Annual Performance 2016/17 Progress Report
Modern and Efficient Council

Flintshire County Council

8 Modern and Efficient Council

Actions

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
8.1.1.1 Develop the Community and Social Sectors through developing and growing social enterprises in Flintshire, in turn supporting and creating new forms of local business	Ian Bancroft - Chief Officer - Organisational Change 1	In Progress	01-Apr-2016	31-Mar-2017	67.00%	GREEN	GREEN

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

Last Updated: 26-Apr-2017

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

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

Last Updated: 04-May-2017

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

8.1.1.3 Ensure community benefit through our commissioning of goods and services and their impact	Arwel Staples - Strategic Procurement Manager	Completed	01-Apr-2016	31-Mar-2017	100.00%	GREEN	AMBER

ACTION PROGRESS COMMENTS:

A new set of Contract Procedure Rules (CPRs) has been approved by Council and will become operational on 1st November. As part of the new CPR there is a mandatory requirement to include community benefit considerations for all contracts above £1m. To ensure community benefits are agreed and included a new commissioning form has also been developed and, will be reviewed by the Corporate Procurement Unit prior to the commencement of each tendering exercise. Since the introduction of the new Contract Procedure Rules and use of the Commissioning Form, the inclusion of Community Benefits in individual tender projects is increasingly being adopted.

Last Updated: 03-Feb-2017

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
8.1.1.4 Design and implement alternative delivery models (ADM's) to sustain important services to meet future need	Ian Bancroft - Chief Officer - Organisational Change 1	In Progress	01-Apr-2016	31-Mar-2017	90.00%	GREEN	GREEN

ACTION PROGRESS COMMENTS:

Leisure and Libraries, Facility Management and Social Care Work Opportunities had the final implementation plans agreed at Cabinet during December 2016 and March 2017. Set up of each of the new delivery models is planned as follows: • Facilities Management on the 1st May 2017 • Libraries and Leisure on the 1st July 2017 • Social Care Learning Disability Service on the 3rd July

Last Updated: 04-May-2017

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
8.1.1.5 Empower communities to run and manage facilities in their locality through Community Asset Transfers CAT's)	Ian Bancroft - Chief Officer - Organisational Change 1	In Progress	01-Apr-2016	31-Mar-2017	70.00%	GREEN	GREEN

ACTION PROGRESS COMMENTS:

For 2016/17 we have ten Community Asset Transfers that are either complete or nearing legal completion (plus an additional 3 that are not quite at this stage but will be soon and an additional 2 that have been completed with schools and communities as Transfer of Control Agreements rather than Asset Transfers, if these are included it makes a total of 15 in 2016/17). To support existing transfers four monitoring visits have been completed with the remainder planned early in 2017/18. This is a three year plan which aims to be complete by 31st March 2018 and is currently two thirds of the way through and on target.

Last Updated: 04-May-2017

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

ACTION PROGRESS COMMENTS:

Flintshire has been involved in a number of workstreams during the year with the aim of ensuring that the Armed Forces community are not disadvantaged when accessing Council services. These have included a refresh of the Steering group which has active engagement from our Armed Forces partners and a review of our action plan to ensure that it captures the workstreams and their impact. In addition Flintshire has been awarded the Ministry of Defence's Bronze award of Employee Recognition Scheme and is pursuing the Silver award. Flintshire has also played an active role in preparing for regional funding (Covenant Fund 2016) that has been made available from the Ministry of Defence. This funding will support two 2 year co-ordinator positions working across six authorities, concentrating on website development and engagement with the Armed Forces community. The regional group has been notified that the application has been successful. The green status reflects that although this work cannot deliver the full intended impact within a single year; there has been successful progress throughout the year. The successful recruitment of the co-ordinators will support future delivery of the Covenant's objectives.

