



Improvement Plan Progress Report Corporate Resources Overview and Scrutiny Committee Quarter 1 2015/16

Flintshire County Council








Print Date: 03-September-2015

8. Modern and Efficient Council

8.1 Supporting communities to become more resilient



8.1.1 Developing Communities

ACTIONS

ACTION	RESPONSIBLE PERSON	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
8.1.1.1 Develop the Community and Social Sector through developing and growing social enterprises in Flintshire, in turn supporting and creating new forms of local business	Ian Bancroft - Chief Officer - Organisational Change 1	In Progress	01-Apr-2015	31-Mar-2016	20.00%	 GREEN	 GREEN
The Community Asset Transfer (CAT) scheme and Alternative Delivery Model (ADM) programme will result in development of new or stronger community organisations and social enterprises. A number of these should be 'starting up' in 2016. The 20% complete relates to this being a three year plan of work. Last Updated: 27-Aug-2015							
ACTION	RESPONSIBLE PERSON	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
8.1.1.2 Encourage volunteers and active citizens	Ian Bancroft - Chief Officer - Organisational Change 1	In Progress	01-Apr-2015	31-Mar-2016	15.00%	 GREEN	 GREEN
Developing and publicising a volunteering policy by November 2015. Work started in a number of services to develop and implement localised approaches to volunteering. The aim will be to take best practice to these approaches from best practices from elsewhere to finalise a volunteering policy. Last Updated: 27-Aug-2015							
ACTION	RESPONSIBLE PERSON	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
8.1.1.3 Ensure community benefit through our commissioning of goods and services	Arwel Staples - Strategic Procurement Manager	In Progress	01-Apr-2015	31-Mar-2016	75.00%	 GREEN	
ACTION PROGRESS COMMENTS: A number of Community Benefits training workshops have been held, targeting specifically officers who undertake procurement activities within service areas. Contract Procedure Rules have been amended to make it mandatory that all projects above £2m deliver community benefits.							



A new Commissioning Form is currently being developed to supplement the Procurement Checklist, so that Community Benefits can be fully considered at procurement planning stages.

Last Updated: 06-Aug-2015

ACTION	RESPONSIBLE PERSON	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
8.1.1.4 Design and implement alternative delivery models to sustain important services to meet future need	Ian Bancroft - Chief Officer - Organisational Change 1	In Progress	01-Apr-2015	31-Mar-2016	40.00%	 GREEN	 AMBER

Feasibility studies have been completed for 5 services who are now working toward completing business plans. We are on target in terms of progress for time elapsed, but the risks are quite high for achieving the desired outcomes by the end of the two year plan, hence the amber outcome RAG status.

Last Updated: 27-Aug-2015

ACTION	RESPONSIBLE PERSON	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
8.1.1.5 Empower communities to run and manage facilities in their locality through Community Asset Transfers	Ian Bancroft - Chief Officer - Organisational Change 1	In Progress	01-Apr-2015	31-Mar-2016	25.00%	 GREEN	 AMBER

Seven Community Asset Transfer (CAT) business plans have now been approved which will progress through to completion and transfer of assets. Over 60 expressions of interest have been received in total. We are on target for time period that has elapsed, but the risks are quite high for achieving the desired outcomes by the end of the three year plan, hence the amber outcome RAG status.

Last Updated: 27-Aug-2015

ACTION	RESPONSIBLE PERSON	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
8.1.1.6 Ensure our Armed Forces Community and their families are not disadvantaged when accessing Council Services	Sharron Jones - Executive Manager	Not Started	01-Apr-2015	31-Mar-2016			

ACTION PROGRESS COMMENTS:

To be reported half yearly. Progress update will be provided at the end of quarter 2.





Last Updated: 30-Jul-2015

PERFORMANCE INDICATORS

TITLE	LEAD OFFICER	SUPPORTING OFFICER	PERIOD TARGET	PERIOD ACTUAL	PROGRESS RAG	PROGRESS COMMENTS
Percentage of community benefit clauses included in new procurement contracts (including those under £2m)	Arwel Staples – Strategic Procurement Manager	N/A	N/A Baseline 2014/15	10.00%		The Welsh Government have recently launched a new Welsh Procurement Policy Statement that will require Community Benefits to be delivered on projects above £1m rather than £2m. This will require our current Contract Procedure Rules to be amended to reflect the change in policy. During this reporting period there has been a limited number of projects tendered that blend themselves to delivery of community benefits.
The number of public assets transferred to the community	Neal Cockerton – Chief Officer – Organisational Change	Paula Blallock – Senior Valuer	0.00	0.00		No completions Apr-Jun 2015; 6 applications approved at Stage 2 but no anticipated completions July-Sept 2015. Target to be met by end financial year for 2015/16.

