tribunal (Wales) Bill resulting in the need for additional resource in terms of specialist services and provision.
Management Controls: Portfolio Strategy 2016/17 to map out progress of the legislative reforms and facilitate a timely response.
 Use of Welsh Government Innovation Project funding to develop awareness and skills of key school-based staff and Local Authority Officers ahead of the implementation of the Bill.
Progress Comment: Following a halt in the progress of the Additional Learning Needs (ALN) and Education Tribunal (Wales) Bill before the Summer break, this is now progressing and Stage 2 of the legislative process has been completed. The Bill will now move into Stage 3 for detailed consideration by all Assembly Members. Work continues on the Draft Code of Practice alongside the progression of the Bill and four ALN Transformation Leads have recently been appointed to support Local Authorities, schools and other agencies to be ready for the reforms. The anticipated implementation date is 2019 and as a result the potential financial risk associated with the reforms is low for 2017/18 but careful monitoring needs to continue given the possible future implications.

Last Updated: 16-Jan-2018

RISK TITLE	LEAD OFFICER	SUPPORTING OFFICERS	INITIAL RISK RATING	CURRENT RISK RATING	TREND ARROW	RISK STATUS
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Local employers and learning providers do not work closely enough to identify and meet the skills based needs of the future	Vicky Barlow - Interim Senior Manager	Niall Waller - Enterprise and Regeneration Manager	Amber	Amber	↔	Open
<p>Potential Effect: Employers will increasingly struggle to fill vacancies and may leave the area. Young people will not be able to benefit from the growth of the local economy and may need to move away to secure employment that matches their skills. If the skills base fails to match employer needs in the future then the area will struggle to compete for investment.</p> <p>Management Controls: Encourage links between schools and local companies. Develop initiatives both locally and regionally to reduce the gap between young peoples' aspirations and the labour market, especially in Science, Technology, Engineering & Maths (STEM) topics and enterprise.</p> <p>Progress Comment: In addition to current work to link schools, learners and employers there are a number of proposals for further work being developed as part of the North Wales Growth Deal including an enhanced careers offer and further STEM support for schools.</p> <p>Last Updated: 16-Jan-2018</p>						

RISK TITLE	LEAD OFFICER	SUPPORTING OFFICERS	INITIAL RISK RATING	CURRENT RISK RATING	TREND ARROW	RISK STATUS
Sustainability of funding streams	Claire Homard - Senior Manager - School Improvement	Vicky Barlow - Interim Senior Manager	Red	Red	↔	Open
<p>Potential Effect: Reduced capacity to deliver targeted support to schools.</p> <p>Management Controls: Intelligence on grant regime</p> <p>Progress Comment: The sustainability of grant funding remains a major and live risk. The Council has received notification of an 11% cut to the Education Improvement Grant, resulting in a real terms reduction of approximately quarter of a million pounds. This grant funds a range of posts within schools e.g. Foundation Phase Support Staff and central service delivery within the portfolio. There is very limited guidance available at the current time from Welsh Government to be able to strategically plan for the implementation of this cut. Additionally, other grants e.g. Small and Rural School grant which was made available this year do not appear on the grant schedule for 18-19. The School Uniform Grant for yr 7 pupils entitled to Free School Meals has also been withdrawn without prior notification, leaving a potential cost pressure for the Council or schools to absorb. There remains considerable concern about the future of the Minority Ethnic Achievement Grant (MEAG) as WG advised it had been transferred into the Revenue Support Grant. WLGA have challenged this and discussions at the highest level at WG are continuing. Currently only 7.5m of the original 12.5 m grant for all LAs in Wales has been confirmed. A cut in funding will result in reduced service delivery in the portfolio, where demand for pupil support is increasing.</p> <p>Last Updated: 13-Feb-2018</p>						



RISK TITLE	LEAD OFFICER	SUPPORTING OFFICERS	INITIAL RISK RATING	CURRENT RISK RATING	TREND ARROW	RISK STATUS
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Numbers of school places not matching the changing demographics	Damian Hughes - Senior Manager, School Planning & Provision	Vicky Barlow - Interim Senior Manager	Red	Red	↔	Open
<p>Potential Effect: Higher teacher ratios, unfilled places, backlog maintenance pressures, inefficient estate</p> <p>Management Controls: Continuation of school modernisation programme, will reduce unfilled places, reduce backlog maintenance, remove unwanted fixed costs and infrastructure</p> <p>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.</p> <p>Last Updated: 16-Jan-2018</p>						

RISK TITLE	LEAD OFFICER	SUPPORTING OFFICERS	INITIAL RISK RATING	CURRENT RISK RATING	TREND ARROW	RISK STATUS
Limited funding to address the backlog of known repair and maintenance works in Education & Youth assets	Damian Hughes - Senior Manager, School Planning & Provision	Vicky Barlow - Interim Senior Manager	Red	Red	↔	Open
<p>Potential Effect: The fabric of Education and Youth buildings will continue to decline</p> <p>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</p> <p>Progress Comment: Continuation of the School Modernisation programme is one of the strategic options available to address the repair and maintenance backlog. The programme continuation will also i) Support a reduction of unfilled places ii) Provide a more efficient school estate and concentrate resources on teaching by removal of unwanted fixed costs in infrastructure and leadership iii) Ensure that the condition and suitability of the school estate is improved. Additionally, in future years capital business cases will be submitted through the Council process to supplement the 21st Century Schools investment programme.</p> <p>Last Updated: 16-Jan-2018</p>						

4 Green Council



Actions

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
4.1.1.1 Improve, protect and enhance the built environment	Lynne Fensome - Support Manager Environment	In Progress	01-Apr-2017	31-Mar-2018	50.00%	 AMBER	 AMBER

ACTION PROGRESS COMMENTS:

The Flintshire Built Conservation Strategy (formerly the Local Heritage Plan) has been drafted and will be presented to Planning Strategy Group in March. It is still the intention to explore the development of a wider corporate Flintshire Heritage Strategy.



Last Updated: 12-Feb-2018

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
4.1.1.2 Manage our natural environment and accessible green-space networks to deliver health, well-being and resilience goals.	Lynne Fensome - Support Manager Environment	In Progress	01-Apr-2017	31-Mar-2018	70.00%	 GREEN	 GREEN

ACTION PROGRESS COMMENTS:

We are delivering projects set out within the Environment and Sustainable Development grant application, including flood defence, biodiversity duty and green-space enhancement. The allocation of this part of the single revenue grant is primarily used to support employee costs in delivering the duties placed on the Council as a Lead Local Flood Authority (LLFA). The allocation of the grant is also being used to deliver Flintshire's Greenspace Strategy, improve green-space facilities to encourage access, enjoyment and well-being and to facilitate engagement through arts in the community.

