





Annual Performance Progress Report



Flintshire County Council





Print Date: 02-May-2018

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	Ian Bancroft - Chief Officer - Organisational Change 1	In Progress	01-Apr-2017	31-Mar-2018	60.00%	 GREEN	 GREEN
<p>ACTION PROGRESS COMMENTS: To help grow the sector and sustain itself specific contracts and community benefits work is being 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.</p> <p>Last Updated: 25-Apr-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.	Ian Bancroft - Chief Officer - Organisational Change 1	In Progress	01-Apr-2017	31-Mar-2018	85.00%	 GREEN	 GREEN
<p>ACTION PROGRESS COMMENTS: 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. Aura Leisure and Libraries and Holywell Leisure Centre were established and have been operating from the 1st September and 1st April respectively. Meetings have been held with organisations who had 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. 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 and NEWydd Catering and Cleaning. To ensure the organisations become more sustaining, regular review meetings are taking place including formal partnership boards. A number of meetings and reviews have now been completed with the remainder to be completed by the summer.</p> <p>Last Updated: 25-Apr-2018</p>							

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
5.1.1.3 Implement the Digital Strategy and resources to meet future customer needs	Richard Ashley - IT Business Relationship Manager	Completed	01-Apr-2017	31-Mar-2018	100.00%	 GREEN	 GREEN

ACTION PROGRESS COMMENTS:

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 has been the subject of much work and this is to be the primary focus for the Digital Strategy going forward due to the opportunities it brings to the public and potential for savings to be made.



Last Updated: 20-Apr-2018

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
5.1.1.4 Ensuring and delivering community benefits	Ian Bancroft - Chief Officer - Organisational Change 1	In Progress	01-Apr-2017	31-Mar-2018	80.00%	 GREEN	 AMBER

ACTION PROGRESS COMMENTS:

The Council has developed a new Community Benefits Strategy which was approved by Cabinet in October 2017. A new 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 scrutinized 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.



Last Updated: 27-Apr-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.	Ian Bancroft - Chief Officer - Organisational Change 1	In Progress	01-Apr-2017	31-Mar-2018	80.00%	 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 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.



Last Updated: 16-Apr-2018

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-2018	75.00%	 GREEN	 AMBER

ACTION PROGRESS COMMENTS:

The partnership group driving the work of Flintshire's Armed Forces Covenant forward has made good progress over the year. Developments and achievements within the Council include; a new policy for Reservists in the Council to be 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; 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. In addition 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.

Last Updated: 25-Apr-2018


ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
5.1.1.7 Getting Flintshire active through partnership objectives via the Public Services Board	Karen Armstrong - Corporate Business and Communications Executive Officer	In Progress	01-Apr-2017	31-Mar-2018	75.00%	 GREEN	 AMBER


ACTION PROGRESS COMMENTS:


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.


Last Updated: 25-Apr-2018


Performance Indicators


KPI Title	Previous Year Actual	Actual	Performance Indicator Trend	Target	Performance RAG
IP5.1.2.1M01 The monetary value of efficiency supported by ADMs (£M)	No Data	0.44	N/A	0.5	 AMBER
<p>Lead Officer: Ian Bancroft - Chief Officer - Organisational Change 1 Reporting Officer: Ian Bancroft - Chief Officer - Organisational Change 1 Aspirational Target: Progress Comment: This relates to the savings made by NEWydd and Aura since their transfer on 1 May 2017. For 2019/20 full year savings will be achieved.</p> <p>Last Updated: 27-Apr-2018</p>					


KPI Title	Previous Year Actual	Actual	Performance Indicator Trend	Target	Performance RAG
IP5.1.2.2M02 The number of primary school meals provided each financial year through the ADM Newydd Catering and Cleaning	5350	5647	↑	5403	 GREEN
<p>Lead Officer: Ian Bancroft - Chief Officer - Organisational Change 1 Reporting Officer: Ian Bancroft - Chief Officer - Organisational Change 1 Aspirational Target: Progress Comment: A total of 1,039,115 meals were provided to primary schools during 2017/18. This equates to an average of 5,647 meals per trading day based on the maximum of 184 available days in year.</p> <p>Last Updated: 25-Apr-2018</p>					


