



# Performance Progress Report



Flintshire County Council



# **Connected Council**

## 5 Connected Council

### Actions

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
5.1.1.1 Build stronger social enterprises with the sector itself leading development of the sector	Neil Ayling - Chief Officer - Social Services	In Progress	01-Apr-2017	31-Mar-2019	50.00%	 GREEN	 GREEN
<p><b>ACTION PROGRESS COMMENTS:</b>            There are estimated to be around 40 social enterprises operating across Flintshire currently and 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.</p> <p>Last Updated: 19-Nov-2018</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.	Neil Ayling - Chief Officer - Social Services	In Progress	01-Apr-2017	31-Mar-2019	50.00%	 GREEN	 GREEN
<p><b>ACTION PROGRESS COMMENTS:</b>            As above, the framework to support and enable social enterprises in Flintshire is developing, with health check tools and networks in place to support ongoing resilience. 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 ADMs, 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.</p> <p>Last Updated: 02-Nov-2018</p>							

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
5.1.1.4 Ensuring and delivering community benefits	Neil Ayling - Chief Officer - Social Services	In Progress	01-Apr-2017	31-Mar-2019	50.00%	 GREEN	 GREEN

**ACTION PROGRESS COMMENTS:**

A Community Benefits Working Group has been established to develop an approach for the ongoing management of community benefits which is both cost effective and sustainable. A report is expected to be submitted to Chief Officer Team with a proposal in December 2018, which will look to capture, monitor and evaluate contractual community benefits as well as providing a framework potentially for the evaluation of 'softer' community benefits delivered by community resilience-type activity. A meeting is scheduled with partners in November to understand how others are managing community benefits and identify arrangements already in place which can be used to develop a shared Flintshire-wide approach.

Last Updated: 19-Nov-2018



ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
5.1.1.5 Enabling the third sector to maximise their contribution.	Karen Armstrong - Corporate Business and Communications Executive Officer	In Progress	01-Apr-2017	31-Mar-2019	50.00%	 GREEN	 AMBER

**ACTION PROGRESS COMMENTS:**

A Community Benefits Strategy has been developed with specific social objectives that enable the social sector to show their unique delivery and value. Flintshire Local Voluntary Council (FLVC) and the Communities First Social Enterprise Officer are delivering specific support to the sector including supporting the 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 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 underway to maximise opportunities and contribution of the sector.

Last Updated: 20-Nov-2018

## Performance Indicators

KPI Title	Pre. Year Period Actual	Period Actual	Period Target	Perf. RAG	Perf. Indicator Trend	YTD Actual	YTD Target	Outcome RAG
IP5.1.1.1M01 Number of social enterprises applying for a Flintshire Business Award	No Data	7	5	 GREEN	N/A	7	5	 GREEN



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

**Reporting Officer:** Niall Waller - Service Manager - Enterprise and Regeneration

**Aspirational Target:**

**Progress Comment:** A total of 7 social enterprises applied for a Flintshire Business Award, they were; Groundworks, No 1 Strength and Fitness, Cambria Aquatics, Art and Soul Tribe, Flint Refurbs, Aura Wales and Caffi Isa.

Last Updated: 31-Oct-2018

KPI Title	Pre. Year Period Actual	Period Actual	Period Target	Perf. RAG	Perf. Indicator Trend	YTD Actual	YTD Target	Outcome RAG
IP5.1.3.1M01 Percentage of contracts over £25,000 that include Community Benefit clauses	No Data	69	20	 GREEN	N/A	69	20	 GREEN



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



**Reporting Officer:** Arwel Staples - Procurement Business Partner - Strategic Procurement



**Aspirational Target:**

**Progress Comment:** A Draft Community Benefits Policy and Guidance Note has been drafted for consultation internally. The Policy once adopted will make it mandatory for community benefits to be included in contracts above £25k. The Guidance note will also provide commissioners with sample Invitation to Tender questions and a sample tender evaluation methodology. This will therefore facilitate further adoption of community benefits for contracts above £25k.

