

Annual Performance Report 2017/18



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Introduction

The Annual Performance Report (APR) gives an overview of the performance of the Council during 2017/18 against the priorities we set. It also covers progress against our Well-being Objectives.

The report covers: -

- Progress against key actions and projects.
- Actual and comparative performance information against local and nationally set performance indicators.
- An assessment of how well the Council is managing the strategic risks and challenges it faces.
- The outcomes of external regulatory work and the Council's response to improve governance and public services as a result.

The publication of this Annual Performance Report meets the statutory requirement to publish an annual 'backward looking' report on our Council Plan as part of the Local Government (Wales) Measure (2009). The Council Plan, our 'forward looking' publication, meets the other statutory requirement. In meeting these requirements the Council demonstrates a sound system of internal control which supports the effective discharge of its functions.

Setting Priorities

The Council has competing pressures and priorities. Some priorities are 'self-selecting' to meet national government social policy objectives such as housing and education. Others are set more locally.

The priorities have been shaped by councillors across our Cabinet and the Overview and Scrutiny functions to ensure continuity of analysis for past, present and future performance against which the Council can be judged. There is widespread ownership of the priorities within the Council and with our key partners in the public, private and voluntary sectors.

This set of six priorities supported by a series of sub-priorities (seen overleaf in Table 1) has helped the Council to concentrate on the things where attention was most needed during 2017/18. The remaining priorities from previous years have been managed as more routine business outside of the Plan.

The Council acts as a representative democratic body and sets its priorities based on the evidence it has gathered from many sources. Our elected members are in touch with local views through:-

- Democratic representation.
- Partnership Forums.
- Statutory consultation.
- Direct community/user consultation.

Table 1: Council Priorities 2017/18

| Priority | Sub Priority | Impact |
|---------------------------|---|---|
| Supportive Council | Appropriate and Affordable Homes | <ul style="list-style-type: none"> Ensuring the supply of affordable and quality housing of all tenures |
| | Modern, Efficient and Adapted Homes | <ul style="list-style-type: none"> Ensuring the supply of affordable and quality housing of all tenures |
| | Protecting people from poverty | <ul style="list-style-type: none"> Protecting people from poverty by maximising their income and employability |
| | Independent Living | <ul style="list-style-type: none"> Making early interventions to support healthy and independent living. Sustaining a local market of high quality and affordable service provision for those who are highly dependent on care support. |
| | Integrated Community Social and Health Services | <ul style="list-style-type: none"> Enabling more people to live independently and well at home. Giving equal opportunity to all to fulfil their lives. Providing joined-up services with public and third sector partners which support quality of life in communities and for individuals and families. |
| Ambitious Council | Safeguarding | <ul style="list-style-type: none"> Protecting people from the risk of any form of abuse. Making communities safe places by working with partners to prevent crime, repeat crime and anti-social behaviour. |
| | Business Sector Growth and Regeneration | <ul style="list-style-type: none"> Sustaining economic growth through local and regional business development, employment and training sites. Developing the transport infrastructure and employment sites and transport services, widening access to employment and training sites. Creating a supply of diverse and quality training and employment opportunities. |

| | | |
|--------------------------|--|--|
| Learning Council | High Performing Education | <ul style="list-style-type: none"> • Providing high quality learning opportunities and learning environments for learners of all ages. • Supporting children and younger people to achieve their potential. • Supporting learners from 3 to 18 years of age to aspire to high levels of educational attainment and achievement. |
| Green Council | Sustainable Development and Environmental Management | <ul style="list-style-type: none"> • Enhancing the natural environment and promoting access to open and green spaces. • Reducing energy consumption and using and developing alternative/renewable energy production. • Maximising the recovery and recycling of waste. |
| | Safe and sustainable travel services | <ul style="list-style-type: none"> • Developing the transport infrastructure and employment sites, and transport services, widening access to employment and training sites. |
| Connected Council | Resilient Communities | <ul style="list-style-type: none"> • Supporting local communities to be resilient and self-supporting. • Committing to resilient service models to sustain local public services. • Widening digital access to public services. |
| Serving Council | Effective Resource Management | <ul style="list-style-type: none"> • Continuing to be a high performing and innovative public sector organisation with social values. • Providing high quality, accessible, responsive and cost effective public services. |

Note: The colour scheme used in this table is used throughout the document for ease of recognition.

Consultation

Consultation and engagement with our customers and communities takes place on a number of different levels: representative democracy through our elected members, structured engagement through, for example, our County Forum (with Town and Community Councils), formal needs assessments through our strategic partnerships, surveys and feedback, and workshops and roadshows. Different methods are used according to circumstances, the type of audience, and the reach of coverage sought.

Between April 2017 and March 2018 we undertook a range of consultations with impacted stakeholders. Examples of these are:

- Local Development Plan for Flintshire (November 2017 – December 2017)
- Public Engagement Events around the Flintshire County Council's Budget (October 2017 - November 2017)
- Public Engagement Events and various consultation exercises around the draft priorities of the Well-being Plan (September 2017 – February 2018)
- Active Travel Draft Integrated Network Map (July 2017 – September 2017)
- School Modernisation: Brynford and Lixwm Area School Review

Examples include:

Local Development Plan – Preferred strategy

The Preferred Strategy consultation followed on from previous consultations particularly relating to Strategic Growth and Spatial Options. The consultation presented the preferred approach on how much the County will grow by and how development will be broadly distributed across the County. It gave the public the opportunity to comment on the Council's preliminary assessment as to whether the candidate sites broadly fit in with the Preferred Strategy and put forward new or 'alternative' sites for consideration as part of the consultation exercise.

Active Travel Consultation - The Active Travel Act provides an opportunity to make Wales an active travel nation. Flintshire mapped out its proposals for improving walking and cycling infrastructure over a 15 year plan period. These draft proposals went out for consultation with the general public inviting them to help shape the Integrated Network Map before its submission to Welsh Ministers in November for approval.

School Modernisation: Brynford and Lixwm Area School Review - The consultation, run in compliance with the statutory School Organisation Code, was extensive. The schools network needed to remain viable and a sustainable model of primary education within the two communities. Cabinet agreed to proceed to statutory consultation on school organisational change on the proposal to amalgamate Brynford and Lixwm Community Primary Schools to create a single area school.

Section 1: Assessment of our Performance against Council Priorities for 2017/18

For 2017/18 the Council had six Priorities as detailed in its Council Plan.

Table 2 below shows a summary of the year end “progress” and confidence in meeting “outcome” assessment for each priority based on the following red, amber, green (RAG) status key.

All activities in the Report have been graded as described in the ‘key’ below. These are (RAG) graded for progress and/or performance. An analysis is made of the number of activities in each RAG category to provide a collective grade for each priority and sub-priority heading. Where there is an equal number of two gradings, then the lower one is always used.

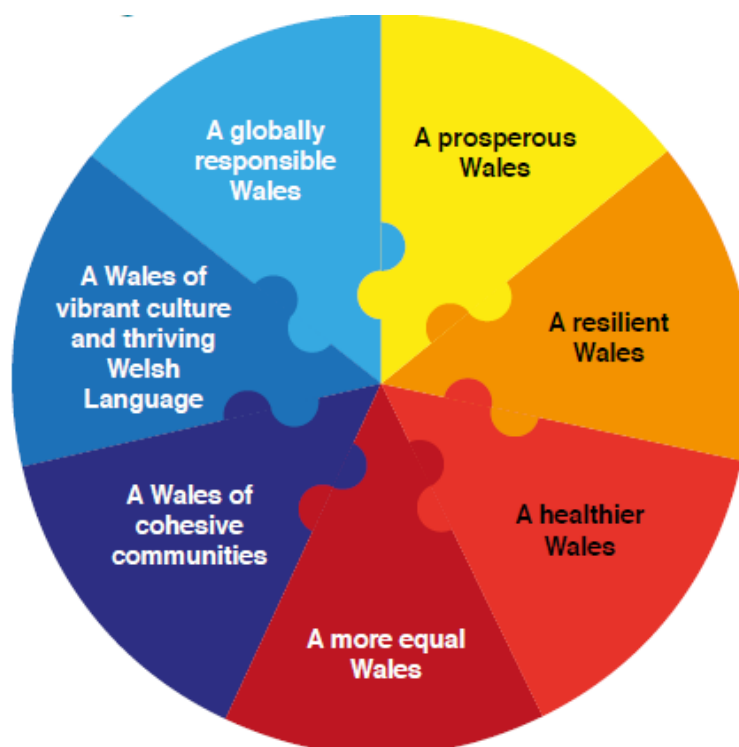
The Outcome RAG status below was assessed as part of the end of year reports in June and is based on our confidence in contributing positively towards the Outcome during the year.

| <u>PROGRESS RAG Status Key</u> | | <u>OUTCOME RAG Status Key</u> | |
|---------------------------------------|---|--------------------------------------|--|
| R | Limited Progress - delay in scheduled activity; not on track | R | Low - lower level of confidence in the achievement of outcome(s) |
| A | Satisfactory Progress - some delay in scheduled activity, but broadly on track | A | Medium - uncertain level of confidence in the achievement of the outcome(s) |
| G | Good Progress - activities completed on schedule, on track | G | High - full confidence in the achievement of the outcome(s) |

Well-being Objectives

The Council set its Well-being Objectives in June 2017. These are the Council's commitments to comply with the Well-being of Future Generations (Wales) Act 2015. Designated public bodies are required to work individually and collectively to improve wellbeing in Wales. The seven well-being goals and the five ways of working set a general purpose for public bodies. They also aim to ensure better decisions by:

- considering the long-term
- prevention
- integrated working
- working collaboratively
- and being inclusive of people of all ages.