Last Updated: 03-Apr-2017

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

ACTION PROGRESS COMMENTS:

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

Last Updated: 22-Feb-2017

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

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

ACTION PROGRESS COMMENTS:

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

Last Updated: 22-May-2017

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

ACTION PROGRESS COMMENTS:

The Council's corporate accommodation is being rationalised through reducing floor space and the costs of occupied office accommodation, and increasing the number/percentage of employees working in an agile way. Continued optimisation of space at both Flint Offices and Alltami progresses alongside phased County Hall rationalisation. The relocation of services from phase 4 to phases 1 and 2 has freed up an additional 3571 square metres within County Hall. The cumulative total vacated space is 5579 square metres.

Last Updated: 16-May-2017

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
8.2.1.4 Optimise purchasing efficiencies through the use of regional and national procurement collaborations and through the increased use of electronic solutions	Arwel Staples - Strategic Procurement Manager	Completed	01-Apr-2016	31-Mar-2017	100.00%	GREEN	GREEN

ACTION PROGRESS COMMENTS:

During the year progress has been made in delivering purchasing efficiencies through the use of regional and national procurement collaborations as a result of working with the National Procurement Service as well as identifying joint collaborative opportunities with Denbighshire CC. However further on-going monitoring will be required to ensure efficiencies continue going forward. The implementation roll-out of e-procurement solutions across the Council has been delayed due to resource capacity issues as a result of long-term sickness absence to a key member of the Team. However, the largest spend service areas have continued to engage and make use of the Proactis Portal for day to day tendering activities. This has resulted in greater compliance with the Contract Procedure Rules as well as delivering process efficiencies.

Last Updated: 26-May-2017

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

ACTION PROGRESS COMMENTS:

The new Customer Service Strategy has been approved by Cabinet and sets out the Council's plan to transform customer access to Council services over the next five years; this will include a review of how customers currently access Council services and opportunities to modernise all face to face, telephone and digital access channels. The number of online digital transactions increased with 11,142 customers choosing to correspond with the Council online via the website. There was also a 19% increase in the number of people using the Council's website. Customer Support Services continue to work closely with ICT to prioritise services for transformation.

Last Updated: 13-Jun-2017

Performance Indicators

KPI Title	Previous Year Actual	Actual	Performance Indicator Trend	Target	Performance RAG
IP8.1.1.1M01 The number of new social enterprises developed	5	11	↑	3	🟢🟠🔴 GREEN

Lead Officer: Ian Bancroft - Chief Officer - Organisational Change 1
Reporting Officer: Mike Dodd - Social Enterprise Development Lead Officer
Aspirational Target: 3.00
Progress Comment: Holywell Leisure Centre, Toe to Toe, Connah's Quay Nomads have formed a new social enterprise to take on Connah's Quay Youth Centre and Buckley Boxing Club has formed a new social enterprise to take on Bistre Youth and Community Centre. Flintshire Counselling established to provide affordable counselling services to citizens who cannot access mainstream provision. Beyond the Boundaries, a beauty salon developed specifically to create work and training opportunities for young people with disabilities. Emotional Learning Foundation, aims to fundamentally change the way in which education is delivered with primary schools in order to educate young people to accept and deal with their emotions, both positive and negative. Art and Soul Tribe have developed to address the issue of bullying and use an alternative Fashion show to convey their messages. Cambria Band provide the opportunity for local people to learn to play instruments and become involved with social activities relating to the celebration of local events and activities. Pepperpot Childcare, this will be an inclusive wrap around childcare venture operating in Deeside. It will create 19 jobs, as well as training and work placement opportunities. Trelogan Community Centre, manage a community building in the centre of the community for the benefit of local residents

Last Updated: 16-May-2017

KPI Title	Previous Year Actual	Actual	Performance Indicator Trend	Target	Performance RAG
IP8.1.1.1M02 The number of social enterprises supported to thrive and prosper (support meetings held with Social Enterprises)	12	24	↑	7	🟢🟠🔴 GREEN