KPI Title	Previous Year Actual	Actual	Performance Indicator Trend	Target	Performance RAG
IP5.1.2.3M03 The number of secondary school meals provided each financial year through the ADM Newydd Catering and Cleaning	5029	4531	↓	5129	 AMBER
<p>Lead Officer: Ian Bancroft - Chief Officer - Organisational Change 1 Reporting Officer: Ian Bancroft - Chief Officer - Organisational Change 1 Aspirational Target: Progress Comment: A total of 833,709 meals were provided to secondary schools during 2017/18. This equates to an average of 4,531 meals per trading day based on the maximum of 184 available days in the year.</p> <p>Last Updated: 25-Apr-2018</p>					


KPI Title	Previous Year Actual	Actual	Performance Indicator Trend	Target	Performance RAG
IP5.1.2.4M04 The number of leisure centres and libraries sustained through the community benefits society	11	11	↔	11	 GREEN
<p>Lead Officer: Ian Bancroft - Chief Officer - Organisational Change 1 Reporting Officer: Paul Jones - Leisure Manager Business Improvement Aspirational Target: Progress Comment: From 1 September 2017, Aura Leisure & Libraries Limited is responsible for the direct management of 11 leisure centres and libraries. Aura Leisure and Libraries Limited is registered under the Cooperative and Community Benefit Societies Act 2014 (Registration No. 7610).</p> <p>Last Updated: 23-Oct-2017</p>					


KPI Title	Previous Year Actual	Actual	Performance Indicator Trend	Target	Performance RAG
IP5.1.2.5M05 The number of key community asset transfers sustained by new social enterprises, Connah's Quay Swimming Pool, Holywell Leisure Centre and, Mynydd Isa Community Centre Library	3	3	↔	3	 GREEN
<p>Lead Officer: Ian Bancroft - Chief Officer - Organisational Change 1 Reporting Officer: Ian Bancroft - Chief Officer - Organisational Change 1 Aspirational Target: Progress Comment: All three social enterprises are continuing to operate and detailed review meetings and reviews have been held with each.</p> <p>Last Updated: 27-Apr-2018</p>					


KPI Title	Previous Year Actual	Actual	Performance Indicator Trend	Target	Performance RAG
IP5.1.4.1M01 Percentage of community benefit clauses in new procurement contracts above £1M	100	100	↔	100	 GREEN
<p>Lead Officer: Gareth Owens - Chief Officer - Governance Reporting Officer: Arwel Staples - Strategic Procurement Manager Aspirational Target: Progress Comment: During the Q4 reporting period, 2 procurement projects above £1m has been procured and both have Community Benefits included.</p> <p>In total 10 procurement projects above £1m have been procured during the full reporting year and all 10 projects contained Community Benefits as per the requirement under the Welsh Procurement Policy Statement. There is ongoing discussion taking place to determine how the Community Benefits on individual projects will be collated for tracking and performance monitoring.</p> <p>Last Updated: 20-Apr-2018</p>					


KPI Title	Previous Year Actual	Actual	Performance Indicator Trend	Target	Performance RAG
IP5.1.4.2M02 Percentage of community benefit clauses in new procurement contracts under £1M	No Data	35.71	N/A	100	 RED
<p>Lead Officer: Gareth Owens - Chief Officer - Governance Reporting Officer: Arwel Staples - Strategic Procurement Manager Aspirational Target: Progress Comment: The Council has developed a new Community Benefits Strategy which was approved by Cabinet in October 2017. This is accompanied by a new Community Benefits Delivery Plan template which will assist the service commissioners to identify and target relevant Community Benefits. In addition a new Commissioning Form requires commissioners to complete for all contracts above £25,000 and the completed form is scrutinised by the Corporate Procurement Service. 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 into 2018/19 as the use of the Delivery Plan template is used more widely.</p> <p>Last Updated: 30-Apr-2018</p>					

