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To: Councillor Brian Dunn (Chairman)

Councillors: Clive Carver, Glenys Diskin, Chris Dolphin, Andy Dunbobbin, Robin Guest, Ron Hampson, Brian Lloyd, Dave Mackie, Mike Reece, Tony Sharps, Paul Shotton, Nigel Steele-Mortimer, Carolyn Thomas and David Wisinger

7 March 2017

Dear Councillor

You are invited to attend a meeting of the Organisational Change Overview & Scrutiny Committee which will be held at 10.00 am on Monday, 13th March, 2017 in the Delyn Committee Room, County Hall, Mold CH7 6NA to consider the following items.

A G E N D A

1 APOLOGIES

Purpose: To receive any apologies.

2 DECLARATIONS OF INTEREST (INCLUDING WHIPPING DECLARATIONS)

Purpose: To receive any Declarations and advise Members accordingly.

3 MINUTES (Pages 3 - 8)

Purpose: To confirm as a correct record the minutes of the last meeting held on 6 February 2017.

4 COMMUNITY ASSET TRANSFER FOLLOW UP (Pages 9 - 12)

Report of Chief Officer (Organisational Change.) - Deputy Leader of the Council and Cabinet Member for Environment

Purpose: To provide the committee with a progress report

5 **QUARTER 3 IMPROVEMENT PLAN 2016/17 MONITORING REPORT**
(Pages 13 - 24)

Report of Democratic Services Manager - Cabinet Member for Corporate Management

Purpose: To enable Members to fulfil their scrutiny role in relation to performance monitoring.

LOCAL GOVERNMENT (ACCESS TO INFORMATION) ACT 1985 - TO CONSIDER THE EXCLUSION OF THE PRESS AND PUBLIC

The following item is considered to be exempt by virtue of Paragraph(s) 14 of Part 4 of Schedule 12A of the Local Government Act 1972 (as amended).

The public interest in withholding the information outweighs the public interest in disclosing the information.

6 **ALTERNATIVE DELIVERY MODEL UPDATE** (Pages 25 - 210)

Report of Chief Officer (Organisational Change) - Cabinet Member for Waste Strategy, Public Protection and Leisure

Purpose: To provide the committee with a progress report

Yours sincerely



Robert Robins
Democratic Services Manager

ORGANISATIONAL CHANGE OVERVIEW & SCRUTINY COMMITTEE **6 FEBRUARY 2017**

Minutes of the meeting of the Organisational Change Overview & Scrutiny Committee of Flintshire County Council held in Cambrian Aquatics Sport Centre, Wepre Drive, Connah's Quay, Deeside, CH5 6HA on Monday, 6 February 2017

PRESENT: Councillor Brian Dunn (Chairman)

Councillors: Chris Dolphin, Robin Guest, Ron Hampson, Brian Lloyd, Dave Mackie, Mike Reece, Paul Shotton, Nigel Steele-Mortimer, and Carolyn Thomas

APOLOGIES: Councillor Clive Carver. Chief Executive

CONTRIBUTORS: Councillor Billy Mullin, Cabinet Member for Corporate Management, Councillor Chris Bithell, Cabinet Member for Education, Councillor Kevin Jones, Cabinet Member for Waste Strategy, Public Protection and Leisure, Chief Officer (Organisational Change 1), Chief Officer (Organisational Change 2). (For minute no.52) Principal Museums Officer. (For minute no.53) Libraries Development Manager.

IN ATTENDANCE: Democratic Services Manager and Committee Officer

50. DECLARATIONS OF INTEREST

Councillors Chris Bithell, Robin Guest and Carolyn Thomas declared a personal interest in the following item:

Item 4: Bailey Hill – Heritage Lottery Fund Developments

Councillors Brian Dunn and Paul Shotton declared a personal interest in the following item:

Item 7: Connah's Quay Swimming Pool: Cambrian Aquatics Business Plan 2016/18

51. MINUTES

The minutes of the meeting held on 9 January 2017 were submitted.

RESOLVED:

That the minutes be approved as a correct record and signed by the Chairman.