Our Well-being Objectives reflect the 'Impacts' we intend to make through the actions and activities within each priority. An assessment of the progress against each Objective is made as part of the overall performance for each priority. We are expected to report on our contribution to the principles of the Act, and information about a number of these activities can be found in the report.

For the purpose of this report, since we are reflecting on 2017/18, we have reported against the Well-being Objectives adopted for that year.

Appendix D examines the way our Well-being Objectives align with achieving the aims of the national well-being goals.

Table 2: Summary of 2017/18 Priority Performance

| Priority | Sub Priority | Progress | Outcome |
|---------------------------|--|----------|----------|
| Supportive Council | Appropriate and Affordable Homes | G | G |
| | Modern, Efficient and Adapted Homes | G | G |
| | Protecting people from poverty | G | G |
| | Independent Living | G | G |
| | Integrated Community Social and Health Services | G | G |
| | Safeguarding | G | G |
| Ambitious Council | Business Sector Growth and Regeneration | G | G |
| Learning Council | High Performing Education | G | G |
| Green Council | Sustainable Development and Environmental Management | G | G |
| | Safe and sustainable travel services | G | G |
| Connected Council | Resilient Communities | G | A |
| Serving Council | Effective Resource Management | G | A |

Section 2 of this report (page 15) gives a more detailed assessment for the “progress” against each of the sub-priorities which support the six Priorities.

Risk Management

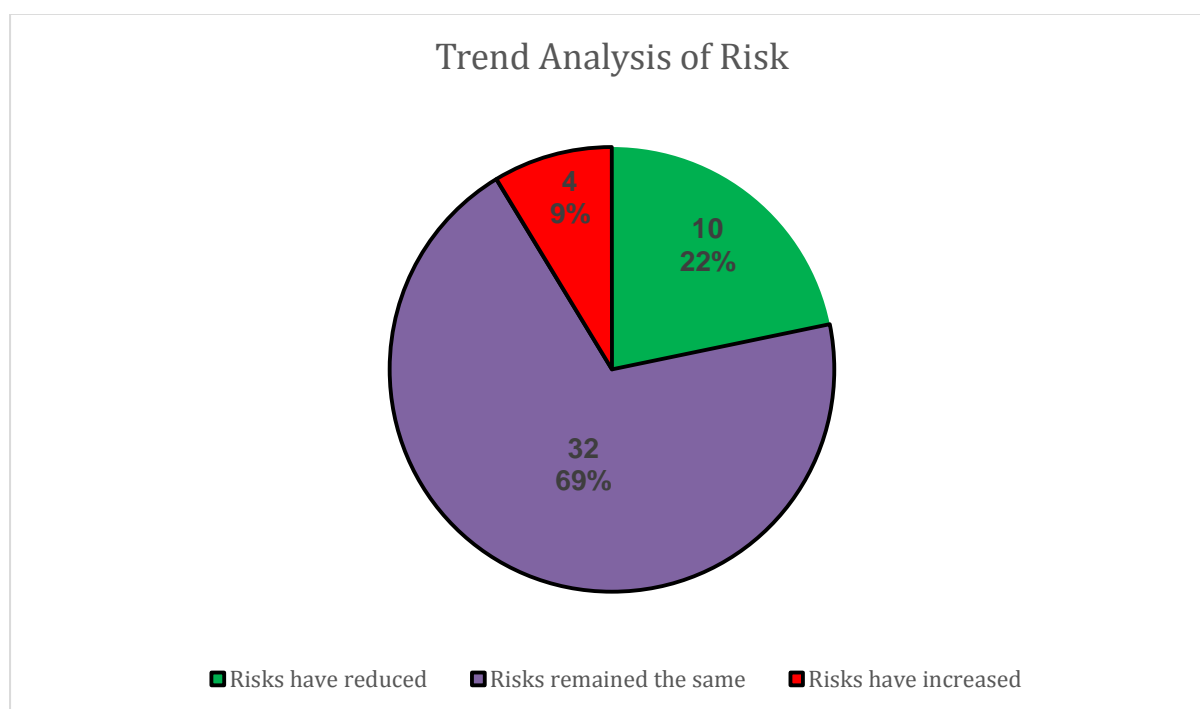
The Council adopted the Council Plan for 2017/18 in July 2017. The Council Plan's strategic risks are contained within the priorities of the Plan and are monitored throughout the year.

Analysis of the year end risk levels for the 46 strategic risks identified in the Council Plan is as follows: -

- 2 (4.5%) are low (green)
- 4 (8.5%) are minor (yellow)
- 28 (61%) are medium (amber)
- 12 (26%) are high (red)

Trend analysis was also undertaken, comparing risk levels at the end of the year with those at the start of the year. The analysis showed that: -

- 10 (21.7%) risks had reduced
- 32 (69.6%) risks remained the same
- 4 (8.7%) risks had increased



A summary table of the risks at year end 2017/18 is shown at Appendix A.

Performance Data Summary

National Performance Summary (All Wales Position)

The Welsh Government and the Local Government Data Unit released 2017/18 performance data for all local authorities in Wales (and Public Accountability Measures) in September 2018. This was accompanied by an overview of national trends as in previous years.

Improving Our Performance

Performance for 2017/18 against our Council Plan Measures is summarised in an outturn performance indicator table (Chart 1a). 58% of indicators achieved target or better compared to 63% in 2016/17. Only 8% of indicators significantly missed targets compared to 7% during 2016/17.

Year on year improvements are summarised in Chart 1b. This shows 77% of indicators either improving or maintaining good levels of performance.