Last Updated: 26-Jan-2018

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
4.1.1.3 Maximising the potential of Council assets for energy efficiency: Control/reduction of Council energy consumption and thereby cost.	Sadie Smith - Energy Conservation Engineer	In Progress	01-Apr-2017	31-Mar-2018	75.00%	 GREEN	 GREEN

ACTION PROGRESS COMMENTS:

An order has been issued for the battery storage installation at Ysgol Abermorddu with estimated installation in the 2018 Easter holidays. The LED lighting tender has been completed and is ready to be issued for the lighting upgrades at 7 primary schools and Wepre Park Visitors Centre. Delivery of Phase 2 of the renewable energy action plan is in progress; formal grid connection offers have been received for the 3 prioritised sites with offers accepted for Flint Landfill and Crumps Yard. A business case and review of the financial modelling will be completed by the end of the financial year. We are now working in collaboration with Local Partnerships to assess and prioritise renewable energy generation on the Council's agricultural estate. Work is ongoing with the Carbon Trust to assess the potential income generation and business case for battery storage at Brookhill and Standard solar farms. The final report is expected by the end of January 2018.

Last Updated: 25-Jan-2018

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
4.1.1.4 Maximise the recovery and recycling of waste with a view to reducing the reliance on landfill.	Harvey Mitchell - Waste and Ancillary Services Manager	In Progress	01-Apr-2017	31-Mar-2018	75.00%	GREEN	GREEN

ACTION PROGRESS COMMENTS:

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

Last Updated: 19-Jan-2018



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



ACTION PROGRESS COMMENTS:



A regional air quality assessment on behalf of the North Wales local authorities has been undertaken which meets our statutory requirements by submitting the report to Welsh Government by 30th September. The need to develop a local strategy has been highlighted by the Public Services Board, and work is underway to identify how Flintshire can further improve air quality. The Environment has now been adopted as a priority for the Public Services Board and the draft Well-being Plan is currently out for public consultation.



Last Updated: 25-Jan-2018

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
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4.1.1.6 Identification of the Local Development Plan preferred strategy	Lynne Fensome - Support Manager Environment	In Progress	01-Apr-2017	31-Mar-2018	75.00%	 GREEN	 GREEN
<p>ACTION PROGRESS COMMENTS: The preferred strategy for the Local Development Plan was approved and published for consultation for a 6 week period between 9th November and 21st December 2017. Consultation responses are being collated and will be presented to Planning Strategy Group in February and March 2018.</p> <p>Last Updated: 17-Jan-2018</p>							

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
4.2.1.1 Access and use available grant funding to support Council priorities for accessing employment, health and leisure and education.	Katie Wilby - Transportation and Logistics Manager	In Progress	01-Apr-2017	31-Mar-2018	25.00%	 AMBER	 GREEN
<p>ACTION PROGRESS COMMENTS: We have successfully bid for 2017/18 Local Transport Funding (LTF), and a grant has been awarded to improve bus services and encourage walking and cycling in Deeside. Part of this money will be spent on upgrading bus infrastructure, improving bus journey times and bus priority measures on the B5129 Shotton Corridor and the bus infrastructure on Deeside Industrial Park. The remainder will support the introduction of active travel routes within the Deeside Business Park. All projects are currently on track with the majority of expenditure to be incurred in Quarter 4, hence the completion status being 25%.</p> <p>Last Updated: 26-Jan-2018</p>							



ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
4.2.1.2 Prioritise the Council's road infrastructure for repairs and maintenance and implement programmes of work within available funding in order to improve the resilience, efficiency and reliability of the transport network.	Barry Wilkinson - Highways Networks Manager	Completed	01-Apr-2017	31-Mar-2018	100.00%	 GREEN	 GREEN
<p>ACTION PROGRESS COMMENTS: The highway network has been reviewed and assessed for investment need and repairs. The capital programme for preventative maintenance has been developed, tendered and implemented across the network.</p> <p>Last Updated: 15-Jan-2018</p>							

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
4.2.1.3 Work closely with the communities to develop innovative and sustainable community based transport schemes.	Katie Wilby - Transportation and Logistics Manager	In Progress	01-Apr-2017	31-Mar-2018	60.00%	 GREEN	 AMBER

ACTION PROGRESS COMMENTS:

We are continuing to work actively with communities to support and develop alternative transport options. 3 out of the 5 proposed pilot transport schemes are now up and running in: i) Higher Kinnerton-Broughton ii) Penyffordd-Buckley iii) Northop Hall-Connah’s Quay Work is ongoing with the Town/Community Councils in Treuddyn/Llanfynydd and Holywell/Trelawnyd/Carmel/Whitford to develop the remaining pilot schemes

Last Updated: 25-Jan-2018



ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
4.2.1.4 Deliver a compliant, safe and integrated transport service	Katie Wilby - Transportation and Logistics Manager	In Progress	01-Apr-2017	31-Mar-2018	80.00%	 GREEN	 GREEN

ACTION PROGRESS COMMENTS:

The Integrated Transport Unit (ITU) has administered a transformational review of the Council’s passenger transport services over the last 18 months to ensure that all routes are compliant. The service has moved to a new method of procurement known as a Dynamic Purchasing System (DPS), allowing new suppliers to apply to join at any point during its lifetime. The new arrangements are aimed at reducing the workload both within the ITU and across the local supply chain. The new contracts will operate for a period of 4 years or for the length of the pupils or students education at a particular school or college or until the need for a specific transport provision ceases.



Last Updated: 25-Jan-2018

Performance Indicators

KPI Title	Pre. Year Period Actual	Period Actual	Period Target	Perf. RAG	Perf. Indicator Trend	YTD Actual	YTD Target	Outcome RAG
IP4.1.3.1M01 Percentage of environmentally efficient front line operational vehicles to Euro 6 standard.	No Data	35.64	20	 GREEN	N/A	35.64	20	 GREEN




Lead Officer: Lynne Fensome - Support Manager Environment
Reporting Officer: Barry Wilkinson - Highways Networks Manager
Aspirational Target:
Progress Comment: A schedule is in place to re-new the majority of vehicles to Euro 6 Standard. The size of the fleet will reduce over time due to more efficient utilisation of the current fleet providing efficiencies for the Council.