52. **BAILEY HILL – HERITAGE LOTTERY FUND DEVELOPMENTS**

The Chief Officer (Organisational Change 1) introduced the report and provided background information. He advised that Bailey Hill was a significant project to improve the heritage environment of the Motte and Bailey Castle at Bailey Hill in Mold, and was a joint initiative between the Council, Mold Town Council, and Friends of Bailey Hill Group. He referred to the application for Heritage Lottery funding through the Parks for People programme, which was estimated at £1.2m, and reported that a successful stage 1 development application for £0.44m was completed in July 2016.

The Chief Officer (Organisational Change 1) continued that the development stage would include employment of technical advisors to work on the capital development, access, interpretation and governance structure of the site and its operation. The work was due to be completed by the end of 2017 with an estimated stage 2 application to be submitted if the work was agreed by all partners at the beginning of 2018. He invited the Principal Museums Officer, to report in more detail on the Bailey Hill Conservation Management Plan and the potential future project work.

The Principal Museums Officer referred to the Bailey Hill site plan which was appended to the report and gave an overview of the proposals in relation to the Motte, entrances and approaches, Outer Bailey, play area, Inner Bailey, the Gorsedd Stone Circle, and the custodian's cottage. She said the Bailey Hill project was an exciting and challenging scheme and that the Heritage Lottery Board were supportive and keen to see the development working.

Councillor Chris Bithell spoke in support of the project and commented on the historical importance and local significance of the Motte and Bailey Castle. He said that in recent times the site had become neglected and that there were concerns of anti social behaviour; he explained that local residents were keen to see the site restored to good use.

Councillor Carolyn Thomas also spoke in support of the proposals and commented on the importance of the site as a natural and safe place for children to play and for families to enjoy leisure activities.

Councillor Brian Lloyd proposed that a site visit be arranged for the Committee to view Bailey Hill. During discussion it was agreed that this would be suggested to the new Committee for consideration following the May 2017 elections.

RESOLVED:

That the developments taking place at Bailey Hill be supported.

53. **WELSH PUBLIC LIBRARY STANDARDS 6 FRAMEWORK 2017-20:
SUMMARY OF THE FRAMEWORK**

The Chief Officer (Organisational Change 1) introduced the report and explained that following recent consideration by the Committee of current performance against the existing Welsh Public Library Standards, this provided an overview of the new framework which would come into operation during 2017. He invited Kate Leonard, Libraries Development Manager, to provide background information and a summary of the framework.

The Libraries Development Manager reported that the WLPS 6 Framework had been updated to take account of the changed local authority environment within which library authorities must work. It would provide opportunities for libraries to deliver services in innovative ways and the flexibility to make best use of the resources available to them. She reported that it would come into operation on 1 April 2017 and libraries would make their first report against its requirements in Summer 2018. The Libraries Development Manager explained that the framework comprised 12 core entitlements and 16 quality indicators to monitor how well the library services realised these benefits for the people of Wales. She referred to the key outcomes and impacts which were detailed in the report.

The Chief Officer (Organisational Change 1) pointed out that for the purposes of the sixth framework of Public Library Standards, community managed libraries involving the transfer of the building and resources to the community and entirely run by volunteers with minimal (or no) ongoing assistance from the local library service were not eligible for inclusion.

Councillor Chris Bithell expressed concern that the WPLS 6 Framework did not take account of the difficult financial situation faced by local authorities due to lack of funding which resulted in a decline in resources.

Councillor Dave Mackie said that community managed libraries should be included in the framework and the work of the volunteers who managed the service should be duly recognised. He commented on the development of library services through co-location and expressed the view that standards for co-location should be defined in the framework. Councillor Chris Bithell commented that there was no recognition of the support provided by the Council to community managed libraries in feedback to the Welsh Government (WG).

Councillor Dave Mackie proposed that the Welsh Government be asked to include standards on co-located libraries, and community managed libraries, in the assessment for the framework.

RESOLVED:

That the Welsh Government be asked to include standards on co-located libraries, and community managed libraries, in the assessment for the framework.