Analysis of year end levels of performance identified: -

Chart 1a: How we performed against our 2017/18 target measures

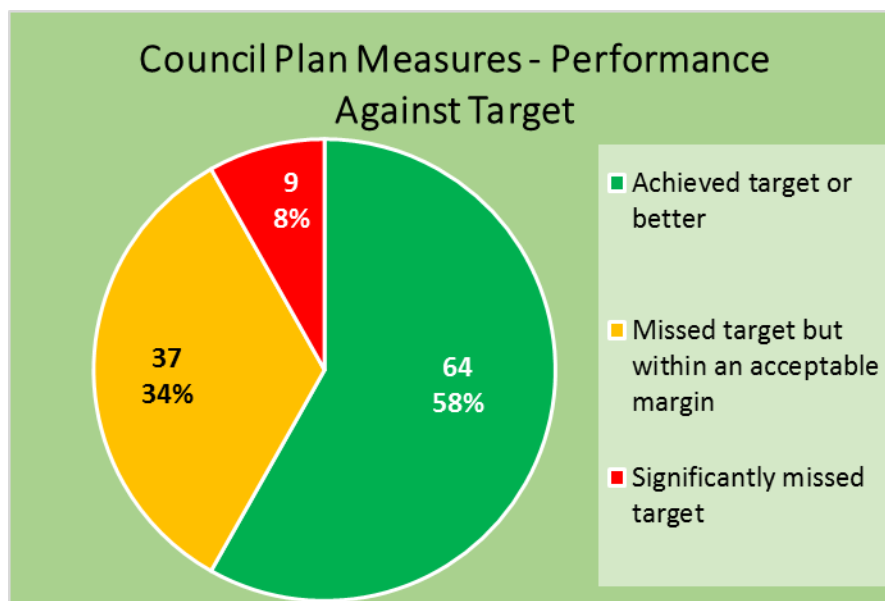


Chart 1b: Performance trend for our Council Plan measures

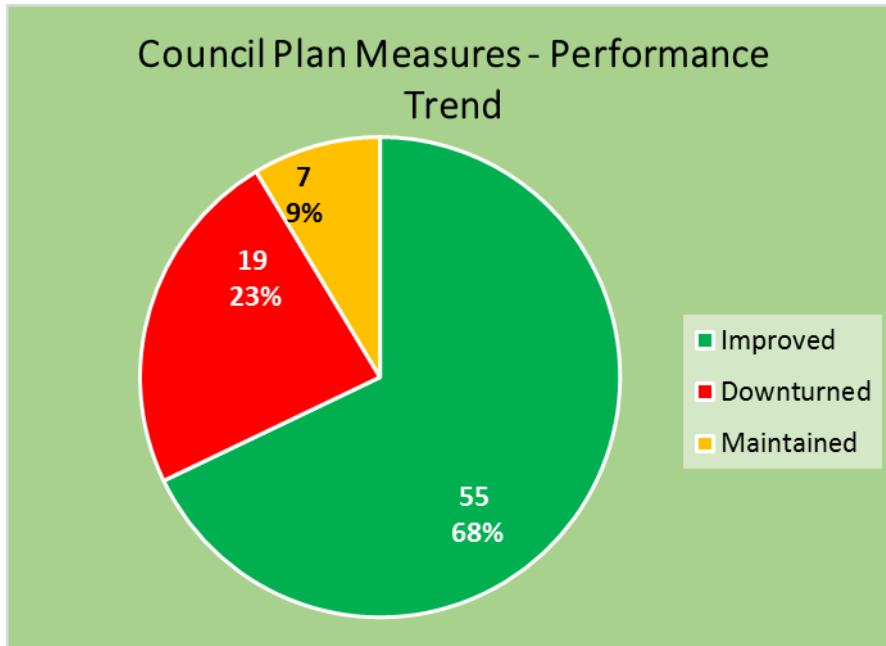
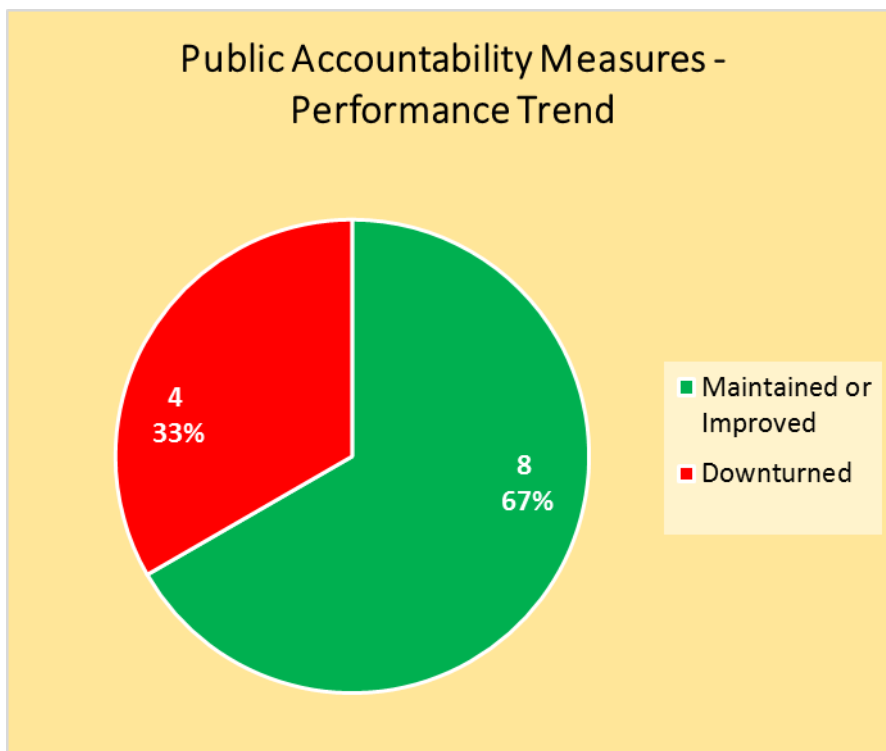


Chart 2: Performance trend for the national statutory measures

Analysis of the number of indicators where trend was relevant and performance had improved, been maintained or downturned.



Performance Data Comparison

The tables below show a comparison of performance data between 2016/17 and 2017/18. Each table shows positive progress being made in comparison to the previous year.

Chart 3a: Council Plan Measures comparison of Performance Against Target for 2016/17 and 2017/18

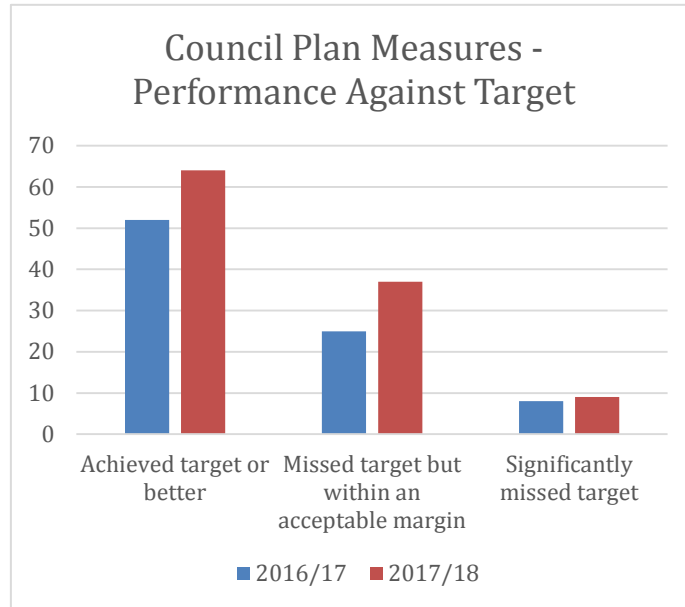


Chart 3b: Council Plan Measures comparison of Performance Trend for 2016/17 and 2017/18

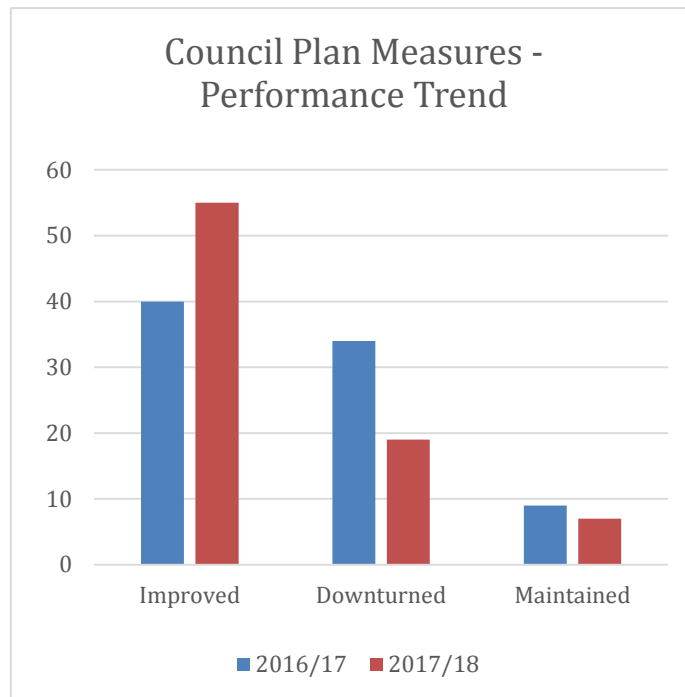
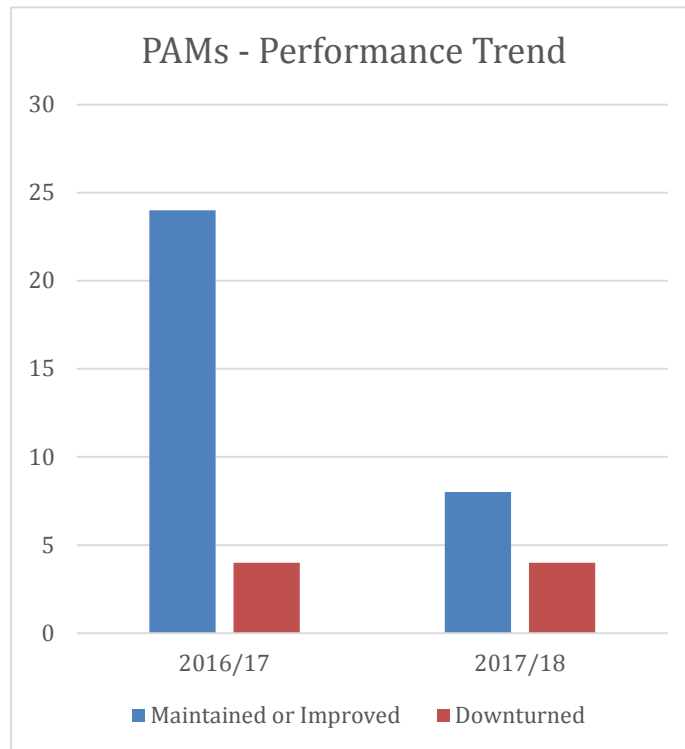


Chart 3c: Council Plan Measures comparison of PAMs Performance Trend for 2016/17 and 2017/18



There are a reduced number of PAMs in 2017/18 reported against (no.12) compared with 2016/17 (no. 28). Some performance data is still to be confirmed – such as from waste and social services.

Section 2: Detailed Priority Reporting

Priority: Supportive Council

Progress: G Outcome: G

Sub Priority: Appropriate and Affordable Homes

Impact / Well-being Objective: Ensuring the supply of affordable and quality housing of all tenures

Progress: GREEN Outcome: GREEN

During 2017/18 we said we would:

1. Provide new social and affordable homes by:
 - Building 79 new Council and 62 new affordable homes through the Strategic Housing and Regeneration Programme (SHARP); and
 - Increasing the number of properties managed by NEW Homes to 144 in 2017/18
 - Delivering options for new, innovative low rent housing schemes for under 35's.

What we did:

- ✓ During 2017/18 the Council's Strategic Housing and Regeneration Programme (SHARP) has built 95 social and affordable homes in Connah's Quay, Leeswood, Mold and Flint with a further 31 units completed and occupied during April 2018. This sees the completion of Phases 1 and 2 of SHARP which has delivered 138 units comprising 62 affordable homes, managed by North East Wales Homes (NEW) Homes Ltd and 76 council homes.

2. Achieve the Welsh Housing Quality Standard (WHQS) investment plan targets by:
 - Completing WHQS work schemes in line with the Housing Asset Management Strategy provided through the Social Housing Grant (SHG) programme.

What we did:

- ✓ Positive work achieved in the first 2 years of the programme has continued into year three. The WHQS Capital Programme is still on target to be completed by 2020. New workstreams comprising of roofing works, window and door replacements along with wider community works such as car parking and communal footpaths have been introduced.

3. Develop solutions to the increasing frequency of unauthorised Gypsy and Traveller encampments by:
 - Agreeing options appraisal identifying a range of measures to address this.