RISKS


RISK TITLE	LEAD OFFICER	SUPPORTING OFFICER	INITIAL RATING	CURRENT RATING	PROGRESS COMMENTS
The capacity and appetite of the community and social sectors	Ian Bancroft - Chief Officer - Organisational Change 1	Sian Speed – Executive PA – Organisational Change 1 & 2	 Amber Moderate (3)	 Amber Moderate (3)	Mixed response from Community and Social Sectors with a number of community organisations positively working on such projects as asset transfer and others still at early stages of engagement.
The willingness of the workforce and trade unions to embrace change	Ian Bancroft - Chief Officer - Organisational Change 1	Sian Speed – Executive PA – Organisational Change 1 & 2	 Red Major (4)	 Amber Moderate (3)	Alternative Delivery Model (ADM) work in a number of services has resulted in completed feasibility studies which managers have lead the development of and where appropriate engaged staff. The next phase of work will fully engage the workforce in development of final business plans. A national conference has been held on ADMs at which a number of staff and Union Representatives attended to help increase awareness of developments in this area of work.

Market conditions which the new alternative delivery models face	Ian Bancroft - Chief Officer - Organisational Change 1	Sian Speed – Executive PA – Organisational Change 1 & 2	 Moderate (3)	 Moderate (3)	Completion of Alternative Deliver Model (ADM) business plans and final Community Asset Transfer (CAT) plans are on the whole progressing. At the end of this, planning market analysis work will be completed with ADMs and tested with CATs.
Limitations on public funding to subsidise alternative models	Ian Bancroft - Chief Officer - Organisational Change 1	Sian Speed – Executive PA – Organisational Change 1 & 2	 Major (4)	 Moderate (3)	The "Is the Feeling Mutual" report published on behalf of Welsh Government identified the need to support Alternative Delivery Models (ADM) and Community Asset Transfers (CATs) with national support and resource. The Improvement Plan for this work, including identification of resources is likely to be published Autumn 2015.

8.2 Front line services are efficiently and effectively supported

8.2.1 Improving Resource Management

ACTIONS

ACTION	RESPONSIBLE PERSON	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
8.2.1.1 Develop and implement a four year financial plan that reflects anticipated funding, costs and efficiencies to support strategic decision making.	Gary Ferguson - Corporate Finance Manager	In Progress	01-Apr-2015	31-Mar-2016	50.00%	 GREEN	

ACTION PROGRESS COMMENTS:



Produce a revised Medium Term Financial Strategy by July 2015-Part 1 of the Medium Term Financial Strategy (MTFS) was reported to Cabinet in June and Corporate Resources Overview and Scrutiny Committee in July. Part 1 forecasts the resources the Council is likely to have available over the next 3 years and details the cost pressures needing to be met from this reduced funding.

Part 2 of the MTFS will set out the solutions and options for organisational efficiency and service changes to work to close the challenging financial gap and will be published in the Autumn.

Last Updated: 13-Aug-2015


ACTION	RESPONSIBLE PERSON	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
8.2.1.2 Implement the People Strategy to ensure the council has sufficient capability and capacity to operate effectively as a smaller organisation	Sharon Carney - Lead Business Partner	Not Started	01-Apr-2015	31-Mar-2016			

Last Updated:

ACTION	RESPONSIBLE PERSON	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
8.2.1.3 Rationalise the Council's use of corporate accommodation	Neal Cockerton - Chief Officer - Organisational Change 2	In Progress	01-Apr-2015	31-Mar-2016	2.00%	 AMBER	 GREEN

The Council has been working through this activity on a number of levels as follows:-


- the intensification of use of our office accommodation, County Offices Flint being a good example of such use;
- the demolition of accommodation no longer fit for purpose,
- the rationalisation of space

ACTION	RESPONSIBLE PERSON	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
8.2.1.4 Optimise purchasing efficiencies through the use of regional and national procurement collaborations and through the increased use of electronic solutions	Arwel Staples - Strategic Procurement Manager	In Progress	01-Apr-2015	31-Mar-2016	40.00%	 AMBER	

ACTION PROGRESS COMMENTS:

A meeting has been held on 29th July 2015 with the Director of the National Procurement Service (NPS) to discuss the level of efficiencies delivered so far from the NPS work programme. During the meeting clarity was sought on the savings figures being reported for Flintshire, with further analysis on the projected savings that will be forthcoming during 2015/16.

Last Updated: 06-Aug-2015

ACTION	RESPONSIBLE PERSON	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
8.2.1.5 Extend and improve customer access to Council information and services using technology and our Flintshire Connects Centres.	Denise Naylor - Customer Services Manager	In Progress	01-Apr-2015	31-Mar-2016	25.00%	 GREEN	

ACTION PROGRESS COMMENTS:

4 Flintshire Connects Centres now open.

Flintshire Connects customers are directed towards applying for Housing Benefit on line.


Applicants for Nursery school admissions were all notified of outcome electronically.








Digital strategy developed and actions prioritised.



Tablets to be purchased and used in Connects Centres to demonstrate the use of mobile technology to access council services.

