Performance Progress Report
Appendix 1 – Connected Council

Flintshire County 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	Cher Lewney - Digital Customer & Community Resilience Programme Manager	In Progress	01-Apr-2017	31-Mar-2019	70.00%	GREEN	GREEN

ACTION PROGRESS COMMENTS:
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.

Last Updated: 24-Jan-2019

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	70.00%	GREEN	GREEN

ACTION PROGRESS COMMENTS:
The framework to support and enable social enterprises 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 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.

Last Updated: 24-Jan-2019

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	70.00%	GREEN	GREEN

ACTION PROGRESS COMMENTS:

A Community Benefits Working Group has been established in FCC to develop an approach for the ongoing management of community benefits (social value) which is both cost effective and sustainable. A report has been 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.

Last Updated: 29-Jan-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	75.00%	GREEN	AMBER

ACTION PROGRESS COMMENTS:

Community Benefits Strategy developed with specific social objectives that enable the social sector to show their unique delivery and value against. Flintshire Local Voluntary Council (FLVC) and the Communities First Social Enterprise Officer are delivering specific support to the sector including supporting the 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: 17-Jan-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

ACTION PROGRESS COMMENTS:
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.

Last Updated: 17-Jan-2019

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

ACTION PROGRESS COMMENTS:
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 October, 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.

Last Updated: 17-Jan-2019

Performance Indicators

No KPIs available for this quarter

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

Potential Effect: Lack of capacity to and desire of the sector resulting in unsustainable community and social sector projects such as Community Asset Transfers and Alternative Delivery Models
Management Controls: Work with Flintshire Community Voluntary Sector, Co-operative Wales, and local community groups and social enterprises to develop skills.
Progress Comment: Sustained progress on growth of the social sector with development of new Community Asset Transfers and Alternative Delivery Models. The emphasis will now be on sustaining this delivery and maximising its impact. Regular review meetings and partnership board meetings are in place.

Last Updated: 10-Jan-2019

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	Amber	Amber	↔	Open

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

Last Updated: 29-Jan-2019

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	Amber	Amber	↔	Open

Potential Effect: Reductions in funding to these models by the public sector resulting in the new to stop or close services and facilities
Management Controls: Support to Alternative Delivery Models (ADM's) to ensure their financial plans are resilient if public funding decreases
Progress Comment: Review meetings are providing an update on the future financial context so organisations can plan for potential reductions when appropriate.
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.

Last Updated: 29-Jan-2019

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

Potential Effect: Social and third sector organisation not able to grow through the winning of new contracts
Management Controls: Work with procurement and commissioning teams to identify the most effective way of working with the community and third sectors. 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.
Progress Comment: The emerging 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 needs to identify opportunities where this is appropriate.

Last Updated: 11-Jan-2019

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: 28-Jan-2019