KPI Title	Previous Year Actual	Actual	Performance Indicator Trend	Target	Performance RAG
IP5.1.6.1M01 (PAM/016) Number of visits to libraries per 1000 population	3935	4568	↑	4014	 GREEN
<p>Lead Officer: Ian Bancroft - Chief Officer - Organisational Change 1 Reporting Officer: Kate Leonard - Principal Librarian Aspirational Target: Progress Comment: Libraries have seen an increase in physical visits this year , co-location of some services within libraries will account for this as will the enhanced service development work we have initiated. Virtual visit are included in this return and we have also seen an substantial increase in usage of online services. This has offset an dip in web visits, due to the transfer of website/homepage from Flintshire to Aura.</p> <p>Last Updated: 23-Apr-2018</p>					

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	8740	7159.79	↓	7296	
<p>Lead Officer: Ian Bancroft - Chief Officer - Organisational Change 1 Reporting Officer: Paul Jones - Leisure Manager Business Improvement Aspirational Target: Progress Comment: During 2017/18, leisure centres were managed directly by Flintshire County Council for the five month period from April - August 2017 and by Aura Leisure & Libraries Limited for the remaining seven months of the financial year. The following factors explain the rationale for a reduction in the number of visits recorded by the Council and Aura in 2017/18:</p> <ol style="list-style-type: none"> 1) Holywell Leisure Centre was transferred to the community as part of the CAT programme effective from April 2017. Holywell's participation figures are not included as part of this submission. 2) With effect from July 2017, in readiness for the transfer to Aura, the management of grass sports pitches on non-school sites, sports changing facilities, bowling greens and allotments transferred to Streetscene/Assets. Participation figures for these areas are not included post July 2017 in this submission. 3) Artificial Turf Pitches at Mold, Buckley and Hope have endured significant periods of closure during 2017/18 due to maintenance & renovation works and inclement weather. <p>Last Updated: 25-Apr-2018</p>					

KPI Title	Previous Year Actual	Actual	Performance Indicator Trend	Target	Performance RAG
IP5.1.6.3M03 Number of visits to the theatre	167000	197853	↑	175000	
<p>Lead Officer: Ian Bancroft - Chief Officer - Organisational Change 1 Reporting Officer: Ian Bancroft - Chief Officer - Organisational Change 1 Aspirational Target: Progress Comment: Attendance this year has exceeded target with a total of 197,853 people engaging with events at Theatr Clwyd. This is due to a stronger marketing message, more varied events, a better quality programme of work and an ever building relationship with the communities we serve. 61,000 people saw a Theatr Clwyd made production here in Mold, 57,000 people watched our visiting work, 32,000 people watched films at our cinema and over 40,000 members of our community engaged with workshops, outreach activities and Arts and Health sessions. Over 6,000 people attended the Ice Rink. It is worth noting that these figures do not include visits to the Gallery as it is currently hard to quantify. They also don't include the 29,196 people who saw a Theatr Clwyd production elsewhere in the UK.</p> <p>Last Updated: 25-Apr-2018</p>					

KPI Title	Previous Year Actual	Actual	Performance Indicator Trend	Target	Performance RAG
IP5.1.6.4M04 The number of leisure and cultural assets that are cooperatively supported by a range of partners ensuring they remain accessible to their local communities	2	14	↑	11	 GREEN
<p>Lead Officer: Ian Bancroft - Chief Officer - Organisational Change 1 Reporting Officer: Ian Bancroft - Chief Officer - Organisational Change 1 Aspirational Target: Progress Comment: This shows the number of libraries and leisure centres supported by the Council and Aura as well as the three major asset transfers. All are operating successfully.</p> <p>Last Updated: 27-Apr-2018</p>					

KPI Title	Previous Year Actual	Actual	Performance Indicator Trend	Target	Performance RAG
IP5.1.6.5M05 Let two Council Contracts that are targeted for third sector/social enterprises; Housing Voids and Household Recycling Centres	0	2	↑	2	 GREEN
<p>Lead Officer: Ian Bancroft - Chief Officer - Organisational Change 1 Reporting Officer: Ian Bancroft - Chief Officer - Organisational Change 1 Aspirational Target: Progress Comment: Two contracts went out during 2017/18.</p> <p>Last Updated: 27-Apr-2018</p>					

