Improvement Plan Progress Monitoring Report - Modern and Efficient Council

Flintshire County Council

Actions

8 Modern and Efficient Council

8.1 Supporting communities to become more resilient

8.1.1 Developing Communities

ACTION	LEAD OFFICER	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	25.00%	GREEN	GREEN

ACTION PROGRESS COMMENTS:
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 25% complete relates to this being a three year plan of work.

Last Updated: 18-Nov-2015

ACTION	LEAD OFFICER	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	20.00%	AMBER	GREEN

ACTION PROGRESS COMMENTS:
Developing and publicising a volunteering policy by November 2015 - Work has 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. This work will now carry on until end March 2016.

Last Updated: 18-Nov-2015

ACTION	LEAD OFFICER	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	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 £1m 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
- A Community Benefits Project Board has been set up which will monitor the progress of ensuring Community Benefits are implemented and that the benefits are recorded and captured

Last Updated: 18-Nov-2015

ACTION	LEAD OFFICER	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	45.00%	GREEN	AMBER

ACTION PROGRESS COMMENTS:
Feasibility studies have been completed for 5 services, estimating a 5 year saving in these services as a result of delivering alternative models. Final business plans will be presented to Cabinet in February.

Last Updated: 18-Nov-2015

ACTION	LEAD OFFICER	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	28.00%	GREEN	AMBER

ACTION PROGRESS COMMENTS:
Seven Community Asset Transfer (CAT) business plans have now been approved which will progress through to completion and transfer of 20 assets. Legal completion for these 20 assets is underway and aims to be completed early in the new year.
A business plan has been received for Connah's Quay swimming pool.
To date over 60 expressions of interest have been received in total. We are on target for the 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: 18-Nov-2015

ACTION	LEAD OFFICER	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	In Progress	01-Apr-2014	31-Mar-2018	60.00%	AMBER	AMBER

ACTION PROGRESS COMMENTS:

A dedicated working group has been established to review the Community Covenant Action Plan periodically. The work programme focuses on 6 key work streams as outlined in the Council's Covenant. The majority of planned tasks within the work streams have been completed, for example the establishment of an on-line service library of organisations with a remit to provide assistance and support to members of the Armed Forces Community and training of front line staff. The service library is accessible for members of the Armed Forces Community to find the assistance they need and will be used by council staff as a signposting resource.

One of the key areas within the action plan is to "define" the Armed Forces Community with Flintshire; this is one area of the Action Plan that has not yet been completed as it will take time to build up the statistics for a number of reasons. The Working Group has a number of processes in place to begin to build this picture for example, on face to fact contact, service users will be asked if they or any member of their family is in the Armed Forces and or a Veteran of the Armed Forces. The Working Group is also reviewing the completion of forms for members of the public across portfolios in order to add this question to the form and build up a clearer position. This will probably take a couple of years to determine subject to the practices being applied.

Last Updated: 20-Nov-2015

8.2 Front line services are efficiently and effectively supported

8.2.1 Improving Resource Management

ACTION	LEAD OFFICER	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%	AMBER	RED

ACTION PROGRESS COMMENTS:

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 sets out the solutions and options for organisational efficiency and service changes to work to close the challenging financial gap and was published in September.
Member workshops and a programme of community engagement are due to commence in November to raise awareness of the budget gap and seek member and community support for the three part strategy. Due to the uncertainty regarding meeting the financial challenge in full the outcome is assessed as 'red'.

Last Updated: 18-Nov-2015

ACTION	LEAD OFFICER	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	In Progress	01-Apr-2015	31-Mar-2016	35.00%	AMBER	AMBER

ACTION PROGRESS COMMENTS:
A new people strategy has been developed and agreed in principle. An outline action plan in support of the strategy has been drafted, further work is required to finalise, target for completion of action plan - end of December 2015. Some of the component parts of the strategy have been agreed and piloted (for example, new appraisal process including talent management assessment with Chief Officer's direct reports).
Last Updated: 03-Dec-2015

ACTION	LEAD OFFICER	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-2018	17.00%	AMBER	GREEN

ACTION PROGRESS COMMENTS:
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 most recent asset in this area is Connahs Quay Offices which have now been demolished,
- the rationalisation of space. The current work around this relates to County Hall and work to consolidate services into Phases 1 and 2.