Last Updated: 07-Aug-2015






PERFORMANCE INDICATORS

TITLE	LEAD OFFICER	SUPPORTING OFFICER	PERIOD TARGET	PERIOD ACTUAL	PROGRESS RAG	PROGRESS COMMENTS
Amount of efficiency targets achieved.	Helen Stappleton – Chief Officer – People & Resources	Gary Ferguson – Corporate Finance Manager	£12,874,000.00	£10,876,000.00	 RED	Progress against the annual efficiency target is reported monthly to Cabinet and Corporate Resources Overview and Scrutiny Committee. As at the end of the first quarter the expected efficiencies for 2015/16 are forecast to be £10,876,000 which equates to

						84%. For further information please see the September Budget Monitoring report prepared for Cabinet.
CHR/002 The number of working days/shifts per full-time equivalent (FTE) local authority employee lost due to sickness absence	Andrew Adams – Business Information and Compliance Advisor	N/A	2.40	2.54		
The percentage reduction in the floor space (m2) of office accommodation occupied	Neal Cockerton - Chief Officer - Organisational Change 2	Lisa McLellan – Asset Manager	5.00%	5.00%		Reduction related to a number of initiatives from the increased utilisation at Flint Offices, demolition of Connahs Quay Offices and the relation of staff to Alltami.
Reduction in the running costs of corporate accommodation	Neal Cockerton - Chief Officer - Organisational Change 2	Lisa McLellan – Asset Manager	0.50%	0.50%		Progress following moves to Alltami and the increased utilisation of Flint Offices together with the demolition of Connahs Quay Offices all contributing to this current outturn.
Agile working - desk provision as a percentage of staff (County Hall)	Neal Cockerton - Chief Officer - Organisational Change 2	Lisa McLellan – Asset Manager	15.00%	24.50%		A move plan has been developed with relocations into phase 1 to progress following fire prevention works which must be undertaken before staff move commences. Desk provision equates to a ratio of 8m2 per person.
Achievement of efficiency savings achieved due to the use of National, Regional and Sectoral procurement frameworks	Arwel Staples - Strategic Procurement Manager	N/A	£100,000.00	£114,000.00		The total efficiency savings figures for the period are still being verified. However, the £114,000 is the current efficiency savings that has been identified as of 5th August 2015.
Digital take up of services via Connects	Denise Naylor – Customer Services Manager	N/A	312.50	390.00		Portable devices are being purchased to assist Connects staff to actively show customers how to self-serve using a mobile device. Where possible customers are be asked to self-serve.
Review of existing services (36) available at Connects Centres to ensure they are fully transactional	Denise Naylor – Customer Services Manager	N/A	0.00	1.00		Full Housing triage service delivered from Connects. Total number of housing triages completed by Connects in qtr1 was 157 meaning that these did not need to be referred to the Back office service area. All triages were completed as 'walk in' i.e. no prior appointment made and the service is

						available across all Connects Centres.
The percentage of customers who successfully found what they were looking for on our website: Desktop	Denise Naylor – Customer Services Manager	N/A	55.00%	48.18%		A programme of work is underway to monitor the feedback received and appropriate action is taken to improve the website accordingly. The number of customers that complete the feedback form is very low compared at only 193 compared to the number of unique users of the website (167,933).
The percentage of customers who successfully found what they were looking for on our website: Mobile	Denise Naylor – Customer Services Manager	N/A	55.00%	55.55%		The number of customers responding to this survey via a mobile device is very low compared to the number of users of the website. 81 customers provided feedback.

RISKS

RISK TITLE	LEAD OFFICER	SUPPORTING OFFICER	INITIAL RATING	CURRENT RATING	PROGRESS COMMENTS
The scale of the financial challenge.	Helen Stappleton - Chief Officer - People and Resources	Gary Ferguson – Corporate Finance Manager	 Major (4)	 Major (4)	The level of anticipated funding from Welsh Government is still uncertain and will not be confirmed until receipt of the Final Settlement announcement. A further risk is the fact that this announcement may be later than previous years due to the next UK Spending Review scheduled for the Autumn.
The capacity and capability of the organisation to implement necessary changes	Helen Stappleton - Chief Officer - People and Resources	Sharon Carney – Lead Business Partner	 Major (4)		
The pace of procurement collaborations and our limited control over their development	Gareth Owens - Chief Officer - Governance	Arwel Staples - Strategic Procurement Manager	 Moderate (3)	 Moderate (3)	The National Procurement Service (NPS) have recently put in place 12 framework agreements for various spend areas. The Collaborative Procurement Service is currently benchmarking these framework agreements to determine if they provide value for money. A meeting was held on 29th July with the NPS to discuss the progress of

					savings delivery. A further review meeting will be held in September to discuss progress.
Public attitude to accessing services on-line.	Clare Budden - Chief Officer - Community and Enterprise	Denise Naylor – Customer Services Manager	Yellow Minor (2)	Yellow Minor (2)	Not due for review until 30/09/15.