54. FORWARD WORK PROGRAMME

The Democratic Services Manager introduced the report and drew attention to the items to be considered at the next meeting of the Committee to be held on 13 March 2017. It was agreed that a follow up report on Community Asset Transfers would also be included on the agenda for the next meeting.

Referring to the suggestion by Councillor Brian Lloyd that a site visit be arranged to Bailey Hill the Democratic Services Manager confirmed that this was within the terms of reference of the Committee and would be put forward for consideration by the next Committee following the elections in May 2017.

RESOLVED:

That the Forward Work Programme as submitted be approved with an amendment.

55. LOCAL GOVERNMENT (ACCESS TO INFORMATION) ACT 1985 – TO CONSIDER THE EXCLUSION OF THE PRESS AND PUBLIC

RESOLVED:

That the press and public be excluded for the remainder of the meeting for the following items by virtue of exempt information under paragraph(s) 14 of Part 4 of Schedule 12A of the Local Government Act 1972 (as amended).

56. CONNAH'S QUAY SWIMMING POOL – CAMBRIAN AQUATICS BUSINESS PLAN 2016/18

The Chief Officer (Organisational Change 1) introduced a report which summarised the positive progress made since the Community Asset Transfer of Connah's Quay Swimming Pool to Cambrian Aquatics in May 2016. He explained that attached to the report was the first review of performance by Cambrian Aquatics up to October 2015 and an updated business plan covering the period 2016-2018.

RESOLVED:

- (a) That the progress made by Cambrian Aquatics be noted; and
- (b) That the approach outlined by the Council to funding for 2017 including the level of grant and the conditions attached to the release of the grant, be supported.

57. MEMBERS OF THE PUBLIC AND PRESS IN ATTENDANCE

There was one member of the press in attendance.

(The meeting started at 10.00 a.m. and ended at 11.28 a.m.)

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Chairman

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ORGANISATIONAL CHANGE OVERVIEW AND SCRUTINY MEETING

Date of Meeting	Monday 13 th March 2017
Report Subject	Community Asset Transfer – Update report
Report Author	Chief Officers Organisational Change

EXECUTIVE SUMMARY

Scrutiny Committee have previously received reports on the progress of year 1 (2015/16) of the Community Asset Transfer scheme and major asset transfers such as Connahs Quay Swimming Pool.

As the scheme nears the end of its second year an update on major asset transfers in year two is provided in this report. The report also considers the overall financial benefits of the programme since it started.

RECOMMENDATIONS

1	That Members of the Organisational Change Overview and Scrutiny Committee note the report and support the work taking place in year 2 of the Community Asset Transfer programme.
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REPORT DETAILS

1.00	AN UPDATE ON PROGRESS MADE WITH COMMUNITY ASSET TRANSFERS
1.01	Members will be aware that the Council formally re-launched its Community Asset Transfer (CAT) programme two years ago. Progress in year 1 was previously reported to this committee, therefore this report concentrates on progress in year 2 and the overall financial benefits of the scheme so far.
1.02	In times of austerity the Council sought alternatives to the wholesale closure of assets and instead sought to offer assets to the community for local communities to manage, run and develop. In year 1 there were eight successful Community Asset Transfers including major facilities such as

	Connahs Quay Swimming Pool. Progress of this specific transfer has been previously reported to Committee.																					
1.03	<p>During the current year of the scheme a number of large scale asset transfers are being progressed and these include:</p> <ul style="list-style-type: none"> • Holywell Leisure Centre; • Holywell Library; • Connahs Quay Youth Club; • Bistre Youth and Community Centre; • Connahs Quay Scouts Building; • Connahs Quay Cricket Club. <p>A brief update on each of these projects will be provided at the meeting.</p>																					
1.04	Members will be aware that in delivering the CAT programme Cabinet took the conscious decision to provide capital support in the sum of £1m over a two year period to pump prime CATs, this capital allocation being linked to condition survey information and general need. A further allocation has now been approved by Cabinet in the sum of £500,000 over a two year period commencing next financial year 2017/18.																					
1.05	In assessing the effectiveness of the programme the following information for the first two years of the scheme is relevant.																					
	<table border="1"> <tr> <td colspan="2">Table 1 - Efficiencies</td> <td></td> </tr> <tr> <td colspan="2"></td> <td></td> </tr> <tr> <td colspan="2">Building related efficiencies</td> <td></td> </tr> <tr> <td>Anticipated Condition survey costs – one off saving</td> <td></td> <td style="text-align: right;">£1,704,000</td> </tr> <tr> <td colspan="2"></td> <td></td> </tr> <tr> <td colspan="2">Service related efficiencies</td> <td></td> </tr> <tr> <td>Reduction in operating budgets - per annum</td> <td></td> <td style="text-align: right;">£659,500</td> </tr> </table>	Table 1 - Efficiencies						Building related efficiencies			Anticipated Condition survey costs – one off saving		£1,704,000				Service related efficiencies			Reduction in operating budgets - per annum		£659,500
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1.06	The Council remains committed to supporting its CAT programme and is about to embark on the third year of the programme during 2017/18.																					