Last Updated: 18-Nov-2015

ACTION	LEAD OFFICER	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	50.00%	AMBER	AMBER

ACTION PROGRESS COMMENTS:
The Proactis e-sourcing portal is currently being rolled-out to service areas that procure the most. The use of the e-sourcing portal will allow service areas to potentially deliver greater cashable savings by undertaking greater market competition especially on low value procurement projects.

The National Procurement Service to date has delivered 22 individual framework agreements. The Collaborative Procurement Service is currently benchmarking these arrangements to determine if they provide value for money and to determine the level of cashable savings.

Last Updated: 18-Nov-2015

ACTION	LEAD OFFICER	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.	Rebecca Jones - Customer Services Team Leader	In Progress	01-Apr-2015	31-Mar-2016	25.00%	GREEN	GREEN

ACTION PROGRESS COMMENTS:
Digital Successes/Technology:
Applicants for Nursery school admissions were all notified of outcome electronically.
Applications for primary and secondary school in 2016 launched and results to be sent electronically in early 2016.
Revenues & Benefits eforms reviewed.
Digital strategy being developed and actions prioritised.

Flintshire Connects:
4th Flintshire Connects Centre in Buckley now open.
Increased number of services available in local communities such as Housing Benefits, Council Tax, Access to Housing, Waste and recycling, Payment Facilities and Blue Badges.
Flintshire Connects Centres offer public access computers and actively encourage and support customer's to make applications for council services on line rather than via paper based forms to help enable the efficiencies that can be realised through digital access. A good example of this is Housing Benefits and Council Tax where paper forms are no longer held on site and are printed on demand where a paper copy is needed.
Tablets to be purchased and used in Connects Centres to demonstrate the use of mobile technology such as the Flintshire App to enable staff to support and encourage customers to use this software to make their reports and requests for Council services.

Last Updated: 02-Oct-2015

Performance Indicators

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KPI Title	Pre. EOY Actual	Period Target	Period Actual	Perf. RAG	Performance Indicator Trend	YTD Target	YTD Actual	YTD RAG
IP8.1.1M04 Percentage of community benefit clauses included in new procurement contracts (including those under £2m)	N/A	Not Set	10	⬤⬤⬤	↔	Not Set	20	⬤⬤⬤

Lead Officer: Arwel Staples - Strategic Procurement Manager
Reporting Officer: -
Aspirational Target:
Progress Comment: A new set of Contract Procedure Rules are currently in draft which incorporates the requirement to deliver Community Benefits for projects above £1m as mandatory, with requirement to deliver Community Benefits below £1m as well. A Community Benefits Project Board is now in place, which will monitor progress of implementing Community Benefits across the Council. Additionally the General Terms & Conditions of contract has also been amended to ensure suppliers against proposed Community Benefit plans.

KPI Title	Pre. EOY Actual	Period Target	Period Actual	Perf. RAG	Performance Indicator Trend	YTD Target	YTD Actual	YTD RAG
IP8.1.1M07 The number of public assets transferred to the community	N/A	1	0	⬤⬤⬤ AMBER	↔	1	0	⬤⬤⬤ AMBER

Lead Officer: Neal Cockerton - Chief Officer - Organisational Change 2
Reporting Officer: Paula Blellock - Senior Valuer
Aspirational Target:
Progress Comment: There are now 9 applications approved to stage 2 - completion date for the majority of these is end December 2015.