RISKS




Strategic Risk




RISK TITLE	LEAD OFFICER	SUPPORTING OFFICERS	INITIAL RISK RATING	CURRENT RISK RATING	TREND ARROW	RISK STATUS
The capacity and appetite of the community and social sectors	Ian Bancroft - Chief Officer - Organisational Change 1	Ian Bancroft - Chief Officer - Organisational Change 1	Amber	Amber	↔	Open
<p>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</p> <p>Management Controls: Work with Flintshire Community Voluntary Sector, Co-operative Wales, and local community groups and social enterprises to develop skills.</p> <p>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.</p> <p>Last Updated: 16-Apr-2018</p>						

RISK TITLE	LEAD OFFICER	SUPPORTING OFFICERS	INITIAL RISK RATING	CURRENT RISK RATING	TREND ARROW	RISK STATUS
The willingness of the workforce and Trade Unions to embrace change	Ian Bancroft - Chief Officer - Organisational Change 1	Ian Bancroft - Chief Officer - Organisational Change 1	Amber	Amber	↔	Open
<p>Potential Effect: Lack of capacity of staff to work with and enable social sector organisations to grow and develop</p> <p>Management Controls: Early engagement and co-design in change projects with employees and trade unions</p> <p>Progress Comment: This is a key priority of the Community Resilience priority of the Public Services Board working with all public service staff to support growth of the social sector. As a result a leadership programme will be run by Glyndwr University for public service practitioners who are working with communities enabling them to support communities to increase resilience. A taster session for this programme was provided for 50 people across public sector agencies and over 25 have expressed an interest to do the formal leadership programme</p> <p>Last Updated: 16-Apr-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 face	Ian Bancroft - Chief Officer - Organisational Change 1	Ian Bancroft - Chief Officer - Organisational Change 1	Amber	Amber	↔	Open
<p>Potential Effect: More competition from other agencies or decreasing use of the services means they are in the future unsustainable</p> <p>Management Controls: Continue to work with the ADM's to grow their entrepreneurial skills and meet with them annually at least to review progress</p> <p>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.</p> <p>Last Updated: 16-Apr-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	Ian Bancroft - Chief Officer - Organisational Change 1	Ian Bancroft - Chief Officer - Organisational Change 1	Amber	Amber	↔	Open
<p>Potential Effect: Reductions in funding to these models by the public sector resulting in the new to stop or close services and facilities</p> <p>Management Controls: Support to ADM's to ensure their financial plans are resilient if public funding decreases</p> <p>Progress Comment: Review meetings are providing an update on the future financial context so organisations can plan for potential reductions when appropriate. Draft Business Plans for 2018/19 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 2018/19 are sustainable.</p> <p>Last Updated: 16-Apr-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	Ian Bancroft - Chief Officer - Organisational Change 1	Ian Bancroft - Chief Officer - Organisational Change 1				Open
<p>Potential Effect: Social and third sector organisation not able to grow through the winning of new contracts</p> <p>Management Controls: Work with procurement and commissioning teams to identify the most effective way of working with the community and third sectors.</p> <p>Progress Comment: Draft Community Benefits Strategy agreed by Cabinet and workshop held with the procurement team to start implementation of this strategy. Engagement with the community and third sector on the strategy is now being planned. Small working group have developed and are delivering a plan to help council staff commission in a way that delivers community benefits.</p> <p>Last Updated: 16-Apr-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.	Ian Bancroft - Chief Officer - Organisational Change 1	Ian Bancroft - Chief Officer - Organisational Change 1				Open
<p>Potential Effect:</p> <p>Management Controls: Open book accounting by key social enterprises with the council and where issues identified cooperative work to resolve these.</p> <p>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.</p> <p>Last Updated: 27-Apr-2018</p>						