Lead Officer: Ian Bancroft - Chief Officer - Organisational Change 1
Reporting Officer: Mike Dodd - Social Enterprise Development Lead Officer
Aspirational Target:
Progress Comment: A wide range of business support, advice and guidance has been provided to 24 social enterprises operating within Flintshire over the last year, the beneficiaries of this support are:
• Holywell Leisure Centre
• Toe to Toe
• Connah's Quay Nomads
• Buckley Boxing Club
• RainbowBiz
• West Flintshire Community Enterprises
• Groundwork North Wales
• Flintshire Counselling CIC
• Mold Rugby Club
• The Clocktower
• Beyond the Boundaries CIC
• Emotional Learning Foundation CIC
• Amser Babi Cymraeg
• BREW
• Parkfields community Centre
• Neighbourhood Economics
• Art and Soul Tribe CIC
• Cambria Band CIC

Last Updated: 16-May-2017

KPI Title	Previous Year Actual	Actual	Performance Indicator Trend	Target	Performance RAG
IP8.1.1.2M01 Number of volunteers directly placed into volunteering placements	541	548	↑	N/A	**N/A**

Lead Officer: Ian Bancroft - Chief Officer - Organisational Change 1
Reporting Officer: Ian Bancroft - Chief Officer - Organisational Change 1
Aspirational Target:
Progress Comment: Flintshire Local Voluntary Council directly placed at least 548 individuals into new placements in 2016/17

Last Updated: 25-Apr-2017

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

Lead Officer: Arwel Staples - Strategic Procurement Manager
Reporting Officer: Arwel Staples - Strategic Procurement Manager
Aspirational Target:
Progress Comment: Since the introduction of the new Contract Procedure Rules (CPR's) and Commissioning Form in November 2016, all projects above £1m should now include Community Benefit clauses. The Commissioning Forms are being reviewed by the Corporate Procurement Team for all projects above £25k therefore the inclusion of Community Benefits in contracts will be increasing.

However, there is still a requirement for officers to comply with the new CPR's and on going monitoring is in place.

Last Updated: 26-May-2017

KPI Title	Previous Year Actual	Actual	Performance Indicator Trend	Target	Performance RAG
IP8.1.1.3M02 Percentage of contracts awarded in the financial year under £1m with community benefit clauses included in contract documents	No Data	100	N/A	N/A	N/A

Lead Officer: Arwel Staples - Strategic Procurement Manager
Reporting Officer: Arwel Staples - Strategic Procurement Manager
Aspirational Target:
Progress Comment: Since the introduction of the new Contract Procedure Rules (CPR's) and Commissioning Form in November 2016, all projects below £1m should include Community Benefit clauses where relevant. The number of projects below £1m which include community benefits is determined on a case by case basis. However, as all projects above £25k now require submission of a Commissioning Form it is expected that Community Benefits for low value projects will increase.

There is still a requirement for officers to comply with the new CPR's for which on going monitoring is in place.

Last Updated: 26-May-2017

KPI Title	Previous Year Actual	Actual	Performance Indicator Trend	Target	Performance RAG
IP8.1.1.4M01 The level of efficiencies alternative delivery models (ADMs) have supported	0	0	⟷	0	●○○ GREEN

Lead Officer: Ian Bancroft - Chief Officer - Organisational Change 1
Reporting Officer: Dawn Holt - Alternative Delivery Models and Transforming Social Services Programme Manager
Aspirational Target:
Progress Comment: The alternative delivery models in leisure and libraries, facilities management, and adult social care are due to be established in the year 2017-18, hence no target or actual will be shown this year.

Last Updated: 25-Apr-2017

KPI Title	Previous Year Actual	Actual	Performance Indicator Trend	Target	Performance RAG
IP8.1.1.4M02 The number of services sustained through delivery via alternative models	0	0	⟷	0	●○○ GREEN

Lead Officer: Ian Bancroft - Chief Officer - Organisational Change 1
Reporting Officer: Dawn Holt - Alternative Delivery Models and Transforming Social Services Programme Manager
Aspirational Target:
Progress Comment: The alternative delivery models in leisure and libraries, facilities management, and adult social care are due to be established in the year 2017-18, hence no target or actual will be shown this year.

