



---

# Annual Performance Progress Report



Flintshire County Council







*Print Date: 11-Jul-2019*

## Connected Council

### Actions

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
5.1.1.1 Build stronger social enterprises with the sector itself leading development of the sector	Cher Lewney - Digital Customer & Community Resilience Programme Manager	In Progress	01-Apr-2017	31-Mar-2019	95.00%	 GREEN	 GREEN
<p><b>ACTION PROGRESS COMMENTS:</b></p> <p>There are estimated to be around 40 Social Enterprises operating across Flintshire. A network has been created to enable them to meet up and learn from each other. A framework for health checks has been created and offered to social enterprises to give them assurance and advice regarding their long term viability. This is optional and has not yet been adopted, but will continue to be offered and promoted. Growth of social enterprises in the current financial year is expected to exceed targets, with a number of very positive examples of social enterprises winning business awards in Flintshire in recent months in categories also open to private sector companies. Social enterprise is thriving in Flintshire and, linked to the community resilience priority within Flintshire's Wellbeing Plan, will continue to be supported to grow. Ambitions for the future include building on private sector links, as trialled with Galliford Try, and linking into social value opportunities to provide proactive support to social enterprises to work with their communities.</p> <p>Last Updated: 17-Apr-2019</p>							



ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
5.1.1.2 Grow the capacity of the social enterprise sector and Alternative delivery Models (ADMs) to become more self-sustaining.	Cher Lewney - Digital Customer & Community Resilience Programme Manager	In Progress	01-Apr-2017	31-Mar-2019	95.00%	 GREEN	 GREEN
<p><b>ACTION PROGRESS COMMENTS:</b></p> <p>The framework to support and enable Social Enterprises (SE) in Flintshire is developing, with health check tools and networks in place to support ongoing resilience. A first networking event between social enterprise and private sector businesses was held in November 2018 to begin to identify opportunities for partnership working and cross-business support. Eighteen arrangements were identified from the first meeting. We are also seeking Social Enterprise accreditation for Flintshire to provide a framework against which we can check the support we provide. Monitoring and reporting arrangements are also in place for key Alternative Delivery Models, such as Aura and Holywell Leisure Centre to ensure that progress is clearly understood on an ongoing basis while the businesses establish themselves following transfer. The social value framework which is being developed under the banner of Community Resilience will provide an opportunity to access additional resource and investment to support SEs to tackle key issues and provide vital support in communities across Flintshire. This could be in many forms including funding, mentoring, pro bono work and supply of materials.</p> <p>Last Updated: 17-Apr-2019</p>							

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
5.1.1.4 Ensuring and delivering community benefits	Cher Lewney - Digital Customer & Community Resilience Programme Manager	In Progress	01-Apr-2017	31-Mar-2019	95.00%	 GREEN	 GREEN

**ACTION PROGRESS COMMENTS:**

A Community Benefits Working Group has been established in the Council to develop an approach for the ongoing management of community benefits (social value) which is both cost effective and sustainable. A report was submitted to Chief Officers in January 2019 submitting options for the ongoing management and growth of an approach, and evaluating the potential return on investment from different options. This report has been informed by consultation with partners, who unanimously agreed during discussions that development of a robust approach has potential to deliver significant return for Flintshire if it is designed and progressed properly. It has been agreed that a Social Value Officer will be recruited to manage this agenda and work is underway to define a framework of Public Services Board, corporate and community priorities which will underpin investment by contractors. In this way, we can maximise the impact that social value can have in supporting delivery of agreed priorities for the benefit of our communities. Work is also underway to procure a system to underpin the management of social value to ensure we can be transparent and fully evaluate the impact we are having. This will get properly underway through 2019-20.



