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# Q1 Performance Progress Report – Appendix 1 - Modern and Efficient Council



Flintshire County Council







*Print Date: 06-Oct-2016*

## 8 Modern and Efficient Council

### 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	45.00%	 GREEN	 GREEN
<p><b>ACTION PROGRESS COMMENTS:</b>                      Alternative Delivery Models Programme (ADMs) is contributing to developing new and stronger social enterprises in Flintshire. The programme transferring 5 services to ADM's by 2017 is now in its second year of the three year plan. This year implementation plans are in place for 2 new organisations, and there is 1 implementation plan for strengthening an existing social sector organisation. 8 Community Asset Transfers (CATs) were completed or are in final stages of legal completion for end March 2016, with a further 4 progressing at an earlier stage. Further detail on the CATs programme is at 8.1.1.5. At this stage of the 3 year programme a 45% completion rate is assured.</p> <p>Last Updated: 08-Sep-2016</p>							



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	 GREEN
<p><b>ACTION PROGRESS COMMENTS:</b>                      The policy for active citizenship and volunteering is complete ready for adoption. An implementation plan with scalable targets is being developed. In advance of a formal policy the Council has worked with communities to develop community capacity around ADMs and CATs as reported elsewhere in this performance report.</p> <p>Last Updated: 08-Sep-2016</p>							

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	60.00%	 GREEN	 GREEN

**ACTION PROGRESS COMMENTS:**

The Leisure and Libraries Business Plan Employee Mutual has been approved by Cabinet. Implementation plans for the 5 community Alternative Delivery Models are being worked up and are due for completion by December 2016 (Cambrian Aquatics, Café Isa, Mancot Community Library, Connah's Quay Nomads and New Beginnings).

Last Updated: 08-Sep-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 CAT's)	Ian Bancroft - Chief Officer - Organisational Change 1	In Progress	01-Apr-2016	31-Mar-2017	25.00%	 GREEN	 GREEN



**ACTION PROGRESS COMMENTS:**


So far this year 12 community asset transfers are progressing through detailed work and have been through stage two sign of their business plan. This means they are on target for completion during the year. These contribute towards the overall target of 15. Progress will continue over the year with other business plans being signed off to add to the 12. The significant transfer of Holywell Leisure Centre is one of these 12 transfers.

Last Updated: 08-Sep-2016

## Performance Indicators

KPI Title	Pre. Year Period Actual	Period Actual	Period Target	Perf. RAG	Perf. Indicator Trend	YTD Actual	YTD Target	Outcome RAG
IP8.1.1M01 The number of new social enterprises developed	5	1	2	 RED	↓	1	2	 GREEN
<p><b>Lead Officer:</b> Ian Bancroft - Chief Officer - Organisational Change 1  <b>Reporting Officer:</b> Mike Dodd - Social Enterprise Development Lead Officer  <b>Aspirational Target:</b> 3.00  <b>Progress Comment:</b> Trelogan Community centre, part of the FCC CAT programme</p> <p>Last Updated: 02-Sep-2016</p>								

KPI Title	Pre. Year Period Actual	Period Actual	Period Target	Perf. RAG	Perf. Indicator Trend	YTD Actual	YTD Target	Outcome RAG
IP8.1.1M02 The number of social enterprises supported to thrive and prosper (support meetings held with Social Enterprises)	12	9	7	 GREEN	↓	9	7	 GREEN
<p><b>Lead Officer:</b> Ian Bancroft - Chief Officer - Organisational Change 1  <b>Reporting Officer:</b> Mike Dodd - Social Enterprise Development Lead Officer  <b>Aspirational Target:</b>  <b>Progress Comment:</b> social enterprises supported include; West Flintshire Community Enterprises, Parkfields Community Association, Rainbow Biz, Emotional Learning Foundation CIC, Beyond the Boundaries, Mold Rugby Club, Flintshire Counselling and The Clocktower</p> <p>Last Updated: 02-Sep-2016</p>								