Last Updated: 25-Apr-2017

KPI Title	Previous Year Actual	Actual	Performance Indicator Trend	Target	Performance RAG
IP8.1.1.5M01 The number of public assets transferred to the community	No Data	10	**N/A**	15	AMBER

Lead Officer: Neal Cockerton - Chief Officer - Organisational Change 2
Reporting Officer: Dawn Holt - Alternative Delivery Models and Transforming Social Services Programme Manager
Aspirational Target:
Progress Comment: For 2016/17 we have ten Community Asset Transfers that are either complete or nearing legal completion (plus an additional 3 that are not quite at this stage but will be soon and an additional 2 that have been completed with schools and communities as Transfer of Control Agreements rather than Asset Transfers, if these are included it makes a total of 15 in 2016/17).

Last Updated: 25-Apr-2017

KPI Title	Previous Year Actual	Actual	Performance Indicator Trend	Target	Performance RAG
IP8.2.1.1M01 Amount of efficiency targets achieved.	10612000	9557000	⬇	10521000	AMBER

Lead Officer: Gary Ferguson - Corporate Finance Manager
Reporting Officer: Sara Dulson - Finance Manager
Aspirational Target:
Progress Comment: Total efficiency achieved for 2016-17 is £9.557m against a target of £10.521m which gives an overall achievement of 91% within the financial year. The overall risk status of amber reflects that although this is an improvement on previous years, there is still not 100% achievement.

Last Updated: 16-May-2017

KPI Title	Previous Year Actual	Actual	Performance Indicator Trend	Target	Performance RAG
IP8.2.1.2M01 Number of participants in Flintshire Academy Training and Development programme	No Data	868	N/A	N/A	N/A

Lead Officer: Heather Johnson - Learning and Development Adviser
Reporting Officer: Andrew Adams - Business Information and Compliance Adviser
Aspirational Target:
Progress Comment: Flintshire Academi refers to a place of study or learning which covers Leadership & Management, general and/or Role specific personal development, Equality and Diversity, Welsh Language, Health & Safety, First Aid, and ICT.

Last Updated: 31-May-2017

KPI Title	Previous Year Actual	Actual	Performance Indicator Trend	Target	Performance RAG
IP8.2.1.2M02 Increase percentage of staff that receive an annual appraisal	No Data	65	N/A	N/A	N/A

Lead Officer: Sharon Carney - Lead Business Partner
Reporting Officer: Andrew Adams - Business Information and Compliance Adviser
Aspirational Target:
Progress Comment: Ongoing work is carried out to ensure appraisals take place in a timely manner and are recorded on iTrent. Appraisals are also scheduled for future completion.

Last Updated: 26-May-2017

KPI Title	Previous Year Actual	Actual	Performance Indicator Trend	Target	Performance RAG
IP8.2.1.2M03 Percentage of employee turnover (excluding early retirement and voluntary redundancy)	0	12.36	↓	8	RED

Lead Officer: Sharon Carney - Lead Business Partner
Reporting Officer: Andrew Adams - Business Information and Compliance Adviser
Aspirational Target:
Progress Comment: The turnover percentage for the Council during 2016/17 is 12.36%. This shows a decline from the comparative figures for last year (10.64%). This partially due to the inclusion of Community Playworkers and Alternative Service Models which have transferred from the Council.

Last Updated: 02-Jun-2017

KPI Title	Previous Year Actual	Actual	Performance Indicator Trend	Target	Performance RAG
IP8.2.1.2M04 (CHR/002) The number of working days per full time equivalent (FTE) local authority employee lost due to sickness absence.	3	2.62	↑	2.33	🟢🟠🔴 AMBER

Lead Officer: Andrew Adams - Business Information and Compliance Adviser
Reporting Officer: -
Aspirational Target: 9.30
Progress Comment: Compared to the same quarter in 2015/16, there has been a significant improvement in the quarterly outturn, (2015/16 – 3.01, 2016/17 – 2.62). This has meant the annual outturn for 2016/17 equates to 9.87. Although the annual outturn did not meet the annual target of 9.30, there still has been significant improvement from the 2015/16 figure (10.30).