2.00	RESOURCE IMPLICATIONS
2.01	A further capital allocation of £500,000 over a two year period has now been approved as part of the Councils Capital programme allocation.

3.00	CONSULTATIONS REQUIRED / CARRIED OUT
3.01	Reports have been submitted to Cabinet and Scrutiny at regular intervals, presentation made to interested groups through Flintshire Local Voluntary

	Council as well as County Forum.
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4.00	RISK MANAGEMENT
4.01	The process is intended to protect assets from closure offering them back to local communities to develop. Those assets which remain within the programme are subject to future review.

5.00	APPENDICES
5.01	None

6.00	LIST OF ACCESSIBLE BACKGROUND DOCUMENTS
6.01	Contact Officers: Ian Bancroft / Neal Cockerton Telephone: 01352 704511 / 01352 703169 E-mail: ian.bancroft@flintshire.gov.uk / neal.cockerton@flintshire.gov.uk

7.00	GLOSSARY OF TERMS
7.01	Community Asset Transfer – The transfer of a building to a community organisation with a 27 year lease and peppercorn rent.
7.02	Sinking Fund – Funding set aside in an organisations accounts to deal with replacement or depreciation of assets.
7.03	Community Asset Transfer Panel – The panel that meets to consider stage 2 applications that includes officers and members/board members of Flintshire Council and Flintshire Local Voluntary Council.
7.04	Transfer of Undertakings Protection of Employment Regulations (TUPE) – Employees transfer automatically to the new organisation with their terms and conditions of employment and continuity of service preserved.

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ORGANISATIONAL CHANGE OVERVIEW & SCRUTINY COMMITTEE

Date of Meeting	Monday 13 th March, 2017
Report Subject	Quarter 3 Improvement Plan 2016/17 Monitoring Report
Cabinet Member	Cabinet Member for Corporate Management
Report Author	Chief Officer (Organisational Change 1) Chief Officer (Organisational Change 2)
Type of Report	Operational

EXECUTIVE SUMMARY

The Improvement Plan for 2016/17 was adopted by the Council on 14th June 2016.

This report presents the monitoring of progress for the third quarter of the Improvement Plan 2016/17 priority 'Modern and Efficient Council' relevant to the Organisational Change Overview & Scrutiny Committee.

Flintshire is a high performing Council as evidenced in previous Improvement Plan monitoring reports as well as in the Council's Annual Performance reports. This third quarter monitoring report for 2016/17 is another positive report with 95% of agreed actions being assessed as making good progress and 58% likely to achieve the desired outcome. In addition, 72% of the performance indicators met or exceeded target for the quarter. Risks are also being successfully managed with the majority being assessed as moderate (55%) or minor/insignificant (34%).

This report is an exception based report and therefore detail focuses on the areas of under-performance.