Last Updated: 26-Jan-2018



KPI Title	Pre. Year Period Actual	Period Actual	Period Target	Perf. RAG	Perf. Indicator Trend	YTD Actual	YTD Target	Outcome RAG
IP4.1.3.2M02 Number of street furniture and street light units replaced with LED lighting.	No Data	1669	1500	 GREEN	N/A	6006	4500	 GREEN

Lead Officer: Lynne Fensome - Support Manager Environment
Reporting Officer: Darell Jones - Operations Manager (North and Streetlighting)
Aspirational Target: 6000.00
Progress Comment: The number of lanterns changed has exceeded target and will allow the project to be delivered within the planned timeframe. Energy and CO2 savings are being realised as reported by our energy supplier however a 16% increase in base energy costs has been placed upon the service by the energy supplier which is effecting the actual monies saved despite the fact that KWhrs savings are being seen.



Last Updated: 17-Jan-2018

KPI Title	Pre. Year Period Actual	Period Actual	Period Target	Perf. RAG	Perf. Indicator Trend	YTD Actual	YTD Target	Outcome RAG
IP4.1.4.1M01 (PAM/030) Percentage of waste reused, recycled or composted	68.13	68.89	68	 GREEN		69.99	68	 GREEN

Lead Officer: Lynne Fensome - Support Manager Environment
Reporting Officer: Danielle Richards - Area Recycling Officer
Aspirational Target:
Progress Comment: Data for Q3 is not yet available. Data that has been entered is indicative based on past trends. The data will be completed in full as soon as it is available from Waste Services.
 Last Updated: 31-Jan-2018



KPI Title	Pre. Year Period Actual	Period Actual	Period Target	Perf. RAG	Perf. Indicator Trend	YTD Actual	YTD Target	Outcome RAG
IP4.1.4.2M02 Average recycling rate across all HRC sites	77	78.26	80	 AMBER	↑	78.31	80	 AMBER

Lead Officer: Lynne Fensome - Support Manager Environment
Reporting Officer: Danielle Richards - Area Recycling Officer
Aspirational Target:
Progress Comment: Data for Q3 is not yet available. Data that has been entered is indicative based on past trends. The data will be completed in full as soon as it is available from Waste Services.
 Last Updated: 31-Jan-2018

KPI Title	Pre. Year Period Actual	Period Actual	Period Target	Perf. RAG	Perf. Indicator Trend	YTD Actual	YTD Target	Outcome RAG
IP4.2.2.4M04 Percentage of inspections undertaken to ensure reinstatements meet the required standards	14.25	21.49	14	 GREEN	↑	17.35	14	 GREEN



Lead Officer: Lynne Fensome - Support Manager Environment
Reporting Officer: Lynne Fensome - Support Manager Environment
Aspirational Target:
Progress Comment: These inspections are undertaken while roadworks are taking place to ensure satisfactory completion. Any nonconformities are identified and rectified while the initial works take place, reducing the need for remedial works in the future. The percentage of inspections undertaken during quarter 3 are higher than usual, this is because of the number of major utility schemes currently taking place on our highway network. Resources have been allocated to this task to ensure high profile roadworks taking place are carried out to specification.

Last Updated: 17-Jan-2018

KPI Title	Pre. Year Period Actual	Period Actual	Period Target	Perf. RAG	Perf. Indicator Trend	YTD Actual	YTD Target	Outcome RAG
IP4.2.4.1M01 Percentage of contracts awarded that are financially compliant	No data	85.44	100	 AMBER	▲	85.44	100	 AMBER

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

Last Updated: 25-Jan-2018

KPI Title	Pre. Year Period Actual	Period Actual	Period Target	Perf. RAG	Perf. Indicator Trend	YTD Actual	YTD Target	Outcome RAG
IP4.2.4.2M02 The percentage of safety compliant checks delivered	No Data	70.27	100	 AMBER	N/A	68.92	100	 AMBER

Lead Officer: Lynne Fensome - Support Manager Environment
Reporting Officer: Ceri Hansom - Integrated Transport Unit Manager
Aspirational Target:
Progress Comment: 69% of safety compliant checks have now been completed. Daily monitoring and compliance checks taking place on site at schools and day care centres. the contract commence in September 2017 and the aim is to achieve 100% by March 2018.
 Last Updated: 26-Jan-2018

RISKS

Strategic Risk

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

Potential Effect: Income targets not met
 Potential reduction could impact staffing resource to maintain service delivery
Management Controls: Raised as a pressure for 2017/18.
Progress Comment: Welsh Government have reduced the Environmental and Sustainable Development grant by £110k for 2017/18. This was better than the forecasted expectation therefore the allocations across the two portfolios have been maintained and projects continue to be delivered. However this remains a risk in that the quality of the bid submissions needs to be maintained to ensure full draw down of the grant. Further reductions for 2018/19 will again lead to a potential reduction in services that can be delivered. We await the notification of the grant for 2018/19.
 Last Updated: 17-Jan-2018

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

Potential Effect: Failure to meet Carbon Reduction target
Management Controls: Continue to review the availability of sites
Progress Comment: We are continuing with an ongoing review of the available sites, particularly in terms of the agricultural estate and the viability of these sites. 3 sites have been prioritised as the most suitable sites. We have developed a good working relationship with Scottish Power Energy networks which has allowed for informal discussions to take place ahead of formal plans being submitted. This helps in workload capacity of the team and in moving forward with the prioritised sites. Alternatives to grid connections are also considered as part of the process to provide more innovative solutions. This includes selling to a large user which may be a more financially viable option given the costs of connecting to the grid and ultimately delivers both greater financial savings and greater income opportunities.

Last Updated: 17-Jan-2018

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

Potential Effect: Flooding of homes and businesses across the county
 Potential homelessness
Management Controls: Review our approach to funding capital projects
Progress Comment: Grant availability continues to be monitored. A five year programme of capital works and flood alleviation schemes has been developed based on transparent criteria in line with Welsh Government guidance to feed into the national pipeline programme. These projects have been assessed on affordability and ability to maximise capital funding from internal and external sources and have been submitted to Welsh Government. The required skill sets to implement effective and innovative flood risk management continue to be developed within the team. The latest design for the Mold Flood Alleviation Scheme has been shared with Environment Overview and Scrutiny in December 2017. Further projects will be developed as part of the flood risk management plan thereby strengthening the Council's position in preparing bid cases for funding.