What we did:

- ✓ Suitable locations for a transit site are being explored. Unauthorised Gypsy Traveller encampments on council land have effective and responsive processes in place; immediate action is being taken for their removal in line with legal requirements.

Sub Priority: Modern, Efficient and Adapted Homes

Impact / Well-being Objective: Ensuring the supply of affordable and quality housing of all tenures

Progress: GREEN Outcome: GREEN

During 2017/18 we said we would:

1. Improve standards within the private rented sector by:
 - Working proactively with landlords and tenants to improve the quality of private rented sector properties; and
 - Ensuring landlords and letting agents comply with the Rent Smart Code of Practice.

What we did:

- ✓ During 2017/18, the Council;
 - Investigated 67 service requests in relation to complaints about living conditions. All of which were investigated and appropriate action taken
 - Proactively encouraged landlords and letting agents to register with Rent Smart Wales - 80.35% are now registered and compliant with the Rent Smart Code of Practice.

2. Deliver the council's housing growth needs by:

- Increasing the number of new affordable homes agreed through the planning system by 50 during 2017/18,
- Delivering social and affordable homes through Welsh Government funding programmes; and
- Increasing the number of new homes created as a result of bringing empty properties back into use.

What we did:

- ✓ During 2017/18 the Council;
 - Approved 186 planning applications for affordable homes

- Created 293 homes new homes as a result of bringing empty homes back into use
- Agreed the Housing Revenue Account (HRA) 30 year Business Plan (2018 - 2048) with plans to deliver 50 new build council properties per year to meet social housing needs and;
- Started to develop a NEW Homes Business Plan which setting ambitions to deliver affordable rented properties.

3. Meeting the housing needs of vulnerable groups by:

- Reducing the average number of calendar days taken to deliver a Disabled Facilities Grant (DFG),
- Increasing the numbers of Extra Care homes and individual units by:
 - Constructing Flint Extra Care (Llys Raddington) providing 70 new units
 - Confirming and agreeing plans for Holywell Extra Care providing 55 new units; and
- Working strategically to address housing needs of adults with learning disabilities and other vulnerable individuals.

What we did:

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

The Council has now implemented a more comprehensive monitoring programme for Disabled Facilities Grants (DFGs) to identify and, wherever possible, address blockages in the system to include a faster approach to commissioning work.

- ✓ Llys Raddington will provide 73 units for Extra Care. Due to delays on site, the facility is expected to be open in September 2018.
- ✓ Plans for the Holywell Extra Care scheme providing 55 new units has been approved.

Sub Priority: Protecting people from poverty

Impact / Well-being Objective: Protecting people from poverty by maximising their income and employability

Progress: GREEN Outcome: GREEN

During 2017/18 we said we would:

1. Support Flintshire residents to better manage their financial commitments by:
 - Assisting people with Welfare Reform changes through the effective application of the Council's Discretionary Housing Payment Policy,
 - Providing advice and support services to help people manage their income, including supporting people to access affordable credit and local Credit Unions,
 - Timely processing of Housing Benefit claims; and
 - Assisting Flintshire residents to claim additional income to which they are entitled.
2. Manage local impact of the full service Universal Credit (UC) roll out by:
 - Achieving the Homeless prevention target
 - Delivering the UC Operational board action plan; and
 - Delivering Personal Budgeting and Digital Support Services.

What we did:

- ✓ During 2017/18;
 - All services who provide support and advice were aligned where possible. Personal budgeting support for UC claims and support and advice was provided to assist tenants to manage their finances to maintain their commitments to rent and council tax
 - Over 2,100 people on UC received digital support against a target of 640
 - There was a reduction in both the number of days to process new housing benefit claims (17 days from 20) and to process change of circumstances for housing benefit from 2016/17 (from 32 to 24 days)
 - Additional income paid to Flintshire residents as a result of the work undertaken by the Council was over £1.4 million, which is comparable to previous years without taking into account loss of a Macmillan contract

!! There were 70.47% of households successfully prevented from becoming homeless a reduction in over 11% points during the year.

!! 424 people in Flintshire on Universal Credit received personal budgeting support against a target of 590.

3. Develop and deliver programmes that improve employability and help people to gain employment by:

- Developing an employability proposal as part of the Regional Economic Growth Bid to seek long term investment via a simple and cost effective programme of support,
- Developing an enhanced careers and guidance service for North Wales to match young people to the labour market; and
- Increasing the number of local people who, following attendance on a programme report that they are closer to work or becoming ready to enter work.

What we did:

- ✓ During 2017/18 the Council refocused the Communities First programme to ensure that all activities contributed towards improving employability
- ✓ 628 people completed programmes commissioned by the Council to deliver better job and training outcomes; an increase of 305 from 2016/17
- ✓ An intensive two week programme for long term unemployed people has resulted in nine people ready for recruitment within the Council's Streetscene service.

4. Develop and deliver programmes to improve domestic energy efficiency to reduce Co2 emissions and fuel poverty by:

- Reducing the overall annual fuel bill for residents benefiting from energy efficient programmes
- Providing advice and support to residents to enable them to switch to a lower cost energy tariff
- Increasing the number of private sector and Council homes receiving energy efficiency measures
- Securing Welsh Government ARBED 3 Programme Funding by March 2018.

What we did:

- ✓ During 2017/18:
 - 124 residents have been supported to lower their energy tariff
 - 108 people are receiving the warm home discount
 - 547 people received a full healthy homes healthy people / Housing Health and Safety Rating System (HHSRS) home visit and tailored service
- ✓ Gas infill projects in Penyffordd and Wepre Court are nearing completion.
- !! External funding to support households reduced, as the Welsh Government funding bid was unsuccessful and the start date for the Warm Homes Fund was delayed by two months; all had an impact upon targets set for 2017/18.

5. Develop a strategy to address food poverty by:

- Developing programmes in partnership with the social and third sector to work towards addressing food poverty; and

- Undertaking feasibility work for the development of a food-based social enterprise by December 2017.

What we did:

- ✓ A Food Poverty Strategy was drafted linking the community resilience work, the Community Benefits Strategy, and aligning closely with the Betsi Cadwaladr University Health Board (BCUHB) draft Strategy. A steering group has been established and an Action Plan in line with the objectives set out in the strategy is being developed
- ✓ Successful pilot of a ground-breaking Holiday Hunger Programme.

6. Assist residents of Flintshire to access affordable credit by:

- Develop effective partnerships with local Credit Unions to enable residents to access banking services and affordable credit.

What we did:

- ✓ The Council worked with the two credit unions in Flintshire to actively promote the products and services that are on offer and both credit unions agreed to be part of The Tackling Poverty Partnership group.

Sub Priority: Independent Living

Impacts / Well-being Objectives:

- 1) Making early interventions to support healthy and independent living.
- 2) Sustaining a local market of high quality and affordable service provision for those who are highly dependent on care support.

Progress: GREEN Outcome: GREEN

During 2017/18 we said we would:

1. Ensure care home provision within Flintshire enables people to live well and have a good quality of life by:

- Agreeing the business model to increase direct provision of residential care and sustain domiciliary care roles to support the wider market
- Supporting care home providers to ensure service sustainability and delivering Progress for Providers
- Delivering dementia awareness training to the care homes workforce
- Working with Betsi Cadwaladr University Health Board (BCUHB) to develop an action plan to support the quality and breadth of nursing provision; and
- Delivering a strategy for independent sector domiciliary care agencies to support service sustainability

What we did:

- ✓ During 2017/18 the Council has;
 - Completed the Regional Domiciliary Framework and new provider contracts have been dispatched. We are expecting this to bring at least three new domiciliary providers into the County. The roll out of "Progress for Providers" to promote person centred care in residential homes continues.
 - Been nominated for a Social Care Accolade for the 'Progress for Providers' Programme** - 20 care homes enrolled to implement the 'Progress for Providers' Programme with 10 of these achieving the bronze standard
 - Sustained existing care home provision (26 care homes)
 - Made good progress around the extension of Marleyfield Care Home. A feasibility study has been undertaken and various options are being considered. Approval for Integrated Care Fund capital funding has been allocated for the expansion over the next three years (£415K per year).
 - Secured funding from Cadwyn Clwyd to carry out a feasibility study on microcare services, which involve small teams of people providing domiciliary care.

** 'Progress for Providers' enables care homes to assess themselves against the Flintshire bronze, silver and gold standards in person-centred care.

2. Support greater independence for individuals with a frailty and / or disability, including those at risk of isolation by:

- Adults who are satisfied with their care and support
- Implementation of a joint Community Resource Team (CRT) with BCUHB which is able to offer advice and support through the Single Point of Access (SPOA); and
- Ensuring that the workforce are equipped to provide person centred care in line with the requirements of the Social Services and Wellbeing Act (Wales) 2014

What we did:

- ✓ This year our Ageing Well Plan has focused on the development of age friendly and dementia friendly communities, the prevention of falls, opportunities for learning and employment for older people and support for those in the community who feel lonely and isolated
 - ✓ A staged replacement of double staffed packages of care is being managed, in a targeted approach with care providers
 - ✓ In parallel with this the Council has invested in new single handling equipment which is less intrusive in the home. We are now collecting case studies to show how well this is working for people receiving care and support.
3. Improve outcomes for looked after children by:
- Supporting children in stable, local placements; and
 - Strengthening partnership working with BCUHB to ensure timely access to health assessments including Child and Adolescent Mental Health Services (CAMHS).