Recommendations

1	That the Committee consider the Quarter 3 Improvement Plan monitoring report for the 'Modern and Efficient Council' priority to monitor under performance and request further information as appropriate.
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REPORT DETAILS

1.00	EXPLAINING THE IMPROVEMENT PLAN MONITORING REPORT
1.01	<p>The Improvement Plan monitoring reports give an explanation of the progress being made toward the delivery of the impacts set out in the 2016/17 Improvement Plan. The narrative is supported by performance indicators and / or milestones which evidence achievement. In addition, there is an assessment of the strategic risks and the level to which they are being controlled.</p>
1.02	<p>Monitoring our Activities</p> <p>Each of the sub-priorities have high level activities which are monitored over time. 'Progress' monitors progress against scheduled activity and has been categorised as follows: -</p> <ul style="list-style-type: none"> • RED: Limited Progress – delay in scheduled activity; not on track • AMBER: Satisfactory Progress – some delay in scheduled activity, but broadly on track • GREEN: Good Progress – activities completed on schedule, on track <p>A RAG (Red/Amber/Green) status is also given as an assessment of our level of confidence at this point in time in achieving the 'outcome(s)' for each sub-priority. Each outcome has been categorised as: -</p> <ul style="list-style-type: none"> • RED: Low – lower level of confidence in the achievement of the outcome(s) • AMBER: Medium – uncertain level of confidence in the achievement of the outcome(s) • GREEN: High – full confidence in the achievement of the outcome(s).
1.03	<p>In summary our overall progress against the high level activities is: -</p> <p>ACTIONS PROGRESS</p> <ul style="list-style-type: none"> • We are making good (green) progress in 54 (95%) actions. • We are making satisfactory (amber) progress in 3 (5%) actions. <p>ACTIONS OUTCOME</p> <ul style="list-style-type: none"> • We have a high (green) level of confidence in the achievement of 33 (58%) action outcomes. • We have a medium (amber) level of confidence in the achievement of 24 action outcomes (42%). • None of our actions have a low (red) level of confidence in achievement of outcomes.
1.04	<p>Monitoring our Performance</p> <p>Analysis of performance against the Improvement Plan performance indicators is undertaken using the RAG status. This is defined as follows: -</p> <ul style="list-style-type: none"> • RED equates to a position of under-performance against target • AMBER equates to a mid-position where improvement may have been

	<p>made but performance has missed the target</p> <ul style="list-style-type: none"> • GREEN equates to a position of positive performance against target.
1.05	<p>Analysis of current levels of quarterly performance shows the following: -</p> <ul style="list-style-type: none"> • 36 (75%) had achieved a green RAG status • 10 (21%) have an amber RAG status • 2 (4%) have a red RAG status
1.06	<p>There are currently no quarterly performance indicators (PI's) which show a red RAG status for current performance, relevant to the Organisational Change Overview & Scrutiny Committee.</p>
1.07	<p>Monitoring our Risks</p> <p>Analysis of the current risk levels of strategic risks identified in the Improvement Plan are as follows: -</p> <ul style="list-style-type: none"> • 8 (16%) are insignificant (green) • 9 (18%) are minor (yellow) • 28 (55%) are moderate (amber) • 6 (12%) are major (red) • There are no severe (black) risks.
1.08	<p>There are currently no high level (RED) risk areas identified for the Organisational Change Overview & Scrutiny Committee.</p>

2.00	RESOURCE IMPLICATIONS
2.01	There are no specific resource implications for this report.

3.00	CONSULTATIONS REQUIRED / CARRIED OUT
3.01	The Improvement Priorities are monitored by the appropriate Overview and Scrutiny Committees according to the priority area of interest.
3.02	Chief Officers have contributed towards reporting of relevant information.

4.00	RISK MANAGEMENT
4.01	Progress against the risks identified in the Improvement Plan is included in the report at Appendix 1. Summary information for the risks assessed as major (red) is covered in paragraphs 1.06 and 1.08 above.