KPI Title	Pre. EOY Actual	Period Target	Period Actual	Perf. RAG	Performance Indicator Trend	YTD Target	YTD Actual	YTD RAG
IP8.2.1M08 Amount of efficiency targets achieved.	N/A	12,874,000	£10,770,000	AMBER	⬇	12,874,000	£10,770,000	AMBER

Lead Officer: Helen Stappleton - Chief Officer - People and Resources
Reporting Officer: Gary Ferguson - Corporate Finance Manager
Aspirational Target:
Progress Comment: Progress against the annual efficiency target is reported monthly to Cabinet and Corporate Resources Overview and Scrutiny Committee. As at the end of the second quarter the expected efficiencies for 2015/16 are forecast to be £10,770,000 which equates to 84%.

KPI Title	Pre. EOY Actual	Period Target	Period Actual	Perf. RAG	Performance Indicator Trend	YTD Target	YTD Actual	YTD RAG
IP8.2.1M13 CHR/002 The number of working days/shifts per full-time equivalent (FTE) local authority employee lost due to sickness absence	N/A	2.4	2.14	GREEN	⬆	4.8	4.57	GREEN

Lead Officer: Andrew Adams - Business Information and Compliance Adviser
Reporting Officer: -
Aspirational Target: 8.30
Progress Comment:

KPI Title	Pre. EOY Actual	Period Target	Period Actual	Perf. RAG	Performance Indicator Trend	YTD Target	YTD Actual	YTD RAG
IP8.2.1M17 Achievement of efficiency savings achieved due to the use of National, Regional and Sectoral procurement frameworks	N/A	100,000	166,470	GREEN	⬆	200,000	280,470	GREEN

Lead Officer: Arwel Staples - Strategic Procurement Manager
Reporting Officer: -
Aspirational Target:
Progress Comment: The total efficiency savings figures for the period are still being verified. However, the £166470 is the current efficiency savings that has been identified as of 30th September 2015.

KPI Title	Pre. EOY Actual	Period Target	Period Actual	Perf. RAG	Performance Indicator Trend	YTD Target	YTD Actual	YTD RAG
IP8.2.1M18 Efficiencies achieved through the use of end to end electronic purchasing	N/A	Not Set	No Data	⚫⚫⚫	N/A	Not Set	No Data	⚫⚫⚫

Lead Officer: Arwel Staples - Strategic Procurement Manager
Reporting Officer: -
Aspirational Target:
Progress Comment: A new E-procurement benefits realisation methodology has been developed by Welsh Government. Training on the new methodology was due in September 2015. However the training has been cancelled twice by Welsh Government and we are awaiting a new date.
In order to be consistent with the efficiency tracker, we cannot at this stage verify the efficiencies for this reporting period, until the training has been delivered.

KPI Title	Pre. EOY Actual	Period Target	Period Actual	Perf. RAG	Performance Indicator Trend	YTD Target	YTD Actual	YTD RAG
IP8.2.1M19 Digital take up of services via Connects	N/A	312.5	1,771	🟢🔴🔴 GREEN	⬆	625	2,161	🟢🔴🔴 GREEN

Lead Officer: Katie Clubb - Community Support Services Manager
Reporting Officer: Rebecca Jones - Customer Services Team Leader
Aspirational Target:
Progress Comment: The Customer Service Advisors in Flintshire Connects Centres continue to promote and assist customers to access Council services electronically. Awaiting delivery of portable devices to further enhance the digital experience.

KPI Title	Pre. EOY Actual	Period Target	Period Actual	Perf. RAG	Performance Indicator Trend	YTD Target	YTD Actual	YTD RAG
IP8.2.1M20 Review of existing services (36) available at Connects Centres to ensure they are fully transactional	N/A	Not Set	1	⚫⚫⚫	↔	Not Set	2	⚫⚫⚫

Lead Officer: Katie Clubb - Community Support Services Manager
Reporting Officer: Rebecca Jones - Customer Services Team Leader
Aspirational Target:
Progress Comment: Review of Housing Benefit enquiries dealt with via Flintshire Connects, newly agreed SLA in place with Flintshire Connects able to deal with more in-depth enquiries at first point of contact.