Last Updated: 18-Jun-2019



ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
5.1.1.5 Enabling the third sector to maximise their contribution.	Karen Armstrong - Corporate Business and Communications Executive Officer	In Progress	01-Apr-2017	31-Mar-2019	80.00%	 GREEN	 GREEN

**ACTION PROGRESS COMMENTS:**


Social Value Strategy developed and approved with specific social objectives enabling the social sector to show their unique delivery and value against. Flintshire Local Voluntary Council (FLVC) and the Communities First Social Enterprise Officer are delivering specific support to the sector including supporting any further 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 have been prioritised and showcased. Work is continuing to enable commissioners to procure to the third sector with the recent procurement of support from the third sector for disability based services as an example. Through the Compact group a review of third sector core funding arrangements is almost complete to maximise opportunities and contribution of the sector.

Last Updated: 16-Aug 2019

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
5.1.1.6 Ensure our Armed Forces Community and their families are not disadvantaged when accessing Council Services	Karen Armstrong - Corporate Business and Communications Executive Officer	In Progress	01-Apr-2017	31-Mar-2019	75.00%	 GREEN	 AMBER
<p><b>ACTION PROGRESS COMMENTS:</b>            Much progress has been made during the year. We have been awarded the Silver Award for the Ministry of Defence's Employee Recognition Scheme; being very close to gaining the Gold Award. The Award Ceremony was held in November in Cardiff and was recognised at County Council in January. Many community projects to commemorate the Centenary of WW1 have been supported and promoted. Grants have been applied and awarded for 2 specific partnership projects; one in Talacre and one in Connah's Quay. Work is underway to plan for the 75th D Day celebrations in June. The Annual Report has been published. The partnership Covenant group has been split into two parts; i) Strategic and ii) networking across partners.</p> <p>Last Updated: 01-Apr-2019</p>							

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
5.1.1.7 Ensure that the Council maximises its contribution to achieving the priorities of the Public Services Board's Well-being Plan	Karen Armstrong - Corporate Business and Communications Executive Officer	In Progress	01-Apr-2017	31-Mar-2019	75.00%	 GREEN	 AMBER
<p><b>ACTION PROGRESS COMMENTS:</b>            The Public Services Board continues to perform well against the objectives (priorities) of the Well-being Plan - which is monitored twice yearly. At the last meeting of the Board in May, 4 of the 5 priorities were tracked as making good progress. It was agreed that the 'Economy' priority would be 'stood down' for now as most of the in-year activities are regionally led; it will be picked up again once decisions and actions become more localised. A regional workshop was arranged with Town and Community Councils to support and provide direction for their responsibilities to explore joint working opportunities.</p> <p>Last Updated: 18-Jun-2019</p>							

## Performance Indicators


KPI Title	Previous Year Actual	Actual	Performance Indicator Trend	Target	Performance RAG
IP5.1.2.1M01 Number of assets sustained through the CAT programme	33	78	↑	33	 GREEN

**Lead Officer:** Neal Cockerton - Chief Officer - Housing and Assets

**Reporting Officer:** Yvonne Stacey - Property Technical Administrator

**Progress Comment:** The total number of assets in the CAT programme is 78. The breakdown of this is, 52 CAT's at Business Case Development Stage, 13 CAT's at the Legal Stage (not completed) and 13 Legally Completed Stage. During the year 172 CAT's have dropped out naturally or due to complications.

Last Updated: 02-May-2019


KPI Title	Previous Year Actual	Actual	Performance Indicator Trend	Target	Performance RAG
IP5.1.3.1M01 Percentage of contracts over £25,000 that include Community Benefit clauses	No Data	26.68	N/A	20	 GREEN

**Lead Officer:** Neil Ayling - Chief Officer - Social Services

**Reporting Officer:** Lee Evans - Procurement Systems Officer and Data Analyst

**Progress Comment:** Q1 - 5 of the 6 contracts awarded. Q2 - 8 of the 15 contracts awarded. Q3 1 of the 3 Contracts awarded and Q4 -3 of the 12 contracts awarded

Last Updated: 30-Apr-2019

KPI Title	Previous Year Actual	Actual	Performance Indicator Trend	Target	Performance RAG
IP5.1.4.1M01 Third Sector playing a major role in 4 community resilience programmes: CATS's, Social Prescribing , Holway area work; Shotton area work	No Data	4	N/A	4	 GREEN


**Lead Officer:** Neil Ayling - Chief Officer - Social Services

**Reporting Officer:** Cher Lewney - Digital Customer & Community Resilience Programme Manager

**Progress Comment:** Steady progress is being made in all 4 areas of community resilience; especially the Holway area work where a successful community event took place involving all generations and tenures. This needs to be maintained and continues to be an active partnership activity.