5.00	APPENDICES
5.01	Appendix 1 – Quarter 3 Improvement Plan Monitoring Report – Modern and Efficient Council

6.00	LIST OF ACCESSIBLE BACKGROUND DOCUMENTS
6.01	<p>None.</p> <p>Contact Officer: Robert Robins Democratic Services Manager</p> <p>Telephone: 01352 702320</p> <p>E-mail: robert.robins@flintshire.gov.uk</p>

7.00	GLOSSARY OF TERMS																																													
7.01	Improvement Plan: the document which sets out the annual priorities of the Council. It is a requirement of the Local Government (Wales) Measure 2009 to set Improvement Objectives and publish an Improvement Plan.																																													
7.02	<p>Risks: These are assessed using the improved approach to risk management endorsed by Audit Committee in June 2015. The new approach, includes the use of a new and more sophisticated risk assessment matrix which provides greater opportunities to show changes over time.</p> <p>Risk Likelihood and Impact Matrix</p> <table border="1"> <tr> <td rowspan="4">Impact Severity</td> <td>Catastrophic</td> <td>Y</td> <td>A</td> <td>R</td> <td>R</td> <td>B</td> <td>B</td> </tr> <tr> <td>Critical</td> <td>Y</td> <td>A</td> <td>A</td> <td>R</td> <td>R</td> <td>R</td> </tr> <tr> <td>Marginal</td> <td>G</td> <td>Y</td> <td>A</td> <td>A</td> <td>A</td> <td>R</td> </tr> <tr> <td>Negligible</td> <td>G</td> <td>G</td> <td>Y</td> <td>Y</td> <td>A</td> <td>A</td> </tr> <tr> <td></td> <td></td> <td>Unlikely (5%)</td> <td>Very Low (15%)</td> <td>Low (30%)</td> <td>Significant (50%)</td> <td>Very High (65%)</td> <td>Extremely High (80%)</td> </tr> <tr> <td></td> <td></td> <td colspan="6">Likelihood & Percentage of risk happening</td> </tr> </table>	Impact Severity	Catastrophic	Y	A	R	R	B	B	Critical	Y	A	A	R	R	R	Marginal	G	Y	A	A	A	R	Negligible	G	G	Y	Y	A	A			Unlikely (5%)	Very Low (15%)	Low (30%)	Significant (50%)	Very High (65%)	Extremely High (80%)			Likelihood & Percentage of risk happening					
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7.03	The new approach to risk assessment was created in response to recommendations in the Corporate Assessment report from the Wales Audit Office and Internal Audit.																																													

Actions

Action – Each sub-priority have high level activities attached to them to help achieve the outcomes of the sub-priority.

Lead Officer – The person responsible for updating the data on the action.

Status – This will either be 'In progress' if the action has a start and finish date or 'Ongoing' if it is an action that is longer term than the reporting year.

Start date – When the action started (usually the start of the financial year).

End date – When the action is expected to be completed.

% complete - The % that the action is complete at the time of the report. This only applies to actions that are 'in progress'. An action that is 'ongoing' will not produce a % complete due to the longer-term nature of the action.

Progress RAG – Shows if the action at this point in time is making limited progress (Red), satisfactory progress (Amber) or good progress (Green).

Outcome RAG – Shows the level of confidence in achieving the outcomes for each action.

Measures (Key Performance Indicators - KPIs)

Pre. Year Period Actual – The period actual at the same point in the previous year. If the KPI is a new KPI for the year then this will show as 'no data'.

Period Actual – The data for this quarter.

Period Target – The target for this quarter as set at the beginning of the year.

Perf. RAG – This measures performance for the period against the target. It is automatically generated according to the data. Red = a position of under performance against target, Amber = a mid-position where improvement may have been made but performance has missed the target and Green = a position of positive performance against the target.

Perf. Indicator Trend – Trend arrows give an impression of the direction the performance is heading compared to the period of the previous year:

- A 'downward arrow' always indicates poorer performance regardless of whether a KPI figure means that less is better (e.g. the amount of days to deliver a grant or undertake a review) or if a KPI figure means that more is better (e.g. number of new jobs in Flintshire).
- Similarly an 'upward arrow' always indicates improved performance.

YTD Actual – The data for the year so far including previous quarters.

YTD Target – The target for the year so far including the targets of previous quarters.

Outcome RAG – The level of confidence of meeting the target by the end of the year. Low – lower level of confidence in the achievement of the target (Red), medium – uncertain level of confidence in the achievement of the target (Amber) and high-full confidence in the achievement of the target (Green).

Risks

Risk Title – Gives a description of the risk.