Please note: totals from previous quarters through the year total to 9.92, due to retrospective absence recordings, the true figure is 9.87.

Last Updated: 19-May-2017

KPI Title	Previous Year Actual	Actual	Performance Indicator Trend	Target	Performance RAG
IP8.2.1.3M01 The percentage reduction in the floor space (m2) of office accommodation occupied	22	34	↑	25	🟢🟠🔴 GREEN

Lead Officer: Neal Cockerton - Chief Officer - Organisational Change 2
Reporting Officer: Lisa McLellan - Asset Manager
Aspirational Target:
Progress Comment: The relocation of services from phase 4 to phases 1 and 2 has freed up an additional 3571 sqm within County Hall. The cumulative total vacated space is 5579sqm which equates to 34% of the baseline figure.

Last Updated: 05-Apr-2017

KPI Title	Previous Year Actual	Actual	Performance Indicator Trend	Target	Performance RAG
IP8.2.1.3M02 Reduction in the running costs of corporate accommodation.	19.9	31	↑	25	GREEN

Lead Officer: Neal Cockerton - Chief Officer - Organisational Change 2
Reporting Officer: Lisa McLellan - Asset Manager
Aspirational Target:
Progress Comment: During this year the running costs of the remaining corporate accommodation was £1,324,861. This equates to a 31% reduction from the baseline figure. So the equivalent figure for 2016/17 is a reduction of £604,139.00.

Last Updated: 10-Apr-2017

KPI Title	Previous Year Actual	Actual	Performance Indicator Trend	Target	Performance RAG
IP8.2.1.3M03 Agile working - desk provision as a percentage of staff (County Hall)	98	87	↑	89	GREEN

Lead Officer: Neal Cockerton - Chief Officer - Organisational Change 2
Reporting Officer: Lisa McLellan - Asset Manager
Aspirational Target:
Progress Comment: Relates to County Hall. The 87% figure denotes a higher achievement than the target figure of 89% and is a result of a desk ratio of 819 desks to 944 staff.

Last Updated: 10-Apr-2017

KPI Title	Previous Year Actual	Actual	Performance Indicator Trend	Target	Performance RAG
IP8.2.1.4M01 Achievement of efficiency savings achieved due to the use of National, Regional and Sectoral procurement frameworks	1822470	640596	↓	400000	🟢🟠🔴 GREEN

Lead Officer: Arwel Staples - Strategic Procurement Manager
Reporting Officer: Arwel Staples - Strategic Procurement Manager
Aspirational Target:
Progress Comment: The annual total efficiency savings target of £400k has been surpassed with a total annualised efficiency savings of £640,596 having been delivered.

Last Updated: 18-Apr-2017

KPI Title	Previous Year Actual	Actual	Performance Indicator Trend	Target	Performance RAG
IP8.2.1.4M02 Efficiencies achieved through the use of end to end electronic purchasing	200000	No Data	N/A	N/A	N/A

Lead Officer: Arwel Staples - Strategic Procurement Manager
Reporting Officer: Arwel Staples - Strategic Procurement Manager
Aspirational Target:
Progress Comment: The E-procurement programme in Value Wales has been discontinued due to Welsh Government (WG) budget cuts. As a result the adoption of the Benefits Realisation Toolkit has not been realised within Flintshire County Council (FCC). We therefore unable to report against this performance indicator.

Last Updated: 26-May-2017

KPI Title	Previous Year Actual	Actual	Performance Indicator Trend	Target	Performance RAG
IP8.2.1.5M01 Increase the number of transactional services online and via the Flintshire app	No Data	50853	N/A	N/A	N/A

Lead Officer: Katie Clubb - Community Support Services Manager
Reporting Officer: Rebecca Jones - Customer Services Team Leader
Aspirational Target:
Progress Comment: During 2016-17 the number of digital enquiries i.e. website, e-forms, Mobile App and Live Chat increased each quarter with over 31,000 online enquiries received during the year. The final quarter saw the highest increase with 11,809 enquiries received compared to 7,460 to the previous quarter. Quarter 4 also saw a rise in the number of people browsing the NEW Homes website with 1,421 users choosing to explore Housing opportunities online.