KPI Title	Pre. EOY Actual	Period Target	Period Actual	Perf. RAG	Performance Indicator Trend	YTD Target	YTD Actual	YTD RAG
IP8.2.1M21 The percentage of customers who successfully found what they were looking for on our website: Desktop	N/A	55	50	AMBER	⬆	55	50	AMBER

Lead Officer: Katie Clubb - Community Support Services Manager
Reporting Officer: Rebecca Jones - Customer Services Team Leader
Aspirational Target:
Progress Comment: Website feedback continues to be monitored and appropriate action is taken to make improvements accordingly. The number of customers that complete the feedback form is very low (280) compared to the number of unique users of the website.

KPI Title	Pre. EOY Actual	Period Target	Period Actual	Perf. RAG	Performance Indicator Trend	YTD Target	YTD Actual	YTD RAG
IP8.2.1M22 The percentage of customers who successfully found what they were looking for on our website: Mobile	N/A	55	45	AMBER	⬇	55	45	AMBER

Lead Officer: Katie Clubb - Community Support Services Manager
Reporting Officer: Rebecca Jones - Customer Services Team Leader
Aspirational Target:
Progress Comment: The number of customers responding to the survey via a mobile device is very low at 100.

RISKS

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Strategic Risk

RISK TITLE	POTENTIAL EFFECT	LEAD OFFICER	SUPPORTING OFFICERS	MANAGEMENT CONTROLS	INITIAL RISK RATING	CURRENT RISK RATING	TREND ARROW	RISK STATUS
The capacity and appetite of the community and social sectors	No increase in the number and strength in community and social sectors, which in turn will mean no increase in the support to local communities to help them become more resilient.	Ian Bancroft - Chief Officer - Organisational Change 1	Sian Speed – Executive PA – Organisational Change 1&2	Provide advice, information and guidance to community and social sectors to enable take up of these initiatives to be as simple and accessible as possible.	Amber	Amber	↔	Open

Progress Comment:
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.

RISK TITLE	POTENTIAL EFFECT	LEAD OFFICER	SUPPORTING OFFICERS	MANAGEMENT CONTROLS	INITIAL RISK RATING	CURRENT RISK RATING	TREND ARROW	RISK STATUS
The willingness of the workforce and trade unions to embrace change	No increase in strength of community and social sectors and few asset transfers of Alternative Delivery Models established.	Ian Bancroft - Chief Officer - Organisational Change 1	Sian Speed – Executive PA – Organisational Change 1&2	Work with staff and unions to increase understanding of initiatives and to enable them to be part of the process to designing the solutions.	Red	Amber	↓	Open

Progress Comment:
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.

RISK TITLE	POTENTIAL EFFECT	LEAD OFFICER	SUPPORTING OFFICERS	MANAGEMENT CONTROLS	INITIAL RISK RATING	CURRENT RISK RATING	TREND ARROW	RISK STATUS
Market conditions which the new alternative delivery models face	New Alternative Delivery Models will see a decrease in income and ultimately be un-sustainable.	Ian Bancroft - Chief Officer - Organisational Change 1	Sian Speed – Executive PA – Organisational Change 1&2	Full and proper support to Alternative Delivery Models to business plan prior to being established and ensuring capacity is built in to new ADMs to retain and win new contracts.	Amber	Amber	↔	Open

Progress Comment:
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.