KPI Title	Pre. Year Period Actual	Period Actual	Period Target	Perf. RAG	Perf. Indicator Trend	YTD Actual	YTD Target	Outcome RAG
IP8.1.2M01 Number of volunteers directly placed into volunteering placements	541	No Data	N/A	N/A	N/A	No Data	N/A	 GREEN

**Lead Officer:** Ian Bancroft - Chief Officer - Organisational Change 1

**Reporting Officer:** Chris Phillips - Strategic Performance Lead

**Aspirational Target:**

**Progress Comment:**



KPI Title	Pre. Year Period Actual	Period Actual	Period Target	Perf. RAG	Perf. Indicator Trend	YTD Actual	YTD Target	Outcome RAG
IP8.1.4M01 The level of efficiencies alternative delivery models (ADM) have supported	0	No Data	0		N/A	No Data	0	 GREEN

**Lead Officer:** Ian Bancroft - Chief Officer - Organisational Change 1

**Reporting Officer:** Dawn Holt - Alternative Delivery Models and Transforming Social Services Programme Manager

**Aspirational Target:**

**Progress Comment:**

KPI Title	Pre. Year Period Actual	Period Actual	Period Target	Perf. RAG	Perf. Indicator Trend	YTD Actual	YTD Target	Outcome RAG
IP8.1.4M02 The number of services sustained through delivery via alternative models	0	No Data	0		N/A	No Data	0	 GREEN



**Lead Officer:** Ian Bancroft - Chief Officer - Organisational Change 1



**Reporting Officer:** Dawn Holt - Alternative Delivery Models and Transforming Social Services Programme Manager



**Aspirational Target:**



**Progress Comment:** The alternative delivery models in leisure and libraries, facilities management, and adult social care are due to be established in the year 2017-18, hence no target or actual will be shown this year. Implementation plans for each of these models are due to be complete by December 2016.

Last Updated: 07-Sep-2016

KPI Title	Pre. Year Period Actual	Period Actual	Period Target	Perf. RAG	Perf. Indicator Trend	YTD Actual	YTD Target	Outcome RAG
IP8.1.5M01 The number of public assets transferred to the community	8	No Data	10	 RED	↓	0	15	 GREEN
<p><b>Lead Officer:</b> Neal Cockerton - Chief Officer - Organisational Change 2  <b>Reporting Officer:</b> Lisa McLellan - Asset Manager  <b>Aspirational Target:</b>  <b>Progress Comment:</b> 12 asset transfers have reached stage 2 completion, but none legally completed in quarter 1. We are currently on target to complete 15 by the end of the financial year. The Community Asset Transfers (CAT'S), which include (Connah's Quay Cricket Club, Mold Rugby Club, Connah's Quay Community Centre, Mostyn Maes Playing Fields, Mostyn Bowling Club, Holywell Leisure Centre, Nant Mawr Community Centre, Holywell Library, Trelawnydd Playing Area, Broughton Youth Centre Glanrafon (Mold) - digihub, Broughton Play Care)</p> <p>Last Updated: 08-Sep-2016</p>								




KPI Title	Pre. Year Period Actual	Period Actual	Period Target	Perf. RAG	Perf. Indicator Trend	YTD Actual	YTD Target	Outcome RAG
IP8.2.3M01 The percentage reduction in the floor space (m2) of office accommodation occupied	19.9	No Data	25		N/A	No Data	25	 AMBER
<p><b>Lead Officer:</b> Neal Cockerton - Chief Officer - Organisational Change 2  <b>Reporting Officer:</b> Lisa McLellan - Asset Manager  <b>Aspirational Target:</b>  <b>Progress Comment:</b></p>								




KPI Title	Pre. Year Period Actual	Period Actual	Period Target	Perf. RAG	Perf. Indicator Trend	YTD Actual	YTD Target	Outcome RAG
IP8.2.3M02 Reduction in the running costs of corporate accommodation.	19.9	No Data	25		N/A	No Data	25	 AMBER
<p><b>Lead Officer:</b> Neal Cockerton - Chief Officer - Organisational Change 2  <b>Reporting Officer:</b> Lisa McLellan - Asset Manager  <b>Aspirational Target:</b>  <b>Progress Comment:</b> Will cover on-going rationalisation work at County Hall and further work at Flint Offices</p> <p>Last Updated: 14-Jun-2016</p>								

