

# Appendix 1 - Quarter 3 Improvement Plan Progress 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 | 30.00%     |              |             |

**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. Action 8.1.1.5 below details progress on Community Asset Transfers including the number nearing completion. The ADM programme has proposals for 5 services to develop ADMs by 2017. With final business plans and transition plans having been robustly considered and scrutinised a number of risks that will need to be addressed in transition could affect the timescale for outcome, hence the change of the outcome RAG to Amber. The 30% complete relates to this being a three year plan of work.

Last Updated: 25-Feb-2016

| 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 | 40.00%     |              |             |

**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. The Policy will include the following documents: A Policy Framework; A Guide for Volunteers, A Guide for Supervisors of Volunteers and an Application to Volunteer form. The first of these two documents are now in draft and being commented on.

Last Updated: 25-Jan-2016

| 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 | 50.00%     |              |             |

**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 and March with decisions to be made in March.

Last Updated: 25-Jan-2016

| 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-2018 | 30.00%     |              |             |

**ACTION PROGRESS COMMENTS:**

Twelve Community Asset Transfer (CAT) business plans have now been approved which will progress through to completion and the transfer of 18 assets. Legal completion for these assets is progressing and progress will be reviewed at the end of March.

Connah's Quay swimming pool, Mancot library and Mynydd Isa community centre including the library have all had stage 2 business plans approved and are moving through to legal completion.

To date 103 expressions of interest have been received in total relating to 208 assets. 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: 09-Feb-2016

## Performance Indicators

## 8 Modern and Efficient Council

### 8.1.1 Developing Communities

| KPI Title   | Pre. EOY Actual | Period Actual | Period Target | Perf. RAG | Perf. Indicator Trend | YTD Actual | YTD Target | YTD RAG |
|---|-----------------|---------------|---------------|-----------|-----------------------|------------|------------|---------|
| IP8.1.1M07 The number of public assets transferred to the community   | No Data         | 0             | 2             |           |                       | 0          | 3          |         |
| <b>Lead Officer:</b> Neal Cockerton - Chief Officer - Organisational Change 2<br><b>Reporting Officer:</b> Lisa McLellan - Asset Manager<br><b>Aspirational Target:</b><br><b>Progress Comment:</b> 9 applications awaiting completion. Anticipated that these will be completed by the end of the financial year |                 |               |               |           |                       |            |            |         |

## RISKS

### 8 Modern and Efficient Council

#### 8.1.1 Developing Communities

| 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 | Sian Speed - Executive PA - Organisational Change 1 & 2 |                     |                     |             | Open        |
| <p><b>Potential Effect:</b> 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.</p> <p><b>Management Controls:</b></p> <p><b>Progress Comment:</b> Improving 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.</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 | Sian Speed - Executive PA - Organisational Change 1 & 2 |                     |                     |             | Open        |
| <p><b>Potential Effect:</b> No increase in strength of community and social sectors and few asset transfers of Alternative Delivery Models established.</p> <p><b>Management Controls:</b></p> <p><b>Progress Comment:</b> 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. Meetings with Unions have agreed a fortnightly meeting to update on ADMs and services are putting in place full staff engagement plans.</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 | Sian Speed - Executive PA - Organisational Change 1 & 2 |                     |                     |             | Open        |

**Potential Effect:** New Alternative Delivery Models will see a decrease in income and ultimately be un-sustainable.

**Management Controls:**

**Progress Comment:** No changes from Q2 to Q3.

Completed Alternative Deliver Model (ADM) business plans contain some initial considerations of market conditions but further more detailed planning market analysis work will be completed in the transitional phase for those business plans approved by Cabinet. Final Community Asset Transfer (CAT) plans are on the whole progressing. At the end of this, planning market analysis work will be tested with CATs.

| 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        |

**Potential Effect:** Alternative Delivery Models become unsustainable as it can't meet costs with reduced funding from the Council.

**Management Controls:** Properly plan for reduced levels of council funding for each Alternative Delivery Model and to have worst case scenario plans for both ADM and council if funding decreases to unsustainable levels. Draft business and transition plans are now in place and worst case scenario plans will now be added to these plans.

**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 Action Plan for this work has been published for consultation and identified some funding to support local authorities and new ADMs. As a Council we responded stating the need for this funding to be put in place quickly to help offset this risk.