Last Updated: 17-Jan-2018

RISK TITLE	LEAD OFFICER	SUPPORTING OFFICERS	INITIAL RISK RATING	CURRENT RISK RATING	TREND ARROW	RISK STATUS
Customer expectations around the delivery of flood alleviation schemes are not effectively managed	Ruairi Barry - Senior Engineer	Lynne Fensome - Support Manager Environment	Yellow	Yellow	↔	Open

Potential Effect: Reduced public confidence to effectively manage flood risk
Management Controls: Review our approach to funding capital projects
Progress Comment: A five year programme of capital works and flood alleviation schemes has been developed based on transparent criteria in line with Welsh Government guidance to feed into the national pipeline programme. A pre-consultation draft flood risk management plan has been prepared. We are also developing the Council's website to better inform customers of the duties and responsibilities of the Flood and Coastal Risk Management Team and to advise on other bodies that may have responsibilities in the area e.g. Natural Resources Wales.

Last Updated: 17-Jan-2018

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

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

Last Updated: 01-Nov-2017

RISK TITLE	LEAD OFFICER	SUPPORTING OFFICERS	INITIAL RISK RATING	CURRENT RISK RATING	TREND ARROW	RISK STATUS
Insufficient funding to ensure our highways infrastructure remains safe and capable of supporting economic growth	Barry Wilkinson - Highways Networks Manager	Lynne Fensome - Support Manager Environment	Amber	Amber	↔	Open

Potential Effect: Deterioration of the condition of highways in Flintshire
Management Controls: Focused investment through the funding of schemes that maintain or reduce the pace of deterioration of the condition of the main highway infrastructure. Road Safety Scheme identification for improvement to routes through available funding. Maximize funding received through the quality of the bid submission by aligning submissions to follow successful bid model techniques.
Progress Comment: Preventative and corrective work will be completed across a number of improvement and maintenance schemes of the highest ranked sites within the network as planned, in accordance with available funding. Priority is given to the areas of the network that require the investment whilst considering the local infrastructure.

Last Updated: 17-Jan-2018

RISK TITLE	LEAD OFFICER	SUPPORTING OFFICERS	INITIAL RISK RATING	CURRENT RISK RATING	TREND ARROW	RISK STATUS
Sufficient funding will not be found to continue to provide subsidised bus services.	Ceri Hansom - Integrated Transport Unit Manager	Lynne Fensome - Support Manager Environment	Amber	Amber	↔	Open

Potential Effect: Decrease in bus services to residents, particularly in rural areas
Management Controls: Develop services so that they become more commercially viable
Progress Comment: Withdrawal of subsidies could affect the viability of some commercial bus services which may impact on people with no alternative choice of travel particularly rural communities.

Last Updated: 25-Jan-2018

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

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



Last Updated: 19-Jan-2018

RISK TITLE	LEAD OFFICER	SUPPORTING OFFICERS	INITIAL RISK RATING	CURRENT RISK RATING	TREND ARROW	RISK STATUS
Adverse weather conditions on the highway network	Barry Wilkinson - Highways Networks Manager	Lynne Fensome - Support Manager Environment	Amber	Amber	↔	Open
<p>Potential Effect: Increase in cost to future planned repairs as network deteriorates beyond that can be rectified by planned maintenance Increase in insurance claims</p> <p>Management Controls: Targeting funding on those schemes that maintain or reduce the pace of deterioration of the condition of the main highway infrastructure.</p> <p>Progress Comment: Area Co-ordinators have undertaken a visual review of the condition of all roads, and are also reporting serious defects immediately following the adverse weather events. This is in addition to the regular highway defect inspection regime. Details are being collated and measured to prioritise repairs and future preventative maintenance. A review of funding streams to support the maintenance of the condition of the main highway infrastructure continues to ensure best use of available funding.</p> <p>Last Updated: 17-Jan-2018</p>						

RISK TITLE	LEAD OFFICER	SUPPORTING OFFICERS	INITIAL RISK RATING	CURRENT RISK RATING	TREND ARROW	RISK STATUS
Lack of community support for transport options	Ceri Hansom - Integrated Transport Unit Manager	Lynne Fensome - Support Manager Environment	Yellow	Yellow	↔	Open
<p>Potential Effect: i) Planned programme of community transport hubs not delivered. iii) Decreased passenger numbers on bus services. iii) Increase in individual car usage</p> <p>Management Controls: Realistic deliverable programme for 2017/18 of 4 Community Transport Hubs that have been supported by the local communities and Town and Community Councils</p> <p>Progress Comment: Community Benefit clause included in all new transport routes awarded (except local bus), which is a free service provided by the successful tenderers as 'Community Benefit' (subject to the award of tenders within the main contract). A minimum of 1.5% of mileage per annum is required from each tenderer (capped at 150 miles per annum). Delivery is dependent on the ability and willingness of the local communities and transport operators to support and deliver sustainable transport arrangements.</p> <p>Last Updated: 25-Jan-2018</p>						

5 Connected Council



Actions

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
5.1.1.1 Build stronger social enterprises with the sector itself leading development of the sector	Ian Bancroft - Chief Officer - Organisational Change 1	In Progress	01-Apr-2017	31-Mar-2018	60.00%	 GREEN	 GREEN

ACTION PROGRESS COMMENTS:

To help grow the sector and sustain itself specific contracts and community benefits work is being targeted at the sector. The development of a range of tools such as community shares is underway that enable existing social enterprises to grow and develop. Projects that are applicable for community shares have been identified and a business case format for these has been developed. Social enterprises attended the Flintshire Business awards and for the first time won a significant award. Wider plan for developing tools for the social enterprise sector shared with the Public Service Board and is forming part of their Community Resilience Action Plan. A session is planned with Community Shares Wales in February when projects will complete outline business cases



Last Updated: 19-Jan-2018

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
5.1.1.2 Grow the capacity of the social enterprise sector and Alternative delivery Models (ADMs) to become more self-sustaining.	Ian Bancroft - Chief Officer - Organisational Change 1	In Progress	01-Apr-2017	31-Mar-2018	85.00%	 GREEN	 GREEN

ACTION PROGRESS COMMENTS:

Work has taken place with key social enterprises to strengthen their business plans. This includes establishing two new social enterprises of a significant scale operating in Flintshire through the Alternative Delivery Models (ADM) and Community Asset Transfer Programme. Aura Leisure and Libraries and Holywell Leisure Centre were established and have been operating from the 1st September and 1st April respectively. Reporting of community benefits - Meetings held with organisations who had had asset transfers in 2015 to 2017 and first year reports provided on community benefits. Second Year Review Meetings to be held with the same organisations in March 2018 and in addition, organisations that have completed their asset transfers since 1 April 2017. With the establishment of the Home Farms Trust contract (HFT) which begins on 1st February 2018, three Alternative Delivery Models (ADM's) have been established to operate council services in the past 12 months i.e Aura Leisure and Libraries and NEWydd Catering and Cleaning. To ensure the organisations become more sustaining, regular review meetings are taking place including formal partnership boards to oversee Home Farms Trust (HFT) and Aura.