KPI Title	Pre. Year Period Actual	Period Actual	Period Target	Perf. RAG	Perf. Indicator Trend	YTD Actual	YTD Target	Outcome RAG
IP8.2.3M03 Agile working - desk provision as a percentage of staff (County Hall)	No Data	No Data	89		N/A	No Data	89	 GREEN
<p><b>Lead Officer:</b> Neal Cockerton - Chief Officer - Organisational Change 2  <b>Reporting Officer:</b> Lisa McLellan - Asset Manager  <b>Aspirational Target:</b>  <b>Progress Comment:</b> Relates to County Hall</p> <p>Last Updated: 14-Jun-2016</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	Dawn Holt - Alternative Delivery Models and Transforming Social Services Programme Manager				Open
<p><b>Potential Effect:</b> 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><b>Management Controls:</b> Careful business planning and capacity development with community partners.</p> <p><b>Progress Comment:</b> Building on the Community Asset Transfers from 2015/16 12 further applications are being progressed. In addition 5 ADM's are in progress, see section 8.1.1.4.</p> <p>Last Updated: 08-Sep-2016</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	Dawn Holt - Alternative Delivery Models and Transforming Social Services Programme Manager				Open
<p><b>Potential Effect:</b> Organisational change objectives cannot be met.</p> <p><b>Management Controls:</b> Careful service and business planning with inclusivity of Trade Union and workforce input.</p> <p><b>Progress Comment:</b> Organisational change programmes are broadly on time and on budget.</p> <p>Last Updated: 08-Sep-2016</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><b>Potential Effect:</b> New Alternative Delivery Models will see a decrease in income and could be un-sustainable.</p> <p><b>Management Controls:</b> Realistic business plans and an increased commercialism of new organisations (e.g leisure and libraries), underpinned by sufficient financial acumen.</p> <p><b>Progress Comment:</b> Completed Alternative Deliver Model (ADM) business plans contain some initial considerations of market conditions. More detailed planning market analysis work is being completed in the transition phase for those business plans approved by Cabinet. Final Community Asset Transfer (CAT) plans are on the whole progressing.</p> <p>Last Updated: 08-Sep-2016</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	Dawn Holt - Alternative Delivery Models and Transforming Social Services Programme Manager				Open
<p><b>Potential Effect:</b> Alternative Delivery Models become unsustainable as it cannot meet costs with reduced funding from the Council.</p> <p><b>Management Controls:</b> 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><b>Progress Comment:</b> The "Is the Feeling Mutual" report published on behalf of Welsh Government identified the need to support Alternative Delivery Models (ADM's) and Community Asset Transfers (CATs) with national support and resource. Welsh Government have now launched their ADM action plan.</p> <p>The amber rating is due to the transitional arrangements currently in place. Once the transition period expires and the organisations are stable the risk will reduce to a green status.</p> <p>Last Updated: 08-Sep-2016</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
<p><b>Potential Effect:</b> New social enterprises are not sustainable and go into liquidation</p> <p><b>Management Controls:</b> 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.</p> <p><b>Progress Comment:</b> i) Business development work is on going, ii) Monitoring of new Community Asset Transfers will be starting this year and reported by March 2017, iii) The Social Enterprise Sector working group has had it's first meeting.</p> <p>Last Updated: 09-Sep-2016</p>						

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		Amber	Green	↔	Open
<p><b>Potential Effect:</b> New social enterprises are not sustainable and go into liquidation</p> <p><b>Management Controls:</b> 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.</p> <p><b>Progress Comment:</b> Business development work is on going. Monitoring of new Community Asset Transfers starting this year for reporting by March 2017.</p> <p>The Social Enterprise Sector working group is now active.</p> <p>Last Updated: 08-Sep-2016</p>						