What we did:

- ✓ Developed a Corporate Parenting Strategy in consultation with Looked After Children and young people which sets out our commitments to Looked After Children
- ✓ A pledge for care leavers has been developed. Finding suitable placements for Looked After Children can be challenging. There is a national shortage of foster care and residential provision and work has commenced on a regional footprint to look at potential medium term solutions
- ✓ Three work streams develop a more detailed insight into: i) current and future placement need ii) options for support/placements and iii) the associated costs. This will be used to inform and develop our strategic approach to securing permanent, stable homes for Looked After Children.

Sub Priority: Integrated Community Social and Health Services**Impacts / Well-being Objectives:**

- 1) **Enabling more people to live independently and well at home.**
- 2) **Giving equal opportunity to all to fulfil their lives.**
- 3) **Providing joined-up services with public and third sector partners which support quality of life in communities and for individuals and families.**

Progress: GREEN Outcome: GREEN

During 2017/18 we said we would:

1. Ensure that effective services to support carers are in place as part of collaborative social and health services by:
 - Increasing the number of Carers identified through the Single Point of Access (SPOA)
 - Increasing the number of Carers that feel supported
 - Evidencing improved outcomes for Carers; and
 - Developing the Carers' Action Plan.

What we did:

- ✓ The external review of Carers services showed that services across Flintshire are meeting the needs of Carers in Flintshire well and that the funding services ensures that the needs of Carers are robustly met. The review identified a few areas where collaborative work could further improve services, and from April 2018, service contracts for the services were amended to reflect the agreed outcomes of the review
- ✓ Feedback from carers continues to be positive and Flintshire is now amending monitoring tools to better evidence the way in which services meet the outcomes of individuals
- ✓ The Young Carers service in Flintshire has recently contributed to a regional piece of work where all Young Carers services across North Wales now use an

agreed assessment form which incorporates the 'What Matters' conversation tool. This will ensure that Young Carers across the region are meeting their personal outcomes and that services are consistent in their approach to assessment.

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 by:

- Creating essential additional services such as Step Up/Step Down beds providing choice when leaving hospital; and
- Maintaining the rate of delayed transfers of care for social care reasons.

What we did:

- ✓ 219 admissions were made into Step Up/Step Down beds. Of the 203 people discharged in the year, 93 people were able to return home or to a relative's home
- ✓ Single Point of Access has extended the time the service is available in the mornings and evenings
- ✓ Integrated Care Fund capital funding has been aligned with our capital programme. Welsh Government have confirmed the ongoing use of ICF revenue funding for existing projects.

3. Establish an Early Help Hub, involving all statutory partners and the third sector by:

- Establishing the Early Help Hub to provide effective and timely support to families; and
- Reducing referrals that result in "no further action".

What we did:

- ✓ The Early Help Hub now accepts direct referrals from partner agencies and professionals
- ✓ Since opening in July 2017, 595 families who would not otherwise have met thresholds for statutory services have been referred to the Early Help Hub
- ✓ Children's referrals where "No Further Action" was taken indicates that our rate of child protection referrals resulting in 'no further action' has reduced from 55% to 30%
- ✓ Initial evaluation of the Hub has been positive. A full evaluation of resources and outcomes will be undertaken in 2019.

4. Further develop dementia awareness across the county by:

- The number of dementia friendly cafes in Flintshire; and
- Increasing number of dementia friendly communities in Flintshire.

What we did:

- ✓ Flintshire has ten Dementia Cafes and four accredited Dementia Friendly Communities. We have 56 accredited Dementia Friendly Businesses, and additional organisations are achieving accreditation in the area; currently Aura

Leisure and Libraries and Theatr Clwyd are applying with support from Flintshire Social Services

- ✓ The Intergeneration Project with learners and people living with dementia has been completed in seven schools. The Creative Conversation research study has improved skills in 18 Care Homes in creatively communicating with people living with dementia using the arts. The Older People's Commissioner for Wales praised the Creative Conversation research study in her recent response to our requirement for action in the 'A Place to call Home' report.

Sub Priority: Safeguarding

Impacts / Well-being Objectives:

- 1) **Protecting people from the risk of any form of abuse.**
- 2) **Making communities safe places by working with partners to prevent crime, repeat crime and anti-social behaviour.**

Progress: GREEN Outcome: GREEN

During 2017/18 we said we would:

1. Strengthen arrangements within all Council portfolios to have clear responsibilities to address safeguarding by:
 - Increasing referral rates from within Council services other than Social Services
 - Completion of the online child and adult safeguarding module
 - Council employees completing safeguarding awareness training
 - Embedding processes and best practice across the Council
 - Reviewing corporate service policies and procedures to identify breadth and depth of safeguarding coverage; and
 - Implement the Safeguarding Policy across all Council services.

What we did:

- ✓ The number of referrals from within Council services other than social services has increased from 6 in 2016/17 to 14 in 2017/18. This represents a 57% increase from previous year
- ✓ Initial work programme has been completed by the Corporate Safeguarding Panel and the future work programme has been agreed
- ✓ The Corporate Safeguarding policy is in place and is being implemented. All actions identified in the Internal Audit report have been completed or are in progress.

2. Ensure that our response rates to referrals remain within statutory targets by:
 - Meeting statutory procedural targets for child and adult protection.

What we did:

- ✓ Following a realignment of resources in the Safeguarding Unit, 84% 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 or agency
- ✓ 91% of initial child protection conferences were completed within timescales; this was below our annual target of 95% but well above last year's performance of 74%, reflecting the efforts of the Safeguarding Unit to schedule conferences within the timescales wherever possible.

3. Preventative approach towards Child Sexual Exploitation (CSE) by:

- Developing a Corporate Plan linked to regional work to combat CSE; and
- Cascading of North Wales Police (NWP) CSE videos to all portfolios.

What we did:

- ✓ North Wales Police Child Sexual Exploitation (CSE) videos have been shared at Senior Management Team meetings 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.

4. Identify and address the signs and symptoms of domestic abuse and sexual violence by:

- Delivering the level 1 training programme for all Council employees
- Implementing training for Council employees to meet the requirements of the Domestic Abuse and Sexual Violence (DASV) National Training Framework; and
- The number of incidents of Domestic Abuse and Sexual Violence reported.

What we did:

- ✓ Internal presentations have been delivered across the Council on the training requirements. Chief Officers and Service Managers have supported the roll-out throughout the organisation
- ✓ 2017/18 has seen an increase in the reporting levels of domestic abuse and sexual violence. Greater numbers of victims are coming forward to report current and historic incidents, which demonstrates an increased confidence in the statutory agencies.

5. Strengthen regional community safety through collaboration and partnership arrangements by:

- Adopting and achieving the priorities of the North Wales Safer Communities Board Plan through formulation of a local delivery plan, which also includes locally identified priorities, and overseen by the Public Services Board.

What we did:

- ✓ The North Wales Safer Communities' Board Plan has been approved setting out the priorities and work plan for the statutory partners for the next three year period. Flintshire continues to take 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.

6. Ensure we meet the requirements of the North Wales Contest Board by:
- Developing a plan to identify and monitor progress of the Prevent Duties as outlined within Counter Terrorism and Security Act 2015.

What we did:

- ✓ The self assessment measuring 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.

Priority: Ambitious Council

Progress: **G** Outcome: **G**

Sub Priority: Business Sector Growth and Regeneration

Impacts / Well-being Objectives:

- 1) Sustaining economic growth through local and regional business development, employment and training sites.
- 2) Developing the transport infrastructure and employment sites and transport services, widening access to employment and training sites.
- 3) Creating a supply of diverse and quality training and employment opportunities.

Progress: **GREEN** Outcome: **GREEN**

During 2017/18 we said we would:

- 1) Submit the Regional Economic Growth Deal will to UK and Welsh Governments and will set out the main priorities for economic development across North Wales by:
 - Contributing to the development of a new governance framework for the North Wales Economic Ambition Board
 - The success of the region in achieving a Regional Growth Deal Bid for Government Investment in the regional economy
 - Developing a strategy for delivery of the parts of the Regional Growth Deal which will directly benefit Flintshire
 - Developing the Local Development Plan (LDP) economic strategy; and
 - Supporting the development of the Wales Advanced Manufacturing Institute by Welsh Government with a successful planning application

What we did:

- ✓ The Council continues to play 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 were prepared for submission to both Governments in April 2018.

- 2) Guide the development of the Deeside Enterprise Zone (DEZ) and Northern Gateway mixed use development site. Ensure that the developments maximise

economic and social value for the County and that they deliver the commitments made in the Regional Economic Growth Deal by:

- Providing clear and responsive guidance to potential developers within the DEZ and Northern Gateway
- Seeking a revised strategic framework from the Northern Gateway developers
- Completing Phase 1 enabling works by Welsh Government; and
- Securing Welsh Government agreement for Phase 2 and / or Phase 3 enabling works.

What we did:

- ✓ The Council is represented on the Deeside Enterprise Zone Board and has provided a responsive supporting function to the Board as required and to businesses in the Enterprise Zone
- ✓ The Council has actively worked 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 has announced investment of £20m in the development of the North Wales Advanced Manufacturing Institute which will be located on two campuses in Deeside.

3) Develop long term strategic approach to Council's economic estate and land by:

- Completing a review of the Council's economic estate and land.