RISK TITLE	POTENTIAL EFFECT	LEAD OFFICER	SUPPORTING OFFICERS	MANAGEMENT CONTROLS	INITIAL RISK RATING	CURRENT RISK RATING	TREND ARROW	RISK STATUS
Limitations on public funding to subsidise alternative models	Alternative Delivery Models become unsustainable as it can't meet costs with reduced funding from the Council.	Ian Bancroft - Chief Officer - Organisational Change 1	Sian Speed – Executive PA – Organisational Change 1&2	Properly plan for reduced levels of council funding for each Alternative Delivery Model and to have worse case scenario plans for both ADM and council if funding decreases to unsustainable levels.	Red	Amber	⬇	Open

Progress Comment:
The "Is the Feeling Mutual" report published on behalf of Welsh Government identified the need to support Alternative Delivery Models (ADMs) 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.

RISK TITLE	POTENTIAL EFFECT	LEAD OFFICER	SUPPORTING OFFICERS	MANAGEMENT CONTROLS	INITIAL RISK RATING	CURRENT RISK RATING	TREND ARROW	RISK STATUS
The scale of the financial challenge.	The Council does not have the ability and appetite to make big and challenging decisions for the future.	Helen Stappleton - Chief Officer - People and Resources	Gary Ferguson – Corporate Finance Manager		Red	Red	↔	Open

Progress Comment:
The level of anticipated funding from Welsh Government is still uncertain and will not be confirmed until receipt of the Final Settlement announcement.
The Spending Review announcement is scheduled for the 25th November although the amount of funding likely to be received locally will not be known until the receipt of the Provisional Local Government Settlement on 9th December 2015.
The announcement is later than previous years due to the next UK Spending Review and notification of the final amount of funding will not be known until the Welsh budget is approved in March 2016.
Part 2 of the MTFS 'Meeting the Financial Challenge' was published in September 2015 which set out how the Council plans to meet the challenge.

RISK TITLE	POTENTIAL EFFECT	LEAD OFFICER	SUPPORTING OFFICERS	MANAGEMENT CONTROLS	INITIAL RISK RATING	CURRENT RISK RATING	TREND ARROW	RISK STATUS
The capacity and capability of the organisation to implement necessary changes		Helen Stappleton - Chief Officer - People and Resources	Sharon Carney – Lead Business Partner		Red	Red	↔	Open

Progress Comment:
The extensive programme to consider alternative delivery models across a range of services will continue to impact on available resources across portfolios and support services. Support services will need to be prioritised for those services progressing to the feasibility stage, although the numbers progressing to feasibility at this time is lower than originally anticipated.
Additional/external support may be needed to support the services and support services as we near the commissioning stage.

RISK TITLE	POTENTIAL EFFECT	LEAD OFFICER	SUPPORTING OFFICERS	MANAGEMENT CONTROLS	INITIAL RISK RATING	CURRENT RISK RATING	TREND ARROW	RISK STATUS
The pace of procurement collaborations and our limited control over their development.	Procurement efficiencies will not be realised.	Gareth Owens - Chief Officer - Governance	Arwel Staples - Strategic Procurement Manager		Amber	Amber	↔	Open

Progress Comment:
The National Procurement Service (NPS) have recently put in place 22 framework agreements for various spend areas. The Collaborative Procurement Service is currently benchmarking these framework agreements to determine if they provide value for money.

Based on a sample of framework agreements that been benchmarked early indications suggest that only 25% of the framework delivered will provide the Council with any cashable savings. Further meetings are planned with the NPS to discuss the future work programme.

RISK TITLE	POTENTIAL EFFECT	LEAD OFFICER	SUPPORTING OFFICERS	MANAGEMENT CONTROLS	INITIAL RISK RATING	CURRENT RISK RATING	TREND ARROW	RISK STATUS
Public attitude to accessing services on-line.	Targeted efficiencies to be achieved through people switching to accessing services will not be met.	Clare Budden - Chief Officer - Community and Enterprise	Katie Clubb - Community Support Services Manager, Rebecca Jones - Customer Services Team Leader		Yellow	Yellow	↔	Open

Progress Comment:
There is evidence to support customers are shifting to accessing Council services electronically - see IP8.2.1M17 above