Last Updated: 29-Oct-2018

KPI Title	Pre. Year Period Actual	Period Actual	Period Target	Perf. RAG	Perf. Indicator Trend	YTD Actual	YTD Target	Outcome RAG
IP5.1.4.1M01 Third Sector playing a major role in 4 community resilience programmes: CATS's, Social Prescribing , Holway area work; Shotton area work	No Data	4	2	 GREEN	N/A	4	2	 GREEN
<p><b>Lead Officer:</b> Neil Ayling - Chief Officer - Social Services  <b>Reporting Officer:</b> Karen Armstrong - Corporate Business and Communications Executive Officer  <b>Aspirational Target:</b>  <b>Progress Comment:</b> 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.</p> <p>Last Updated: 26-Oct-2018</p>								

KPI Title	Pre. Year Period Actual	Period Actual	Period Target	Perf. RAG	Perf. Indicator Trend	YTD Actual	YTD Target	Outcome RAG
IP5.1.5.1M01 Percentage of key Council activities from the Flintshire Well-Being Plan delivered	No Data	95	95	 GREEN	N/A	95	95	 GREEN
<p><b>Lead Officer:</b> Colin Everett - Chief Executive  <b>Reporting Officer:</b> Karen Armstrong - Corporate Business and Communications Executive Officer  <b>Aspirational Target:</b>  <b>Progress Comment:</b> 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 October, all actions were being progressed in accordance with the Delivery Plan.</p> <p>Last Updated: 31-Oct-2018</p>								

KPI Title	Pre. Year Period Actual	Period Actual	Period Target	Perf. RAG	Perf. Indicator Trend	YTD Actual	YTD Target	Outcome RAG
IP5.1.6.3M03 The amount of grant funding successfully awarded to support local Flintshire Schemes (£)	No Data	25768	5000	 GREEN	N/A	25768	5000	 GREEN



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

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

**Aspirational Target:**

**Progress Comment:** The Council has been awarded £25,678.00 in total which exceeds the estimated target. This is because projects included in the bids are to commemorate the centenary of World War One. All projects, except one, will be complete by 12th November 2018. The "Planes Over Talacre" project will take place in July 2019 and will remember the legacy of the Royal Air Force and Talacre's role supporting them. This grant for this project alone is £15,400.00.

Last Updated: 29-Oct-2018

KPI Title	Pre. Year Period Actual	Period Actual	Period Target	Perf. RAG	Perf. Indicator Trend	YTD Actual	YTD Target	Outcome RAG
IP5.1.6.4M04 Number of all Council policies revised to take account of the Armed Forces Covenant	2	3	1	 GREEN	N/A	3	1	 GREEN

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

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

**Aspirational Target:**

**Progress Comment:** Education policies now include the ability to capture the number of pupils who are children of serving personnel or veterans. This will enable and provide data for funding bids to support children and families of serving personnel or veterans.

Last Updated: 15-Oct-2018

# Risks

## Strategic Risk

RISK TITLE	LEAD OFFICER	SUPPORTING OFFICERS	INITIAL RISK RATING	CURRENT RISK RATING	TREND ARROW	RISK STATUS
The capacity and appetite of the community and social sectors	Neil Ayling - Chief Officer - Social Services	Cher Lewney - Digital Customer & Community Resilience Programme Manager	Amber	Amber	↔	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: 09-Nov-2018</p>						

RISK TITLE	LEAD OFFICER	SUPPORTING OFFICERS	INITIAL RISK RATING	CURRENT RISK RATING	TREND ARROW	RISK STATUS
Market conditions which the new alternative delivery models (ADM's)face	Neil Ayling - Chief Officer - Social Services		Amber	Amber	↔	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 plan is being delivered and agreed subject to Cabinet approval the second year business plan.</p> <p>Last Updated: 09-Nov-2018</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		Amber	Amber	↔	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 2018/19 have been prepared and shared with the Council and these will identify if funding for the future enables the organisations to be sustainable. These plans show that funding levels for organisations in 2018/19 are sustainable.</p> <p>Last Updated: 09-Nov-2018</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		Amber	Amber	↔	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.</p> <p><b>Progress Comment:</b> Draft Community Benefits Strategy agreed by Cabinet and a workshop has held with the procurement team to start implementation of this strategy. Engagement with the community and third sector on the strategy is planned. A plan to help council workforce commission in a way that delivers community benefits is being developed.</p> <p>Last Updated: 09-Nov-2018</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		Amber	Amber	↔	Open
<p><b>Potential Effect:</b></p> <p><b>Management Controls:</b> Open book accounting by key social enterprises with the council and where issues identified cooperative work to resolve these.</p> <p><b>Progress Comment:</b> 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.</p> <p>Last Updated: 09-Nov-2018</p>						