What we did:

- ✓ A strategic review of our industrial and commercial estate was needed to ensure it is fit for purpose, provides key economic drivers, supports the aspirations of the Council and supports local business. A draft report was concluded with a final report issued at the end of May 2018.

4) Expand the scale and quality of apprenticeships both regionally and locally and make best use of the Apprenticeship Training Levy (ATL) by:

- Ensuring apprenticeships feature in the Regional Economic Growth Deal proposal.

What we did:

- ✓ The Council produced and distributed a film which encourages people to consider an apprenticeship in a STEM (Science, Technology, Engineering, Maths) field. This has been distributed widely within the county to reach as many young people as possible and has been viewed over 1,791 times via the online link
- ✓ To promote apprenticeships in the construction industry, the Council has been working closely with Wates, the Strategic Housing and Regeneration Programme (SHARP) development partner. The Council is engaged with the local college over the provision of learning attached to apprenticeships.

- 5) Develop a new approach to supporting town centre vitality and regeneration that maximises their role as shop windows for the County by:
- Developing and agreeing a multi-agency plan
 - Developing solutions for the productive use of land in town centres for retail, commercial, housing and complementary uses; and
 - Plan to identify options to diversify land use in town centres whilst maintaining their primary role as retail centres.

What we did:

- ✓ Initial scoping work was completed to look at options for the town centres in Flintshire including learning from other areas. This has continued into 2018/19 in more detailed development work.

- 6) Ensure the development of regional and local transport strategy and initiatives maximises the potential for economic benefits and improve access to employment and tourism destinations by:
- Ensuring that transport infrastructure features in the Regional Economic Growth Deal proposal
 - Plan the development of transport connections from the North East Wales Metro scheme to support wider economic development across Flintshire
 - Implementing the Deeside Plan for transport access to the principal employment sites
 - Inclusion of local transport priorities in the North Wales Economic Strategy and the North Wales Growth Deal Bid
 - The performance of the local and sub-regional economy with public sector interventions in investment.

What we did:

- ✓ The Deeside Plan was developed in early in 2017 and sets out ambitions for a transport infrastructure to maximise the potential for economic growth
- ✓ The viability of different options to improve the infrastructure for cars, rail passengers and cyclists is being assessed
- ✓ Welsh Government announced investment in the transport infrastructure in Deeside to improve the public transport infrastructure and to develop a new strategic route to link the A494 to the A55.

Priority: Learning Council

Progress: **G** Outcome: **G**

Sub Priority: High Performing Education

Impacts / Well-being Objectives:

- 1) Providing high quality learning opportunities and learning environments for learners of all ages.
- 2) Supporting children and younger people to achieve their potential.
- 3) Supporting learners from 3 to 18 years of age to aspire to high levels of educational attainment and achievement.

Progress: **GREEN** Outcome: **GREEN**

During 2017/18 we said we would:

- 1) Develop Education and Integrated Youth Services by:
 - Continuing to work with the Regional School Improvement Service (GwE)
 - Maintain relative performance in Mathematics, English/Welsh first Language and Core Subject Indicators at Key Stage 2 and Key Stage 3
 - Improving outcomes in Foundation Phase
 - Improving outcomes in Key Stage 4
 - Raising standards achieved by learners who are entitled to free school meals
 - Developing strategies to support broader well-being needs of children and young people
 - Improving attendance
 - Developing an effective local approach to national inclusion reforms
 - Implementing proposed reforms for the portfolio Pupil Referral Unit provision including relocation onto a single site to improve quality provision
 - Developing a sustainable strategy for the Flintshire Music Service; and
 - Embedding Welsh in the Education Strategic Plan
 - Maintaining levels of 16 year olds in education, employment and training above benchmark position; and
 - Further developing the Youth Engagement and Progression work programme for learners in danger of disengaging
 - Create a vibrant Youth Council to provide meaningful input from Flintshire young people to our democratic process
 - Developing and implementing a plan for the next phase of Schools Modernisation, through the 21st Century School programme
 - Maintaining a schedule of repairs and maintenance of school buildings

What we did:

- ✓ The Education and Youth Portfolio continued to work in partnership with the Regional School Improvement Service (GwE) to achieve the best possible educational outcomes for all learners
- ✓ Collaboration with the GwE Core Leads for Primary, Special and Secondary schools has provided targeted support for schools. Priorities have been focused on improving wellbeing and standards by developing curriculum and assessment, improving teaching and learning and building leadership capacity
- ✓ Flintshire schools have had access to an increased professional development offer through GwE which includes a regional offer for the development of digital competency
- ✓ 94% of Flintshire pupils aged 15 achieved Level .
- ✓ 65.8% of Flintshire pupils aged 15 achieved Level 2, 57% of these achieved Level 2 including English, Welsh and Maths
- ✓ 66.9% of Flintshire pupils aged 15 achieved A* - C in English or Welsh as a first language

2) Enhance skills to improve employment opportunities by:

- Working with the public, private and voluntary sectors to maximise the number of apprenticeships, traineeships and work experience opportunities
- Increasing training and apprenticeship opportunities through the Future works Flintshire Apprenticeship Academy and major capital programmes
- Strengthening and cultivating attractive routes into education for the workforce
- Embedding regional skills strategy for Science, Technology, English and Maths (STEM); and
- Securing schools' active participation in events and activities to promote the development of young people's work-related skills.

What we did:

- ✓ Welsh Government has developed a Digital Competency Framework and a working group has been established to support improved outcomes for more able and talented pupils. The group has focused on skill development and offers 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 offer accredited courses 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 through the 'Have a Go' initiative. These provide the opportunity for learners to engage in a range of practical activities
- ✓ 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 are engaged in this initiative and will provide work experience.

3) Implementing the Welsh Government pilot of the 30 hour childcare offer by:

- Implementation of the Childcare Pilot project plan
- The number of registered settings and the numbers of children accessing the offer.

What we did:

- ✓ The initial Early Implementation Schedule was completed. 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
- ✓ Since September 2017 payments to Settings have been processed in a timely manner. Expansion has been made into other areas. Welsh Government have acknowledged Flintshire's effective implementation of this pilot.

4) Families First Collaborative Programme by:

- Implementation of a Collaborative Families First strategy from 2017 - 2020
- Number of young people accessing the 'offer'.

What we did:

- ✓ For 2017/18 the 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) was granted and fully commissioned for an April 2018 start in line with Welsh Government's agreed transition time
- ✓ The third sector has been key to delivery and has been engaged in all development and provision. This includes utilising third sector buildings and producing efficiencies for the Council. The programme has ensured that the new provision is a resource for the Early Help Hub, an innovative multi-agency approach. The programme will add value to other provision and will offer early intervention and targeted support.

Priority: Green Council

Progress: **G** Outcome: **G**

Sub Priority: Sustainable Development and Environmental Management

Impacts / Well-being Objectives:

- 1) Enhancing the natural environment and promoting access to open and green spaces.
- 2) Reducing energy consumption and using and developing alternative/renewable energy production.
- 3) Maximising the recovery and recycling of waste.

Progress: **GREEN** Outcome: **GREEN**

During 2017/18 we said we would:

- 1) Improve, protect and enhance the built environment by:
 - Adoption of a Local Heritage Strategy.

What we did:

!! The Draft Flintshire Built Heritage Strategy was presented to the Planning Strategy Group in March 2018 where it was endorsed and agreed for further development to prepare for wider stakeholder and public consultation.

- 2) Manage our natural environment and accessible green-space networks to deliver health, well-being and resilience goals by:
 - Reviewing the rights of way improvement plan; and
 - Delivering projects set out within the ESD grant application.

What we did:

- ✓ All projects set out within the Environment and Sustainable Development grant application, including flood defence, biodiversity duty and green-space enhancement were completed
 - ✓ 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.
- 3) Maximising the potential of Council assets for energy efficiency: Control/reduction of Council energy consumption and thereby cost by:
 - Delivery of the renewable energy plan for the Council's estates and assets which was adopted in 2015
 - Reducing Council energy consumption
 - Increasing usage of environmentally efficient vehicles; and
 - Reducing our carbon footprint across our Council buildings (non-housing).

What we did:

- ✓ The battery storage system at Ysgol Abermorddu was due to be completed by the end of April 2018 and was operational for the peak generation period across the summer. Potential for battery storage at Brookhill and Standard solar farms/landfills is being explored.
- ✓ Lighting upgrades to seven schools and Wepre Park Visitors Centre were commissioned. The lighting project at Westwood Primary School was completed and has been converted to LED.
- ✓ To facilitate better control of heating and hot water a number of sites can now gain remote access to the heating systems. This also allows Officers to check that heating systems are turned off during school holidays. Heating control systems have been upgraded in Bryn Garth CP, Northop Hall CP and Westwood CP Schools and the Aston Family Centre.
- ✓ The business case and financial modelling for solar PV at Flint Landfill and Crumps Yard was progressed for decisions to be made in June 2018.

- 4) Maximise the recovery and recycling of waste with a view to reducing the reliance on landfill by:
- Improving recycling performance
 - Recycling rates per Household Recycling Centre (HRC); and
 - Modernisation of the HRC site network.

What we did:

- ✓ 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.

- 5) Strengthen regional air quality collaboration to help promote better health and well-being outcomes by:
- Developing a regional strategic approach to the collation of air quality data.