Lead Officer – The person responsible for managing the risk.

Supporting Officer – The person responsible for updating the risk.

Initial Risk Rating – The level of the risk at the start of the financial year (quarter 1). The risks are identified as follows; insignificant (green), minor (yellow), moderate (amber), major (red) and severe (black).

Current Risk Rating – The level of the risk at this quarter.

Trend Arrow – This shows if the risk has increased (upward arrow), decreased (downward arrow) or remained the same between the initial risk rating and the current risk rating (stable arrow).

Risk Status – This will either show as ‘open’ or ‘closed’. If a risk is open then it is still a relevant risk, if the risk is closed then it is no longer a relevant risk; a new risk may be generated where a plan or strategy moves into a new phase.



Quarter 3 Improvement Plan 2016/17 Progress Report Modern and Efficient Council



Flintshire County Council

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Print Date:
01-Mar-2017

Actions

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
8.1.1.1 Develop the Community and Social Sectors 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-2016	31-Mar-2017	65.00%	 GREEN	 GREEN
<p>ACTION PROGRESS COMMENTS: An activity plan for 2017 has been developed with a key group of social enterprises that aims to provide leadership and further support to the sector. • The plan includes two specific contracts that will be targeted to the sector. • Business support and dragons den sessions for the sector. • A new business award in business week specific to the social enterprise sector. • The development of a community benefits policy for Flintshire. This is a three year plan which aims to be complete by 31st March 2018 and is currently 2/3rds of the way through and on target.</p>							
Last Updated: 17-Feb-2017							

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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-2016	31-Mar-2017	90.00%	 GREEN	 AMBER
<p>ACTION PROGRESS COMMENTS: Encouraging volunteers and active citizens is a longer-term programme. Initially there is the volunteering policy which has been shared with the Public Services Board (PSB). Work on volunteering is being developed jointly by public sector partners under the "community resilience" priority of the Board. Evaluation will take place at the end of the year on take up of the policy and use of volunteers by services. This will then complete work on this initial element of encouraging volunteers. The amber judgement on outcome reflects the longer-term nature of achieving this outcome.</p>							
Last Updated: 20-Jan-2017							

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
8.1.1.4 Design and implement alternative delivery models (ADM's) to sustain important services to meet future need	Ian Bancroft - Chief Officer - Organisational Change 1	In Progress	01-Apr-2016	31-Mar-2017	75.00%	 GREEN	 GREEN

ACTION PROGRESS COMMENTS:

Leisure and Libraries, Facility Management and Social Care Work Opportunities have had their final implementation plans agreed at Cabinet in December 2016 with set up of each of the new delivery models planned for the first half of 2017

Last Updated: 03-Jan-2017

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 CAT's)	Ian Bancroft - Chief Officer - Organisational Change 1	In Progress	01-Apr-2016	31-Mar-2017	65.00%	 GREEN	 GREEN

ACTION PROGRESS COMMENTS:

Work continues on progressing a number of assets that have achieved "stage 2 sign off" of business planning through to stage 3 legal completion. A considerable amount of work has taken place in relation to Holywell Leisure Centre, the most complex asset transfer, including consultation with staff and revising and updating the business plan. This transfer is due to take place between December 2016 and March 2017. To complete work this year requires both final completion of a number of asset transfers and monitoring of all those completed last year. This is a three year plan which aims to be complete by 31st March 2018 and is currently 2/3rds of the way through and on target.

Last Updated: 17-Feb-2017




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	Dawn Holt - Alternative Delivery Models and Transforming Social Services Programme Manager	Amber	Green	↓	Open
<p>Potential Effect: No increase in the number and strength in community and social sectors which in turn will limit the capacity for communities to assist in community asset transfer and other programmes.</p> <p>Management Controls: Careful business planning and capacity development with community partners.</p> <p>Progress Comment: Quarter 3 - Building on the Community Asset Transfers from 2015/16 nine applications are now being progressed. In addition 3 ADM's have been agreed by Cabinet to be established in 2017 and a further 2 will be considered in January, see section 8.1.1.4.</p> <p>Last Updated: 17-Feb-2017</p>						