Last Updated: 10-May-2017

KPI Title	Previous Year Actual	Actual	Performance Indicator Trend	Target	Performance RAG
IP8.2.1.5M02 Increase the take-up of online services	No Data	1317256	**N/A**	N/A	**N/A**

Lead Officer: Rebecca Jones - Customer Services Team Leader
Reporting Officer: Rebecca Jones - Customer Services Team Leader
Aspirational Target:
Progress Comment: In 2016-17 website usage was consistent, over 765,000 people visited Flintshire's website during the year. On average this equated to over 191,000 visitors each quarter. Over 4.7 million web pages were viewed during the year. There was an increase in the number of users to the Council's website in Q4. 214,196 users visited the website, with each user visiting on average 2.29 times during the quarter.   Over 1.3 million web pages were viewed and this means, website users looked at around 6 pages during their visit to our website.

Last Updated: 10-May-2017

RISKS

Strategic Risk

| RISK TITLE	LEAD OFFICER	SUPPORTING OFFICERS	INITIAL RISK RATING	CURRENT RISK RATING	TREND ARROW	RISK STATUS
The capacity and appetite of the community and social sectors.	Ian Bancroft - Chief Officer - Organisational Change 1	Dawn Holt - Alternative Delivery Models and Transforming Social Services Programme Manager	Amber	Green	↓	Open

Potential Effect: No increase in the number and strength in community and social sectors which in turn will limit the capacity for communities to assist in community asset transfer and other programmes.
Management Controls: Careful business planning and capacity development with community partners.
Progress Comment: For 2016/17 we have ten Community Asset Transfers that are either complete or nearing legal completion (plus an additional 3 that are not quite at this stage but will be soon and an additional 2 that have been completed with schools and communities as Transfer of Control Agreements rather than Asset Transfers, if these are included it makes a total of 15 in 2016/17). In addition 5 services have now been agreed by Cabinet to progress into 3 Alternative Delivery Models. This demonstrates the capacity and appetite of the community and social sectors to work with the council to sustain important services for local communities.

Last Updated: 26-May-2017

RISK TITLE	LEAD OFFICER	SUPPORTING OFFICERS	INITIAL RISK RATING	CURRENT RISK RATING	TREND ARROW	RISK STATUS
The willingness of the workforce and Trade Unions to embrace change.	Ian Bancroft - Chief Officer - Organisational Change 1	Dawn Holt - Alternative Delivery Models and Transforming Social Services Programme Manager	Red	Green	⬇	Open

Potential Effect: Organisational change objectives cannot be met.
Management Controls: Careful service and business planning with inclusivity of Trade Union and workforce input.
Progress Comment: Detailed work has taken place with staff and trade unions on the asset transfers and the five services that are establishing Alternative Delivery Models. In each case an agreed position has been reached with staff and trade unions which demonstrates their appetite to work co-operatively on this agenda.

Last Updated: 26-Apr-2017

RISK TITLE	LEAD OFFICER	SUPPORTING OFFICERS	INITIAL RISK RATING	CURRENT RISK RATING	TREND ARROW	RISK STATUS
Market conditions which the new alternative delivery models face.	Ian Bancroft - Chief Officer - Organisational Change 1	Dawn Holt - Alternative Delivery Models and Transforming Social Services Programme Manager	Amber	Green	⬇	Open

Potential Effect: New Alternative Delivery Models will see a decrease in income and could be un-sustainable.
Management Controls: Realistic business plans and an increased commercialism of new organisations (e.g leisure and libraries), underpinned by sufficient financial acumen.
Progress Comment: Final diligence on all 5 services establishing ADM's is nearing completion. This has included final market assessments which demonstrate each of the three new ADM's can compete and co-operate in the markets they are entering.