Last Updated: 25-Jan-2018

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

ACTION PROGRESS COMMENTS:

Progress remains steady across all six work streams to identify those projects that can and should be progressed as a matter of priority, and a number have already identified their priorities for inclusion in the action plan. The Digital Customer work stream has been the subject of much work and this is to be the primary focus for the Digital Strategy going forward due to the opportunities it brings to the public and potential for savings to be made. For the first year of the five year strategy there are currently 22 tasks identified and of those, five are marked as complete.



Last Updated: 22-Jan-2018

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
5.1.1.4 Ensuring and delivering community benefits	Ian Bancroft - Chief Officer - Organisational Change 1	In Progress	01-Apr-2017	31-Mar-2018	60.00%	 GREEN	 AMBER

ACTION PROGRESS COMMENTS:

Draft Community Benefits Strategy in place and agreed by Cabinet. This document has also been shared with the Public Services Board. Next steps agreed from the workshop with Economic Development and Procurement, include engagement with the private and social sectors and individual engagement with public sector partners about how they can deliver against the strategy.



Last Updated: 22-Jan-2018

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
5.1.1.5 Enabling the third sector to maximise their contribution.	Ian Bancroft - Chief Officer - Organisational Change 1	In Progress	01-Apr-2017	31-Mar-2018	55.00%	 GREEN	 AMBER

ACTION PROGRESS COMMENTS:

Community Benefits Strategy developed with specific social objectives that enable the social sector to show their unique delivery and value against. Flintshire Local Voluntary Council (FLVC) and the Communities First Social Enterprise Officer are delivering specific support to the sector including supporting the establishment of community asset transfers. As part of the Resilience theme for the Public Services Board, work involving key organisations in the areas of Holywell, Shotton, and Flint is being prioritised and showcased.



Last Updated: 25-Jan-2018

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
5.1.1.6 Ensure our Armed Forces Community and their families are not disadvantaged when accessing Council Services	Karen Armstrong - Corporate Business and Communications Executive Officer	In Progress	01-Apr-2017	31-Mar-2018	75.00%	 GREEN	 GREEN

ACTION PROGRESS COMMENTS:

The partnership group driving the work of Flintshire's Armed Forces Covenant forward has made progress during the last quarter. Developments and achievements within the Council include a new policy for Reservists in the Council to be supported with an additional two weeks annual leave to attend services-related training. The Council's Recruitment Policy has been revised to include a guaranteed interview to all veterans meeting the essential criteria. An agreement is now in place to capture data from schools about pupils from serving or veteran families in order to understand the scale of support needed and to plan support, including funding. The Council has also provided co-ordination and support of Covenant funding applications within local communities. North Wales Fire and Rescue Services signed up to Flintshire's Covenant in 2017/18 and the first Annual report was endorsed by full County Council. Two Armed Forces Liaison Officers have been appointed for regional co-ordination of the Covenants.

Last Updated: 22-Jan-2018



ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
5.1.1.7 Getting Flintshire active through partnership objectives via the Public Services Board	Karen Armstrong - Corporate Business and Communications Executive Officer	In Progress	01-Apr-2017	31-Mar-2018	50.00%	 AMBER	 AMBER

ACTION PROGRESS COMMENTS:

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

Last Updated: 22-Jan-2018

Performance Indicators

KPI Title	Pre. Year Period Actual	Period Actual	Period Target	Perf. RAG	Perf. Indicator Trend	YTD Actual	YTD Target	Outcome RAG
IP5.1.4.1M01 Percentage of community benefit clauses in new procurement contracts above £1M	100	100	100	 GREEN	↔	100	100	 GREEN

Lead Officer: Gareth Owens - Chief Officer - Governance

Reporting Officer: Arwel Staples - Strategic Procurement Manager

Aspirational Target:

Progress Comment: During Q3 one project above £1M has been tendered and includes community benefits. this tender was for the Families First project.

Last Updated: 26-Jan-2018

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

Lead Officer: Gareth Owens - Chief Officer - Governance

Reporting Officer: Arwel Staples - Strategic Procurement Manager

Aspirational Target:

Progress Comment: The Council's current Contract Procurement Regulations stipulates that the inclusion of community benefits is optional for contracts below £1M as referenced within the Welsh Procurement Policy Statement. The Council has currently drafted a new Community Benefits Strategy which will be going out to consultation shortly. However in the meantime Community Benefits are still being considered and where relevant included for tender projects between £25,000 and £1m. Due to reporting difficulties on the volume of tenders below £1m, we are unable to determine the percentage of contracts that have had community benefits included.

Last Updated: 23-Jan-2018

RISKS

Strategic Risk

RISK TITLE	LEAD OFFICER	SUPPORTING OFFICERS	INITIAL RISK RATING	CURRENT RISK RATING	TREND ARROW	RISK STATUS
The capacity and appetite of the community and social sectors	Ian Bancroft - Chief Officer - Organisational Change 1	Ian Bancroft - Chief Officer - Organisational Change 1	Amber	Amber	↔	Open
<p>Potential Effect: Lack of capacity to and desire of the sector resulting in unsustainable community and social sector projects such as Community Asset Transfers and Alternative Delivery Models</p> <p>Management Controls: Work with Flintshire Community Voluntary Sector, Co-operative Wales, and local community groups and social enterprises to develop skills.</p> <p>Progress Comment: Sustained progress on growth of the social sector with development of new Community Asset Transfers and Alternative Delivery Models. The emphasis will now be on sustaining this delivery and maximising its impact. Regular review meetings and partnership board meetings are in place.</p> <p>Last Updated: 22-Jan-2018</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	Ian Bancroft - Chief Officer - Organisational Change 1	Amber	Amber	↔	Open
<p>Potential Effect: Lack of capacity of staff to work with and enable social sector organisations to grow and develop</p> <p>Management Controls: Early engagement and co-design in change projects with employees and trade unions</p> <p>Progress Comment: This is a key priority of the Community Resilience priority of the Public Services Board working with all public service staff to support growth of the social sector. As a result a leadership programme will be run by Glyndwr University for public service practitioners who are working with communities enabling them to support communities to increase resilience.</p> <p>Last Updated: 17-Jan-2018</p>						