The other 3 areas of resilience work continue to be developed at the relevant pace.

Last Updated: 26-Oct-2018


KPI Title	Previous Year Actual	Actual	Performance Indicator Trend	Target	Performance RAG
IP5.1.5.1M01 Percentage of key Council activities from the Flintshire Well-Being Plan delivered	No Data	100%	N/A	95	 GREEN

**Lead Officer:** Colin Everett - Chief Executive

**Reporting Officer:** Karen Armstrong - Corporate Business and Communications Executive Officer

**Progress Comment:** All Council Plan activities which are shared with our partners as part of the Public Services Well-being Plan are monitored quarterly. At the Public Services Board meeting in July, all actions had been progressed in accordance with the Delivery Plan. The Annual Report for the Well-being Plan summarises the achievements made during the year.

Last Updated: 16 – Aug 2019

KPI Title	Previous Year Actual	Actual	Performance Indicator Trend	Target	Performance RAG
IP5.1.6.2M02 (PAM/017) Number of visits to leisure centres per 1000 population	7159.79	7732.26	↑	7492.15	 GREEN


**Lead Officer:** Colin Everett - Chief Executive

**Reporting Officer:** Paul Jones - Business Improvement & Performance Manager

**Progress Comment:** Aura's total figure excludes participation figures for two sites, Connah's Quay Swimming Pool and Holywell Leisure Centre, both community asset transfers, which were managed by Flintshire County Council pre-30 May 2016 and pre-1 April 2017 respectively. Both sites combined were previously responsible for over 300,000 visits per year.

Aura's Business Plan for 2018/19 included a target to increase participation by 5% (or 7,492.15 per 1,000 pop.). Aura actually achieved an increase in participation of 8.37%.

Last Updated: 15-May-2019


KPI Title	Previous Year Actual	Actual	Performance Indicator Trend	Target	Performance RAG
IP5.1.6.3M03 The amount of grant funding successfully awarded to support local Flintshire Schemes	No Data	67368	N/A	10000	 GREEN

**Lead Officer:** Karen Armstrong - Corporate Business and Communications Executive Officer

**Reporting Officer:** Fiona Mocko - Strategic Policies Advisor

**Progress Comment:** There have been three additional submissions for grants which have been successful, resulting in grants of £42000 for Flintshire projects. These include grants for Connah's Quay High School and Ysgol Maes Garmon and a grant for an external organisation based in Flintshire who will be providing services for Veterans.

Last Updated: 02-Apr-2019

KPI Title	Previous Year Actual	Actual	Performance Indicator Trend	Target	Performance RAG
IP5.1.6.4M04 Number of Council policies revised to take account of the Armed Forces Covenant	2	4	↑	2	

**Lead Officer:** Karen Armstrong - Corporate Business and Communications Executive Officer



**Reporting Officer:** Fiona Mocko - Strategic Policies Advisor



**Progress Comment:** The Armed Forces Reserves policy has been reviewed and updated to include Cadet Forces Adult Volunteers, allowing employees who are volunteers with Cadet Forces additional time off for their annual training with the Ministry of Defence. Human Resources are now capturing information on the number of Veterans who apply for and obtain posts within the Council.