What we did:

- ✓ A regional air quality assessment on behalf of the North Wales local authorities has been undertaken. The need to develop a local strategy was highlighted by the Public Services Board, and work is underway to identify how Flintshire can further improve air quality. The Environment theme has now been adopted as a priority for the Public Services Board and included in the Flintshire Well-being Plan.

- 6) Identification of the Local Development Plan preferred strategy by:
- Adopting the Local Development Plan to support Sustainable Development and Environmental Management

What we did:

- ✓ The preferred strategy for the Local Development Plan (LDP) was approved and published for consultation for a six week period between November and December 2017. Consultation responses were presented to the Planning Strategy Group in February 2018 and minor amendments were approved. The Preferred Strategy provides a firm basis for more detailed work which will feed into the Deposit LDP.

Sub Priority: Safe and sustainable travel services

Impact / Well-being Objective: Developing the transport infrastructure and employment sites, and transport services, widening access to employment and training sites.

Progress: GREEN Outcome: GREEN

During 2017/18 we said we would:

- 1) Access and use available grant funding to support Council priorities for accessing employment, health, leisure and education by:
 - Successfully delivering projects and services through national grant funded schemes
 - Local Transport Fund
 - Rural Communities and Development Fund
 - Road Safety
 - Safe Routes
 - Bus Service Support Grant
 - Active Travel integrated network map; and
 - Development of sub-regional and Metro inter-modal transport projects.

What we did:

- ✓ All work for 2017/18 has been completed in line with grant funding awarded for the Local Transport Fund and Local Transport Network Fund. These include: active travel scheme designs (cycling/walking); traffic modelling, business case development and outline scheme designs for B5129 bus corridor; Quality Bus Partnership workshops and development; public transport infrastructure and vehicle procurement in Deeside
 - !! Additional funding is required for 2018/19 to undertake additional schemes and complete work on existing schemes.
- 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 by:
 - Monitoring the condition of the highways infrastructure
 - Undertaking inspections to ensure reinstatements meet the required standards and raise the standard of works undertaken on Flintshire's network; and
 - Delivery of the Highways Asset Management Plan.

What we did:

- ✓ 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.

3) Work closely with the communities to develop innovative and sustainable community based transport schemes by:

- Development of community based transport schemes within available funding; and
- Developing and supporting community based transport schemes to complement the core network of bus services.

What we did:

- ✓ Pilot schemes are underway in Higher Kinnerton-Broughton; Penyffordd-Buckley; Northop Hall-Connah's Quay and Treuddyn-Llanfynydd. Work is ongoing with the Town/Community Councils in Holywell, Trelawnyd, Carmel, and Whitford to develop the remaining pilot schemes. Next steps to develop the strategic core bus network and longer term local transport arrangements to be agreed during 2018/19.

4) Deliver a compliant, safe and integrated transport service by:

- Increasing the number of financially compliant contracts
- Increasing the number of safety compliant checks; and
- Ensure safety compliant checks for transport services are maintained.

What we did:

- ✓ A transformational review of the Council's passenger transport services over the last 2 years to ensure that all routes are compliant has been completed. 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.
- ✓ Work is underway with Procurement team to develop Proactis system as a contract management tool to monitor contractor performance, health and safety compliance, risk assessments, driver DBS (criminal records) checks, and insurance checks
- !! Further work is required during 2018/19 for re-procurement of college transport routes (Coleg Cambria) and mandatory training for operators, drivers, and passenger assistants.

Priority: Connected Council

Progress: **G** Outcome: **A**

Sub Priority: Resilient Communities

Impacts / Well-being Objectives:

- 1) Supporting local communities to be resilient and self-supporting.
- 2) Committing to resilient service models to sustain local public services.
- 3) Widening digital access to public services.

Progress: **GREEN** Outcome: **AMBER**

During 2017/18 we said we would:

1. Build stronger social enterprises with the sector itself leading development of the sector by:
 - Developing a strategy to grow existing social enterprises.

What we did:

- ✓ To help grow the sector and sustain itself specific contracts and community benefits work was 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 plans for developing tools for the social enterprise sector have been shared with the Public Services Board and is forming part of their Community Resilience Action Plan. Funding has been secured for extending the post of the Social Enterprise Officer and work is currently taking place to develop an action plan for the next 12 months
2. Grow the capacity of the social enterprise sector and Alternative Delivery Models (ADMs) to become more self-sustaining by:
 - Monitoring the level of efficiencies ADMs have supported
 - Establishing two new social enterprises operating in Flintshire through the ADM and Community Asset Transfer Programme; and
 - Monitoring community benefits delivered by Community Asset Transfers.

What we did:

- ✓ 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 (ADMs) and Community Asset Transfer Programme
- ✓ With the establishment of the Home Farms Trust contract (HFT) which began on 1st February 2018, three Alternative Delivery Models (ADM's) have been

established to operate council services in the past 12 months. These are Aura Leisure and Libraries (operated from 1 September 2017) and NEWydd Catering and Cleaning (operated from 1 April 2018)

- ✓ To ensure the organisations become more sustaining, regular review meetings take place including formal partnership boards. A number of meetings and reviews have now been completed with the remainder to be completed by the summer
- ✓ Meetings have been held with organisations who had asset transfers between 2015 -2017 and first year reports have been provided on community benefits. Second Year Review Meetings were held in March 2018.

3. Implement the Digital Strategy and resources to meet future customer needs by:
- Developing an action plan to improve community access to digital services and to raise skill levels; and
 - Reviewing the Charter between Welsh Government and the Council for digital business to maximise the value of WG support to businesses in the County.

What we did:

- ✓ The first year of the five year Digital Strategy programme of work has concluded. 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, is to be the primary focus for the Digital Strategy due to the opportunities it brings to the public and potential for savings to be made.

4. Ensuring and delivering community benefits by:
- Establishing a Community Benefits Board with an action plan
 - Work with the third sector to increase its capacity to successfully bid for and undertake contracts on behalf of the Council
 - Monitoring the percentage of community benefit clauses included in new procurement contracts.

What we did:

- ✓ The Council developed a new Community Benefits Strategy approved in October 2017
- ✓ A Community Benefits Delivery Plan template has been developed which will assist the service commissioners to identify and target relevant Community Benefits. A new Commissioning Form has also been developed which requires Commissioners to complete for all contracts above £25,000 and the completed form is scrutinised by the Corporate Procurement Service for Community Benefits inclusion
- ✓ During Quarter 4, 14 projects under £1m were procured of which 5 projects included Community Benefits which represents 36% of the total contracts

procured under £1m. Due to reporting difficulties we are not able to quantify figures prior to Quarter 4

- ✓ Considerable progress has been made in delivering social value for contracts below £1m and we expect this momentum to continue in the 2018/19 financial year as the use of the Delivery Plan template is used more widely.

5. Enabling the third sector to maximise their contribution by:

- Increasing the number of volunteering placements

What we did:

- ✓ 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 delivered 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. Work is continuing to enable commissioners to procure to the third sector.

6. Ensure our Armed Forces Community and their families are not disadvantaged when accessing Council Services by:

- Revising portfolio policies to reflect the ambitions of the Armed Forces Covenant
- Achieving Silver status for our Employee Recognition Scheme; and
- Optimising the value of the regional grant monies to support a two year programme.

What we did:

- ✓ The partnership group driving the work of Flintshire's Armed Forces Covenant forward has made good progress over the year
- ✓ The silver award for the Employee Recognition Scheme was awarded, marginally missing the gold award
- ✓ Within the Council improvements to policy and practise include; a new policy for Reservists in the Council supported with an additional two weeks annual leave to attend services-related training; revision of the Council's Recruitment Policy to include a guaranteed interview to all veterans meeting the essential criteria. In addition, 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, 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
- ✓ The two Armed Forces Liaison Officers appointed for regional co-ordination of the 6 County Covenants have positively impacted on the good progress made.

!! The outcomes of the progress made this year have still to be determined, hence the Amber 'Outcome' rating.

7. Getting Flintshire active through partnership objectives via the Public Services Board by:

- Increasing participation in activities that contribute to physical and mental well-being including libraries, theatre and countryside
- Increasing community assets
- Identity and equality of participation.

What we did:

✓ The Public Services Board's (PSB) Well-being Plan has five priority areas of work: Community Resilience, Healthy and Independent Living, Environment, Community Safety, and Economy and Skills.

!! 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 has not shown immediate impact in-year, hence the amber rating for outcome.

Priority: Serving Council

Progress: **G** Outcome: **A**

Sub Priority: Effective Resource Management

Impacts / Well-being Objectives:

- 1) Continuing to be a high performing and innovative public sector organisation with social values.
- 2) Providing high quality, accessible, responsive and cost effective public services.

Progress: **GREEN** Outcome: **AMBER**

During 2017/18 we said we would:

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 by:
 - Increasing achievement rate of the budgeted efficiency targets to 95%
 - Revising our plan to meet the relevant funding gap for 2017 / 2022
 - Matching our priorities with revenue and capital investment
 - Ensure sustainable business plans for service portfolios; and
 - Develop a range of operational financial performance indicators.

What we did:

- ✓ The financial forecast for 2018/19 was completed and the budget set. Although it is challenging to provide a Medium Term Financial Strategy (MTFS) for a 5 year period with such uncertainty over future national funding levels a strategy for 2019/20 to 2021/22 is currently in development. The medium term forecast is being reviewed and concentration is on 2019/20. A report on the initial forecast was considered by Cabinet in April 2018.
2. Through the People Strategy we aim to operate effectively as a smaller organisation by:
 - Improving attendance
 - Increasing the number of managers and employees attending and accessing stress related / management programmes
 - Percentage of employees who have secured employment following completion of apprenticeship training
 - A single consolidated workforce plan and supporting action plan
 - Attainment of appraisal targets.