RISK TITLE	LEAD OFFICER	SUPPORTING OFFICERS	INITIAL RISK RATING	CURRENT RISK RATING	TREND ARROW	RISK STATUS
Market conditions which the new alternative delivery models face	Ian Bancroft - Chief Officer - Organisational Change 1	Ian Bancroft - Chief Officer - Organisational Change 1	Amber	Amber	↔	Open

Potential Effect: More competition from other agencies or decreasing use of the services means they are in the future unsustainable
Management Controls: Continue to work with the ADM's to grow their entrepreneurial skills and meet with them annually at least to review progress
Progress Comment: Established reviews are planned with each of the Alternative Delivery Models. The first of these partnership reviews has taken place with Aura Leisure and Libraries.

Last Updated: 22-Jan-2018

RISK TITLE	LEAD OFFICER	SUPPORTING OFFICERS	INITIAL RISK RATING	CURRENT RISK RATING	TREND ARROW	RISK STATUS
Limitations on public funding to subsidise alternative models	Ian Bancroft - Chief Officer - Organisational Change 1	Ian Bancroft - Chief Officer - Organisational Change 1	Amber	Amber	↔	Open

Potential Effect: Reductions in funding to these models by the public sector resulting in the new to stop or close services and facilities
Management Controls: Support to ADM's to ensure their financial plans are resilient if public funding decreases
Progress Comment: Review meetings are providing an update on the future financial context so organisations can plan for potential reductions when appropriate. Draft Business Plans for 2018/19 are currently being prepared and shared with the Council and these will identify if funding for the future enables the organisations to be sustainable.


Last Updated: 17-Jan-2018

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

Potential Effect: Social and third sector organisation not able to grow through the winning of new contracts
Management Controls: Work with procurement and commissioning teams to identify the most effective way of working with the community and third sectors.
Progress Comment: Draft Community Benefits Strategy agreed by Cabinet and workshop held with the procurement team to start implementation of this strategy. Engagement with the community and third sector on the strategy is now being planned.



Last Updated: 17-Jan-2018

RISK TITLE	LEAD OFFICER	SUPPORTING OFFICERS	INITIAL RISK RATING	CURRENT RISK RATING	TREND ARROW	RISK STATUS
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Newly established Social Enterprises and Community Asset Transfers failing in their early stages of development.	Ian Bancroft - Chief Officer - Organisational Change 1	Ian Bancroft - Chief Officer - Organisational Change 1	Amber	Amber		Open
<p>Potential Effect:</p> <p>Management Controls: Open book accounting by key social enterprises with the council and where issues identified cooperative work to resolve these.</p> <p>Progress Comment: Review meetings have been held with all Community Asset Transfers (CATs) that transferred 2015-17. The second year review meetings are now being planned along with the first reviews for organisations that took on Community Asset Transfers after 1st April 2017.</p> <p>Last Updated: 22-Jan-2018</p>						

6 Serving Council



Actions

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
6.1.1.1 Develop and implement a renewed five year financial plan that reflects anticipated funding, costs and efficiencies to support strategic decision making over the life of the new Council.	Sara Dulson - Finance Manager	In Progress	01-Apr-2017	31-Mar-2018	50.00%	 GREEN	 AMBER

ACTION PROGRESS COMMENTS:

The financial forecast for 2018/19 has been updated regularly with latest intelligence pending the finalisation of the Local Government Settlement, announced in December. It is challenging to provide a meaningful Medium Term Financial Strategy for a 5 year period with such uncertainty over future national funding levels and given other variables including potential national pay awards. The concentration has been on the 2018/19 budget. Stages 1 and 2 of the three stage annual budget-setting process were completed prior to the end of December with several of the key budget efficiency proposals referred for further review by Overview and Scrutiny. Stage 3 will be concluded in February. The medium term forecast will be reviewed and updated in the first quarter of 2018/19.



Last Updated: 22-Jan-2018

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
6.1.1.2 Through the People Strategy we aim to operate effectively as a smaller organisation.	Sharon Carney - Lead Business Partner	In Progress	01-Apr-2017	31-Mar-2018	42.00%	 GREEN	 AMBER

ACTION PROGRESS COMMENTS:

The People Strategy is progressing well. High level workforce and succession plans have been completed by all portfolios. Consideration is being given under the invest to save programme to implementing personal evaluation software or an alternative iTrent module to aid succession planning and further enhance our workforce planning capability. Our learning and development offer has been reviewed and enhanced, at its heart is the development of coaching principles to support the introduction of a coaching management style and culture to improve performance management and build resilience across the management hierarchy. Supporting the transition into alternative delivery models remains a priority as does the development of the following work streams are being developed; Reward, Recognition and Well-being - a number of initiatives under this theme have been delivered including the introduction of an Employee Assistance Programme (EAP) via CareFirst and the launch of the Vectis Card, a discount/benefit card.



Last Updated: 05-Feb-2018

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
6.1.1.3 Maximise benefits from spending power through optimising purchasing efficiencies by exploiting technology and making efficient use of local, regional and national procurement arrangements.	Arwel Staples - Strategic Procurement Manager	In Progress	01-Apr-2017	31-Mar-2018	75.00%	 GREEN	 GREEN

ACTION PROGRESS COMMENTS:

The ongoing joint procurement service between Flintshire and Denbighshire continues to identify opportunities for collaborative working to maximise economies of scale. Currently 10 collaborative projects are being procured jointly across both Councils, with another 10 projects identified. Purchasing process efficiencies are expected from the continued rollout of the PROACTIS electronic tendering system.



Last Updated: 10-Jan-2018

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
6.1.1.4 Develop and deliver a programme of activity to support local businesses, increasing their capacity and competency to respond to Council contracts	Arwel Staples - Strategic Procurement Manager	In Progress	01-Apr-2017	31-Mar-2018	60.00%	 GREEN	 AMBER

ACTION PROGRESS COMMENTS:

The implementation of the Local Supplier development best practice action plan is ongoing. Three Joint Procurement Taster Session workshops have been held in conjunction with Flintshire Local Voluntary Council (FLVC) to provide advice and guidance to the local Third Sector on various procurement policies as well as assessing the support needed for the Third Sector to compete for Council and public sector contracts. The Procurement Team continues to have regular dialogue / meetings with Business Wales in order to provide tendering support on individual tender projects.

