



Quarter 2 Improvement Plan 2016/17 Progress Report

Modern and Efficient Council – Appendix 1



Flintshire County Council



Print Date: 30-Nov-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	55.00%	 GREEN	 GREEN

ACTION PROGRESS COMMENTS:

A second meeting has taken place with a key group of social enterprises who are looking to develop their own priorities for developing the social sector. Work on the procurement strategy has been updated to include specific work focusing on potential contracting with the social sector and a greater emphasis on community benefits within specifications. Work continues through the Community Asset Transfer (CAT) and Alternatively Delivery Model (ADM) programmes to support the sectors development. This work is long term and the end date of March 2017 allows for getting to a stage where a number of new social enterprises have been created and the sector has the capacity to lead its development.



Last Updated: 30-Nov-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-2016	31-Mar-2017	90.00%	 GREEN	 AMBER

ACTION PROGRESS COMMENTS:

Encouraging volunteers and active citizens is a longer-term programme. Initially we have our 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.

Last Updated: 30-Nov-2016

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	70.00%	 GREEN	 GREEN
<p>ACTION PROGRESS COMMENTS: Leisure and Libraries, Facility Management and Social Care Work Opportunities are working on their final implementation plans to go before Cabinet in December with set up of each of the new delivery models planned for the first half of 2017.</p> <p>Last Updated: 11-Nov-2016</p>							




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	50.00%	 GREEN	 GREEN
<p>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.</p> <p>Last Updated: 30-Nov-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	Amber	Amber	↔	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: Q2 - Building on the Community Asset Transfers from 2015/16 nine applications are now being progressed. In addition five ADM's are in progress, see section 8.1.1.4.</p> <p>Last Updated: 30-Nov-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	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: Q2 - Organisational change programmes are broadly within planned timescales, reflecting the willingness of the workforce and Trade Unions to embrace change.</p> <p>Last Updated: 30-Nov-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>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: Completed Alternative Delivery 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: 29-Nov-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>Potential Effect: Alternative Delivery Models become unsustainable as it cannot meet costs with reduced funding from the Council. 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: Q2 - The amber rating is due to the transitional arrangements currently in place. The transitional period is nearing end and reports are due to go to Cabinet in December. Following this the risk level will change.</p> <p>Last Update: 30-Nov-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				Open
<p>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: Q2 - The Social Enterprise Sector working group has met twice and is planning how it will provide leadership and support to the sector.</p> <p>Last update: 29-Nov-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	Dawn Holt - Alternative Delivery Models and Transforming Social Services Programme Manager				Open
<p>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.</p> <p>The Social Enterprise Sector working group is now active.</p> <p>Last Updated: 30-Nov-2016</p>						