



Mid-year Council Plan 2017/18 Progress Report

Connected Council



Flintshire County Council



Print Date: 07-Nov-2017

5 Connected Council



Actions

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
5.1.1.1 Build stronger social enterprises with the sector itself leading development of the sector	Ian Bancroft - Chief Officer - Organisational Change 1	In Progress	01-Apr-2017	31-Mar-2018	50.00%	 GREEN	 GREEN

ACTION PROGRESS COMMENTS:

To help grow the sector and sustain itself specific contracts and community benefits work is being targeted at the sector. The development of a range of tools such as community shares is underway that enable existing social enterprises to grow and develop. Projects that are applicable for community shares have been identified and a business case format for these has been developed. Social enterprises attended the Flintshire Business awards and for the first time won a significant award. Wider plan for developing tools for the social enterprise sector shared with the public service board and is forming part of their Community Resilience Action Plan



Last Updated: 25-Oct-2017

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
5.1.1.2 Grow the capacity of the social enterprise sector and Alternative delivery Models (ADM's) to become more self-sustaining.	Ian Bancroft - Chief Officer - Organisational Change 1	In Progress	01-Apr-2017	31-Mar-2018	66.00%	 GREEN	 GREEN

ACTION PROGRESS COMMENTS:

Work has taken place with key social enterprises to strengths their business plans. This includes establishing two new social enterprises of a significant scale operating in Flintshire through the ADM and Community Asset Transfer Programme. Aura Leisure and Libraries and Holywell Leisure Centre were established and have been operating from the 1st September and 1st April respectively. Reporting of community benefits - Meetings held with organisations who had had asset transfers in 2015 to 2017 and first year reports provided on community benefits, these will be reported to Scrutiny when community asset transfers are next reported



Last Updated: 25-Oct-2017

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
5.1.1.3 Implement the Digital Strategy and resources to meet future customer needs	Richard Ashley - IT Business Relationship Manager	In Progress	01-Apr-2017	31-Mar-2018	25.00%	 GREEN	 AMBER

ACTION PROGRESS COMMENTS:

Progress is steady across all 6 work streams to identify those projects that can and should be progressed as a matter of priority, and a number have already identified their priorities for inclusion the action plan. The Digital Customer work stream has already analysed the services which receive the most public contact and is prioritising a list of those services that should be digitised first. The action plan will be ready for approval in December. For this first year of the 5 year strategy there are currently 22 tasks identified and of those, 5 are marked as complete.



Last Updated: 02-Nov-2017

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
5.1.1.4 Ensuring and delivering community benefits	Ian Bancroft - Chief Officer - Organisational Change 1	In Progress	01-Apr-2017	31-Mar-2018	50.00%	 GREEN	 AMBER

ACTION PROGRESS COMMENTS:

Draft community benefits strategy in place and ready to take to cabinet in October. Session planned with procurement team and economic development team to enable them to take strategy forward.



Last Updated: 23-Oct-2017

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
5.1.1.5 Enabling the third sector to maximise their contribution.	Ian Bancroft - Chief Officer - Organisational Change 1	In Progress	01-Apr-2017	31-Mar-2018	50.00%	 GREEN	 AMBER

ACTION PROGRESS COMMENTS:

Community Benefits Strategy developed with specific social objectives that enable the social sector to show their unique delivery and value against. FLVC and the communities first social enterprise officer are delivering specific support to the sector including supporting the establishment of community asset transfers.



Last Updated: 23-Oct-2017

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
5.1.1.6 Ensure our Armed Forces Community and their families are not disadvantaged when accessing Council Services	Karen Armstrong - Corporate Business and Communications Executive Officer	In Progress	01-Apr-2017	31-Mar-2018	50.00%	 GREEN	 GREEN

ACTION PROGRESS COMMENTS:

The partnership group driving the work forward of Flintshire's Armed Forces Covenant has made good progress during the last 6 months. Developments and achievements within the Council include: - new policy for Reservists in the Council to be supported with an additional 2 weeks annual leave to attend services-related training - Council HR recruitment policy revised to include guaranteed interview to all veterans meeting the essential criteria - agreement to capture data from schools about pupils from serving or veteran families to i) understand the scale of support needed and ii) plan support including funding - co-ordination and support of Covenant funding applications within local communities - North Wales Fire and Rescue Services signed up to Flintshire's Covenant - first Annual report endorsed by full County Council - 2 Armed Forces liaison officers appointed for regional co-ordination of the Covenants. Good support provided since appointments.