Last Updated: 22-Jan-2018

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

ACTION PROGRESS COMMENTS:

The Customer Service Strategy was approved by Cabinet in March 2017. A methodical approach has been taken to evaluate current customer access across the organisation which has identified a high volume of telephone contact and a strong link to the Digital Flintshire Strategy. The priority is to develop digital services to enable customers to do more for

themselves which in turn will reduce telephone contact leading to a better customer experience and efficiencies. The intention is for Organisational Change to provide programme management support to ensure both strategies deliver at the required pace of change to realise efficiencies and service improvements.

Last Updated: 12-Jan-2018

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
6.1.1.6 Delivery of key annual objectives from the Capital and Asset Management Strategy	Neal Cockerton - Chief Officer - Organisational Change 2	In Progress	01-Apr-2017	31-Mar-2018	65.00%	AMBER	AMBER

ACTION PROGRESS COMMENTS:

Work is underway to undertake a review and refresh of the Capital and Asset Strategy. Work is in progress with Portfolios around the development of a longer term Capital Plan to enable strategic planning and understanding of the Councils Capital Programme. A review of previous funding allocations is in progress to ensure that these allocations are being allocated at the appropriate level capital resources permitting. Portfolio meetings have now been concluded and a capital programme for 2018/19 to 2020/21 is being developed. Current year capital programme schemes being progressed. Progress on the overall programme is reported into Cabinet at regular intervals.

Last Updated: 22-Jan-2018

Performance Indicators

KPI Title	Pre. Year Period Actual	Period Actual	Period Target	Perf. RAG	Perf. Indicator Trend	YTD Actual	YTD Target	Outcome RAG
IP6.1.1.1M01 The amount of efficiency targets achieved (£)	2389250	161000	2108250	AMBER		7940000	6324750	AMBER

Lead Officer: Gary Ferguson - Corporate Finance Manager

Reporting Officer: Sara Dulson - Finance Manager

Aspirational Target:

Progress Comment: Revenue budget monitoring at month 8 reports efficiencies of £7,940,000. This is the latest position for the year to date.



Last Updated: 04-Jan-2018

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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IP6.1.1.2M02 The percentage of planned efficiencies achieved	91	94	95	 AMBER	↑	94	95	 AMBER
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Lead Officer: Gary Ferguson - Corporate Finance Manager
Reporting Officer: Sara Dulson - Finance Manager
Aspirational Target:
Progress Comment: Revenue budget monitoring at month 8 is reporting 94% of efficiencies achieved to date. Further updates are provided as part of the budget monitoring reports.

Last Updated: 04-Jan-2018

KPI Title	Pre. Year Period Actual	Period Actual	Period Target	Perf. RAG	Perf. Indicator Trend	YTD Actual	YTD Target	Outcome RAG
IP6.1.2.1M01 (PAM/001) The number of working days per full time equivalent (FTE) local authority employees lost due to sickness absence	9.82	2.59	2.25	 AMBER	↑	6.24	6.75	 AMBER

Lead Officer: Sharon Carney - Lead Business Partner
Reporting Officer: Andrew Adams - Business Information and Compliance Adviser
Aspirational Target:
Progress Comment: The full time equivalent (FTE) days lost for the Council during quarter three is 2.59 days. This is an improvement when compared to the same period in 2016/17 which recorded 2.79 days lost. Improving attendance continues to be a high priority. The 2017/18 forecast figure is 8.35 days (FTE) lost. Should the forecast prove accurate, this will mean the 17/18 target of 9.00 (FTE) days lost will be achieved. This will show an improvement of 1.52 (FTE) days lost compared to 2016/17.

Last Updated: 18-Jan-2018



KPI Title	Pre. Year Period Actual	Period Actual	Period Target	Perf. RAG	Perf. Indicator Trend	YTD Actual	YTD Target	Outcome RAG
IP6.1.2.2M02 Percentage of eligible employees receiving an annual appraisal	65	63.46	100	 RED	↓	63.46	100	 RED

Lead Officer: Sharon Carney - Lead Business Partner
Reporting Officer: Andrew Adams - Business Information and Compliance Adviser
Aspirational Target:
Progress Comment: The target completion rate of appraisals for eligible employees is 100%. However, the completion figure at the end of Quarter 3 was 63%. An annual appraisal report went to Corporate Resources Overview and Scrutiny Committee (CROSC) in January 2018 to explain this.

Workforce composition has recently changed including the transfer of Alternative Delivery Models (ADMs) Aura and NEWydd. Leisure and Libraries (now Aura) who previously had high completion rates of appraisals as part of the Council. However now this has a detrimental impact on the overall figure.

As part of an assurance process to ensure that all employees receive an appraisal, we have follow-up actions and support for all portfolios off target to improve performance markedly by 31.03.18.



Last Updated: 05-Feb-2018

KPI Title	Pre. Year Period Actual	Period Actual	Period Target	Perf. RAG	Perf. Indicator Trend	YTD Actual	YTD Target	Outcome RAG
IP6.1.2.3M03 Percentage of Managers completing stress related programmes	No Data	57.36	75		N/A	57.36	75	



Lead Officer: Sharon Carney - Lead Business Partner
Reporting Officer: Andrew Adams - Business Information and Compliance Adviser
Aspirational Target:
Progress Comment: The programme is designed to help managers identify signs of stress in themselves and their teams and to deal with it at the earliest opportunity, with help and support from Human Resources (including Occupational Health) when required. A discussion paper on Mental Health was presented to Chief Officer Team in November 2017, actions from the discussion were to develop a Health in the Workplace Policy with supporting guides/toolkits, to make all relevant information/training and support easy to find, and to identify/train mental health champions in each Portfolio. Raising awareness of mental health in the workplace is expected to increase the attendance of stress related programmes in the coming months.