Last Updated: 02-Apr-2019




## 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	Neil Ayling - Chief Officer - Social Services	Cher Lewney - Digital Customer & Community Resilience Programme Manager			↔	Open
<p><b>Potential Effect:</b> Lack of capacity to and desire of the sector resulting in unsustainable community and social sector projects such as Community Asset Transfers and Alternative Delivery Models</p> <p><b>Management Controls:</b> Work with Flintshire Community Voluntary Sector, Co-operative Wales, and local community groups and social enterprises to develop skills.</p> <p><b>Progress Comment:</b> Sustained progress on growth of the social sector with development of new Community Asset Transfers and Alternative Delivery Models. The emphasis will now be on sustaining this delivery and maximising its impact. Regular review meetings and partnership board meetings are in place.</p> <p>Last Updated: 17-Apr-2019</p>						

RISK TITLE	LEAD OFFICER	SUPPORTING OFFICERS	INITIAL RISK RATING	CURRENT RISK RATING	TREND ARROW	RISK STATUS
Market conditions which the new alternative delivery models (ADM's)face	Neil Ayling - Chief Officer - Social Services	Cher Lewney - Digital Customer & Community Resilience Programme Manager			↔	Open
<p><b>Potential Effect:</b> More competition from other agencies or decreasing use of the services means they are in the future unsustainable</p> <p><b>Management Controls:</b> Continue to work with the Alternative Delivery Models (ADM's) to grow their entrepreneurial skills and meet with them annually at least to review progress</p> <p><b>Progress Comment:</b> Established reviews are planned with each of the Alternative Delivery Models. Two reviews have taken place with Aura Leisure and Libraries and concluded that the first year business plans have been delivered. Second year business plans are currently underway.</p> <p>Last Updated: 01-Jul-2019</p>						



RISK TITLE	LEAD OFFICER	SUPPORTING OFFICERS	INITIAL RISK RATING	CURRENT RISK RATING	TREND ARROW	RISK STATUS
Limitations on public funding to subsidise alternative models (ADM's)	Neil Ayling - Chief Officer - Social Services	Cher Lewney - Digital Customer & Community Resilience Programme Manager				Open
<p><b>Potential Effect:</b> Reductions in funding to these models by the public sector resulting in the new to stop or close services and facilities</p> <p><b>Management Controls:</b> Support to Alternative Delivery Models (ADM's) to ensure their financial plans are resilient if public funding decreases</p> <p><b>Progress Comment:</b> Review meetings are providing an update on the future financial context so organisations can plan for potential reductions when appropriate. Business Plans for 2019/20 are currently being prepared and shared with the Council and these will identify if funding for the future enables the organisations to be sustainable. These plans show funding levels for organisations moving forward into 2019/20 are sustainable.</p> <p>Last Updated: 02-Jul-2019</p>						

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	Gareth Owens - Chief Officer - Governance					Open
<p><b>Potential Effect:</b> Social and third sector organisation not able to grow through the winning of new contracts</p> <p><b>Management Controls:</b> Work with procurement and commissioning teams to identify the most effective way of working with the community and third sectors. The emerging social value policy will enable us to place greater emphasis on the importance of third sector bodies thereby increasing their chances of winning contracts.</p> <p><b>Progress Comment:</b> The recently approved social value policy will enable the Council to place greater importance on the third sector when awarding contracts which will help the sector to secure work. It is possible to ring fence contracts to third sector providers and the Council will identify opportunities where this is appropriate for forthcoming procurement exercises.</p> <p>Last Updated: 02-Jul-2019</p>						

RISK TITLE	LEAD OFFICER	SUPPORTING OFFICERS	INITIAL RISK RATING	CURRENT RISK RATING	TREND ARROW	RISK STATUS
Newly established Social Enterprises and Community Asset Transfers failing in their early stages of development.	Neil Ayling - Chief Officer - Social Services	Cher Lewney - Digital Customer & Community Resilience Programme Manager	 Amber	 Amber		Open

**Potential Effect:**

**Management Controls:** Open book accounting by key social enterprises with the council and where issues identified cooperative work to resolve these.

**Progress Comment:** Review meetings have been held with all Community Asset Transfers (CATs) that transferred 2015-17. The second year review meetings are now complete as are the first reviews for organisations that took on Community Asset Transfers after 1 April 2017.

Last Updated: 02-Jul-2019