What we did:

- ✓ Good progress in delivering the key priority areas of the People Strategy has been made

- ✓ Our employees continue to face significant change as a result of further funding cuts, service reviews and the loss of 82 colleagues as a result of both voluntary and compulsory redundancies
 - ✓ The sickness absence out-turn for 2017/18 is 8.89 days per Full Time Employee (FTE) which exceeds our target of 9.00 days per FTE. The top three reasons for absence are stress / depression / anxiety, infections and musculoskeletal. We have taken a pro-active approach to helping managers and staff identify stress/anxiety in themselves and others and how to access the various options of support provided by the Council
 - ✓ 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 hierarch
 - ✓ Supporting the transition into alternative delivery models remains a priority, as does the continued development of the following work streams; Reward, Recognition and Well-being. A number of initiatives under this theme have been delivered, most notably the introduction of an Employee Assistance Programme (EAP) via CareFirst which provides access to professionally qualified Counsellors and Information Specialists, experienced in helping people to deal with all kinds of practical and emotional issues such as well-being, family matters, relationships, debt management, workplace issues 24/7, 365 days a year.
3. Maximise benefits from spending power through optimised purchasing efficiencies by exploiting technology and making efficient use of local, regional and national procurement arrangements by:
- Percentage of goods, services and works procured through purchasing arrangements established by the National Procurement Service (NPS)
 - Percentage of Council spend with Welsh businesses
 - Percentage of Council spend with Flintshire businesses; and
 - Percentage of Council spend with businesses within the Mersey Dee Alliance.

What we did:

- ✓ The joint procurement service between Flintshire and Denbighshire continues to identify opportunities for collaborative working to maximise economies of scale. Currently 10 collaborative projects have been procured jointly across both Councils, with another 10 projects identified
- ✓ Use of national collaborative arrangements through the National Procurement Service has meant that a total spend of £4.8m was utilised across the Council and Flintshire Schools resulting in £114,000 of actual and cost avoidance efficiency savings
- !! The take up of framework agreements and efficiency savings arising from the National Procurement Service is lower than anticipated due to the fact that the framework agreements that have been awarded do not always provide value

for money and occasionally their use would be detrimental to local supply chains

- ✓ Welsh Government commissioned a review of the National Procurement Service with the aim of developing a new Target Delivery Model. The review is scheduled to be completed by September 2018
- ✓ The PROACTIS electronic tendering and contract management system continues to be rolled out across the Council, with 200 officers having now been trained to use the system. The system is expected to provide process efficiencies as part of the tendering process, reducing timescales and ensuring compliance with the regulatory procurement framework. This in turn will negate the risk of receiving any supplier legal challenges due to potential procurement procedures not being followed.

4. Develop and deliver a programme of activity to support local businesses, increasing their capacity and competency to respond to Council contracts by:

- Developing a programme to support local businesses
- Developing and delivering training and support to improve the inclusion of community benefits in Council contracts; and
- Developing a system to record and monitor community benefits centrally.

What we did:

- ✓ Extensive research has been undertaken to identify best practice recommendations across multiple government and industry reports to make procurement processes more supplier friendly
- ✓ A total of 62 best practice recommendations were identified from the research of which 39 recommendations (100%) have been completed in Year 1 as part of a 3 year Local Supplier Development Implementation Action Plan
- ✓ Partnership working across the Council has facilitated more support for local suppliers to compete for Council contracts. Joint initiatives commenced such as reviewing the amount of procurement spend outside Flintshire and North Wales, which could potentially be sourced from local suppliers
- ✓ 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
- ✓ Regular dialogue / meetings with Business Wales to provide tendering support to suppliers on individual tender projects has been well received by suppliers and contractors. Local suppliers have been provided with the opportunity to access support on the PROACTIS e-tendering portal and access direct support from Business Wales consultants in updating or developing various policy documents required as part of the tender process
- ✓ Streamlining our current procurement processes to make it easier for suppliers to bid is part of a comprehensive review. The revised approach will ease the administrative burden on suppliers when responding to tender opportunities.

5. Delivery of key annualised objectives from the Digital Strategy and Customer Strategies by:

- Increasing the number of services available online and via the Flintshire App
- Increasing the number of completed transactions using online services
- Responding to customer feedback ensuring information is accessed at first point of contact online
- Development of action plans to deliver the Digital Strategy
- Deliver agreed actions from the Digital Strategy for 2017/18
- Improved digital infrastructure access for homes and business across the County.

What we did:

- ✓ The Council agreed a strategic approach to developing Customer Services and enhancing our use of digital technology in March 2017
- ✓ Work has been undertaken to review how customers contact the Council now, and opportunities to enhance access in the future
- ✓ The Customer Service and Digital Flintshire strategies are being managed as a transformation programme and a report was approved by Cabinet on 20 February, 2018 that outlined how the Customer Service (and Digital Flintshire) strategy will be delivered
- ✓ Delivery of our objectives is an on-going transformation programme; an action plan has been approved to deliver in three phases. A significant milestone was the launch of a Customer Account in March 2018 which will be extended to members of the public in June following a period of review internally. The merge of two Contact Centres in January 2018 also demonstrates our commitment to improving the way telephone contact is managed.

6. Delivery of key annualised objectives from the Capital and Asset Management Strategy by:

- Continuation with the programme of asset rationalisation, ensuring that assets retained are effective, efficient and sustainable to deliver services
- Identify and consider options available to fund capital expenditure that minimises ongoing revenue implications of new and existing investments
- Establish effective arrangements for managing capital projects including assessment of outcomes and achievement of value for money

What we did:

- ✓ The refresh of the Capital and Asset Management Strategy has been placed on hold pending release of guidance from CIPFA which will need to be reflected in any revised strategy document. There are no risks or issues to the Council in adopting this approach as the contents of the current strategy are still relevant.

Section 3

Equality

The Council takes seriously its duty to promote equality, eliminate discrimination and foster good relations through all its activities. The Council published an updated Strategic Equality Plan in 2017; this is being incorporated into CAMMS (Performance management system) to ensure that progress and achievements can be monitored more effectively and regular updates provided.

Welsh Language Standards (WLS)

The Council is committed to meeting the Welsh Language Standards ensuring that we can provide high quality services in both English and Welsh. The Welsh Language Promotion Strategy has been drafted and subject to consultation.

Partnership and Collaboration Activity

Flintshire has a longstanding and proud track record of partnership working. The communities it serves expect the statutory and third sector partners to work together, to work to shared priorities and, through collective effort, to get things done. The Public Services Board, is at the heart of promoting a positive culture of working together and concentrates energy, effort and resources on some of the big social issues of today.

The Flintshire Public Services Board was established on 1st April 2016 as a result of the “Well-being of Future Generations (Wales) Act” coming into effect. The Flintshire PSB is made up of senior leaders from a number of public and voluntary organisations: Flintshire County Council, Betsi Cadwaladr University Health Board, Natural Resources Wales, North Wales Fire & Rescue Services (statutory members), North Wales Police, Public Health Wales, Flintshire Local Voluntary Council, Coleg Cambria, Glyndwr University, Wales Community Rehabilitation, National Probation Services Wales, Police & Crime Commissioner and Welsh Government (invited PSB members). Together these organisations are responsible for developing and implementing the Well-being Plan for Flintshire published in May 2018.

Whilst the PSB realise there is much that could be done to add value to public services and to the communities of Flintshire and have identified a number of priorities for 2017/18 that support the seven goals of the “Well-being of Future Generations (Wales) Act”.

Regulation, Audit and Inspection

The Council is regulated by a number of organisations throughout the year. These include, amongst others the Wales Audit Office (WAO), Estyn for Education and the Care and Social Services Inspectorate (CSSIW).

The WAO publish an annual report on behalf of the Auditor General for Wales called the Annual Improvement Report. This report summarises the outcomes of all work that the WAO have undertaken during the year.

Corporate Health and Safety

The Council is committed to its duties and responsibilities as an employer for health and safety. The management of workplaces that are safe to the health of all Council employees, sub-contractors, stakeholders and members of the public is one of our main priorities. To meet this priority we plan to meet the requirements of the Health and Safety at Work Act 1974 and other associated legislation as far as is reasonably practicable.

Appendices

Appendix A – Council Plan 2017/18 Risk Register

Appendix B – National Indicators Data Table

Appendix C – Flintshire County Council's Well-being Objectives alignment to the national Well-being Goals

Appendix D – Glossary of Terms

Feedback and how to Obtain Further Information

There are a number of related documents which support this Annual Performance Report. These can be obtained through the following links:

- Flintshire County Council Plan 2017/18
- Flintshire Social Services Annual Performance Report 2017/18
- Annual Strategic Equality Plan Report 2017/18
- Welsh Language Monitoring Report 2017/18

Thank you for reading our Annual Performance Report for 2017/18

A public summary of this report will be published before December and will be available on the Council's website and via electronic promotion.

Your views and suggestions about how we might improve the content and layout of the Annual Performance Report for future years are welcome.

In addition, should you wish to know more about our priorities for this year onwards please read our Council Plan 2018/19. Again, your views about future priorities, plan content and layout are welcome.

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