Last Updated: 22-Jan-2018




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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IP6.1.2.4M04 Percentage of employees completing stress related programmes	No Data	0.49	5.75		N/A	0.49	17.25	
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Lead Officer: Sharon Carney - Lead Business Partner
Reporting Officer: Andrew Adams - Business Information and Compliance Adviser
Aspirational Target:
Progress Comment: The take-up from employees is lower than expected for the first year of this programme of support. However, we will be targeting specific portfolios and service areas who are most likely to benefit.
 Last Updated: 05-Feb-2018

KPI Title	Pre. Year Period Actual	Period Actual	Period Target	Perf. RAG	Perf. Indicator Trend	YTD Actual	YTD Target	Outcome RAG
IP6.1.3.1M01 The percentage of goods, services and works procured through purchasing arrangements established by the National Procurement Service (NPS)	No Data	5.44	8		N/A	5.44	8	



Lead Officer: Gareth Owens - Chief Officer - Governance
Reporting Officer: Arwel Staples - Strategic Procurement Manager
Aspirational Target:
Progress Comment: Not all of framework agreements of the National Procurement Service (NPS) are considered to be delivering value for money however, of the 51 frameworks currently in existence the Council is using 10 which are considered to be value for money and not deemed detrimental to local suppliers .
 Last Updated: 10-Jan-2018

KPI Title	Pre. Year Period Actual	Period Actual	Period Target	Perf. RAG	Perf. Indicator Trend	YTD Actual	YTD Target	Outcome RAG
IP6.1.3.2M02 The percentage of Council spend with Welsh businesses	12	45	50			45	50	



Lead Officer: Gareth Owens - Chief Officer - Governance
Reporting Officer: Arwel Staples - Strategic Procurement Manager
Aspirational Target:
Progress Comment: The percentage amount will fluctuate between each reporting period based on the amount of total spend for the period as well as the type and volume of procurement projects undertaken
 Last Updated: 12-Jan-2018

KPI Title	Pre. Year Period Actual	Period Actual	Period Target	Perf. RAG	Perf. Indicator Trend	YTD Actual	YTD Target	Outcome RAG
IP6.1.3.3M03 The percentage of Council spend with Flintshire businesses	6.5	28	28	 GREEN	↑	28	28	 GREEN

Lead Officer: Gareth Owens - Chief Officer - Governance
Reporting Officer: Arwel Staples - Strategic Procurement Manager
Aspirational Target:
Progress Comment: The percentage amount will fluctuate between each reporting period based on the amount of total spend for the period as well as the type and volume of procurement projects undertaken
 Last Updated: 12-Jan-2018

KPI Title	Pre. Year Period Actual	Period Actual	Period Target	Perf. RAG	Perf. Indicator Trend	YTD Actual	YTD Target	Outcome RAG
IP6.1.3.4M04 The percentage of Council spend with businesses within the MDA	8	35	32	 GREEN	↑	35	32	 GREEN

Lead Officer: Gareth Owens - Chief Officer - Governance
Reporting Officer: Arwel Staples - Strategic Procurement Manager
Aspirational Target:
Progress Comment: The percentage amount will fluctuate between each reporting period based on the amount of total spend for the period as well as the type and volume of procurement projects undertaken
 Last Updated: 12-Jan-2018

KPI Title	Pre. Year Period Actual	Period Actual	Period Target	Perf. RAG	Perf. Indicator Trend	YTD Actual	YTD Target	Outcome RAG
IP6.1.5.1M01 The number of services available online and via the Flintshire App	31	139	37.25	 GREEN	↑	276	111.75	 GREEN



Lead Officer: Rebecca Jones - Customer Services Team Leader

Reporting Officer: Rebecca Jones - Customer Services Team Leader

Aspirational Target:

Progress Comment: There are in excess of 100 e-forms available on the Council's website. This means for many services our customers can report, request or pay for a service online. As part of the wider organisational change programme, a detailed review is on-going to ensure services are fully digitised including the introduction of a customer portal enabling customers to do more for themselves.

Last Updated: 22-Jan-2018

KPI Title	Pre. Year Period Actual	Period Actual	Period Target	Perf. RAG	Perf. Indicator Trend	YTD Actual	YTD Target	Outcome RAG
IP6.1.5.2M02 The number of completed transactions using online services	6587.5	13531	7905	 GREEN	↑	33397	23715	 GREEN

Lead Officer: Rebecca Jones - Customer Services Team Leader

Reporting Officer: Rebecca Jones - Customer Services Team Leader

Aspirational Target:




Progress Comment: There has been a steady increase in the number of people completing their transaction online. Over 13,000 customer transactions were undertaken online (website and mobile app) during quarter 3.




Last Updated: 12-Jan-2018

RISKS

Strategic Risk

RISK TITLE	LEAD OFFICER	SUPPORTING OFFICERS	INITIAL RISK RATING	CURRENT RISK RATING	TREND ARROW	RISK STATUS
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The scale of the financial challenge	Gary Ferguson - Corporate Finance Manager	Sara Dulson - Finance Manager				Open
<p>Potential Effect: Reduction in funding of Revenue Support Grant leading to challenging financial position for the Council in its ability to set a balanced budget.</p> <p>Management Controls: Production of a revised Medium Term Financial Strategy (MTFS) to be published Autumn 2017 which will be updated on an ongoing basis alongside the 2018/19 budget and beyond. The strategy to be reviewed to forecast the financial resources to be available to the Council during the period based on the best available intelligence and identification of solutions available.</p> <p>Progress Comment: The Provisional settlement for Flintshire was received on 10th October 2017. The impact of this for Flintshire was a decrease in funding of 0.9%. This was subject to a consultation period prior to the final settlement in December 2017. The Final settlement reduced the decrease in funding to 0.2%. Stage 1 budget options were approved in November 2017 and Stage 2 options were considered and agreed in principle with Council in December 2017 with a couple of areas being referred to specific scrutiny committees for further consideration. Final Budget options will be considered January/February 2018.</p> <p>Last Updated: 05-Feb-2018</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 from the Digital Strategy.	Gareth Owens - Chief Officer - Governance	Richard Ashley - IT Business Relationship Manager				Open
<p>Potential Effect: That projects agreed as part of the Digital Strategy will be hindered or delayed thereby delaying the potential benefits to residents or causing cost to be incurred in correcting mistakes</p> <p>Management Controls: Capacity will be taken into account when selecting projects for inclusion in the action plan and will be timed to fit with the needs of the service and availability of employees. Each separate project will also undergo a risk assessment to establish the capacity and capability necessary to take it forward and any gaps that might need to be addressed</p> <p>Progress Comment: There is no overall change to this risk at this time. Capacity will be taken into account when selecting projects for inclusion in the action plan and will be timed to fit with the needs of the service and availability of employees. Each separate project will also undergo a risk assessment to establish the capacity and capability necessary to take it forward and any gaps that might need to be addressed.</p> <p>Last Updated: 03-Jan-2018</p>						