Last Updated: 25-Apr-2017

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

Potential Effect: Alternative Delivery Models become unsustainable as it cannot meet costs with reduced funding from the Council.
Management Controls: Properly plan for reduced levels of council funding for each Alternative Delivery Model and contingency plans.
An agreed funding model where the Council subsidises the ADM's over a limited period is built into the MTFS.
Progress Comment: Final diligence work for each of the three new Alternative Delivery Models shows that the level of public funding available in the foreseeable future is adequate to support the new companies.

Last Updated: 26-May-2017

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

Potential Effect: Unlikely increase in spend with Small and Medium Enterprises (SMEs) and third sector suppliers
Management Controls: Introduction of a new and improved corporate procurement strategy.
Progress Comment: A new corporate procurement strategy has been developed. The strategy has now been approved and one of the key outcomes is local supplier development, increased use of community benefits, and increased spend with Social Enterprises.
A number of Training Workshops have been undertaken to promote the new Strategy.
The introduction of the Commissioning Form will also facilitate consideration of SME and Third Sector friendly procurement initiatives for individual projects. As a result there should be greater opportunities for the local and third sector markets due to relevant lotting of tenders as well as making tender documents more market friendly.

Last Updated: 18-Apr-2017

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

Potential Effect: New social enterprises are not sustainable and go into liquidation
Management Controls: i) Business development to the sector supported by the Council.
ii) Monitoring of performance of new Social Enterprise delivery.
iii) New network of social enterprise taking responsibility for increasing strength of the sector.
Progress Comment: Work on Alternative Delivery Models and Community Asset Transfers will result by early 2017 in four new large social enterprises operating in Flintshire. These include: Cambrian Aquatics, Holywell Leisure Centre, Flintshire Leisure and Libraries, HF Trust. These organisations strengthen the social enterprise sector in Flintshire and will enable through their learning and sharing of co-operative practice the sector to deal with issues in early stages of social enterprise start up. This will add to the work of the social enterprise sector working group which has a plan to support the sector during 2017.

Last Updated: 26-May-2017

RISK TITLE	LEAD OFFICER	SUPPORTING OFFICERS	INITIAL RISK RATING	CURRENT RISK RATING	TREND ARROW	RISK STATUS

Newly established Community Asset Transfers fail in their early stages of development	Neal Cockerton - Chief Officer - Organisational Change 2	Dawn Holt - Alternative Delivery Models and Transforming Social Services Programme Manager	Amber	Green	⬇	Open

Potential Effect: New social enterprises are not sustainable and go into liquidation
Management Controls: Business development support for the sector; monitoring and management of performance of new Social Enterprise delivery; new network of social enterprises taking responsibility for self-help.
Progress Comment: Monitoring of Community Asset Transfer (CAT) achievements in their first year has started. This includes meeting with each organisation discussing their financial situation and achievement of community benefits. At this stage no significant risks of failure has been identified.

Last Updated: 15-May-2017

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

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

Last Updated: 24-Apr-2017

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

Potential Effect: Organisational change objectives cannot be met.
Management Controls: Careful service and business planning with alignment of corporate resources supplemented with specialist external support where required.   Reductions in workforce are carefully planned and costed. Succession planning considerations are taken into account where relevant before decisions are taken.
Progress Comment: Organisational change programmes are broadly on time and on budget.

Last Updated: 01-Jun-2017

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

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

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

Last Updated: 18-Apr-2017

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

Potential Effect: Targeted efficiencies to be achieved through people switching to accessing services will not be met.

Management Controls: Connects will promote and assist with self-service for to enable a full digital shift.

Progress Comment: The new Customer Service Strategy has been approved by Cabinet and sets out the Council's plan to transform customer access to Council services over the next five years; this will include a review of how customers currently access Council services and opportunities to modernise all face to face, telephone and digital access channels. In quarter 4, the Council continued to see the number of online digital transactions rise with 11,142 customers choosing to correspond with the Council online via the website. There was also a 19% increase in the number of people using the Council's website. Customer Support Services continue to work closely with ICT to prioritise services for transformation.

Last Updated: 10-May-2017