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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	Dawn Holt - Alternative Delivery Models and Transforming Social Services Programme Manager	Red	Green	↓	Open
<p>Potential Effect: Organisational change objectives cannot be met.</p> <p>Management Controls: Careful service and business planning with inclusivity of Trade Union and workforce input.</p> <p>Progress Comment: Quarter 3 - Organisational change programmes are broadly within planned timescales, reflecting the willingness of the workforce and Trade Unions to embrace change. In particular 90% of Leisure and Libraries staff voted yes to the establishment of an employee led mutual in December 2016 showing their commitment and willingness to embrace change.</p> <p>Last Updated: 16-Feb-2017</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	Dawn Holt - Alternative Delivery Models and Transforming Social Services Programme Manager				Open
<p>Potential Effect: New Alternative Delivery Models will see a decrease in income and could be un-sustainable.</p> <p>Management Controls: Realistic business plans and an increased commercialism of new organisations (e.g leisure and libraries), underpinned by sufficient financial acumen.</p> <p>Progress Comment: Quarter 3 - More detailed work has been undertaken by ADM's in considering market conditions. This includes leisure and libraries benchmarking their service provision externally against other providers in the market. In facilities management, work has been undertaken with other leading market providers to understand the market conditions and a review of APSE comparative performance information has been completed. In social care a tender exercise has resulted in two acceptable tenders for the contract being considered.</p> <p>Last Updated: 20-Jan-2017</p>						

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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	Dawn Holt - Alternative Delivery Models and Transforming Social Services Programme Manager				Open
<p>Potential Effect: Alternative Delivery Models become unsustainable as it cannot meet costs with reduced funding from the Council.</p> <p>Management Controls: Properly plan for reduced levels of council funding for each Alternative Delivery Model and contingency plans. An agreed funding model where the Council subsidises the ADM's over a limited period is built into the MTFS.</p> <p>Progress Comment: Quarter 3 - Completed business plans for each of the ADM's demonstrate there is currently enough public funding to support these models moving forward.</p> <p>Last Updated: 20-Jan-2017</p>						

RISK TITLE	LEAD OFFICER	SUPPORTING OFFICERS	INITIAL RISK RATING	CURRENT RISK RATING	TREND ARROW	RISK STATUS
Newly established Social Enterprises fail in their early stages of development	Ian Bancroft - Chief Officer - Organisational Change 1	Dawn Holt - Alternative Delivery Models and Transforming Social Services Programme Manager, Mike Dodd - Social Enterprise Development Lead Officer	Amber	Amber	↔	Open

Potential Effect: New social enterprises are not sustainable and go into liquidation

Management Controls: i) Business development to the sector supported by the Council.

ii) Monitoring of performance of new Social Enterprise delivery.

iii) New network of social enterprise taking responsibility for increasing strength of the sector.

Progress Comment: Quarter 3 - The Social Enterprise Sector working group has now agreed a plan of activity for 2017 that will provide additional support and leadership to the social enterprise sector. However as we have a number of new social enterprises and it can take social enterprises up to 5 years to become fully sustainable this risk rating remains amber. This means a priority will be placed on monitoring and evaluating progress of new social enterprises.

Last Updated: 17-Feb-2017

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RISK TITLE	LEAD OFFICER	SUPPORTING OFFICERS	INITIAL RISK RATING	CURRENT RISK RATING	TREND ARROW	RISK STATUS
Newly established Community Asset Transfers fail in their early stages of development	Neal Cockerton - Chief Officer - Organisational Change 2	Dawn Holt - Alternative Delivery Models and Transforming Social Services Programme Manager	Amber	Green	↓	Open

Potential Effect: New social enterprises are not sustainable and go into liquidation

Management Controls: Business development support for the sector; monitoring and management of performance of new Social Enterprise delivery; new network of social enterprises taking responsibility for self-help.

Progress Comment: Business development work is on going. Monitoring of new Community Asset Transfers starts this year with reports received from Community groups and monitoring meetings arranged.

The Social Enterprise Sector working group is now active and has a plan for 2017.

Last Updated: 22-Dec-2016

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