Last Updated: 27-Oct-2017



ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
5.1.1.7 Getting Flintshire active through partnership objectives via the Public Services Board	Karen Armstrong - Corporate Business and Communications Executive Officer	In Progress	01-Apr-2017	31-Mar-2018	25.00%	 GREEN	 AMBER

ACTION PROGRESS COMMENTS:

The Public Services Board has drafted a Well-being Plan which has 5 priority areas of work including: Community Resilience, Well-being and Independent Living, Community Safety, Economy and Skills and Environment. The Community Resilience priority has a number of work-streams, one of which is 'Getting Flintshire moving'. This priority area is led by Public Health Wales with 2 specific activities around reducing sedentary behaviour; one of which is focused on the scale of impact that could be made across the public sector as a major employer and within specific community areas (as pilots). This is a longer term project which may not show immediate impact in-year, hence the amber rating for outcome.

Last Updated: 27-Oct-2017

Performance Indicators



KPI Title	Pre. Year Period Actual	Period Actual	Period Target	Perf. RAG	Perf. Indicator Trend	YTD Actual	YTD Target	Outcome RAG
IP5.1.2.4M04 The number of leisure centres and libraries sustained through the community benefits society	11	11	11	 GREEN	↔	11	11	 GREEN

Lead Officer: Ian Bancroft - Chief Officer - Organisational Change 1
Reporting Officer: Paul Jones - Leisure Manager Business Improvement
Aspirational Target:
Progress Comment: From 1 September 2017, Aura Leisure & Libraries Limited is responsible for the direct management of the following leisure centres and libraries: Buckley Leisure Centre, Deeside Leisure Centre, Jade Jones Pavilion Flint, Mold Leisure Centre, Broughton Library (service only, not the building), Buckley Library, Connah's Quay Library, Flint Library, Holywell Library (service only within a shared building), Deeside Library (based within Deeside Leisure Centre) and Mold Library. Aura Leisure and Libraries Limited is registered under the Cooperative and Community Benefit Societies Act 2014 (Registration No. 7610).

Additional Information:
 From 1 April 2017, Holywell Leisure Centre/Canolfan Hamdden Treffynnon (Registered Charity: 1170729) is responsible for the direct management of Holywell Leisure Centre.



From 30 May 2016, Cambrian Aquatic Sports Centre (Company No: 09913641) is responsible for the direct management of Connah's Quay Swimming Pool. Cambrian ASC is a private company limited by guarantee without share capital.

Last Updated: 09-Oct-2017

KPI Title	Pre. Year Period Actual	Period Actual	Period Target	Perf. RAG	Perf. Indicator Trend	YTD Actual	YTD Target	Outcome RAG
IP5.1.4.1M01 Percentage of community benefit clauses in new procurement contracts above £1M	No Data	100	100	 GREEN	N/A	100	100	 GREEN

Lead Officer: Gareth Owens - Chief Officer - Governance
Reporting Officer: Arwel Staples - Strategic Procurement Manager
Aspirational Target:
Progress Comment: 7 projects to date above £1m have been tendered and include community benefits.

Last Updated: 24-Oct-2017

KPI Title	Pre. Year Period Actual	Period Actual	Period Target	Perf. RAG	Perf. Indicator Trend	YTD Actual	YTD Target	Outcome RAG
IP5.1.4.2M02 Percentage of community benefit clauses in new procurement contracts under £1M	No Data	0	100	 RED	N/A	0	100	 RED

Lead Officer: Gareth Owens - Chief Officer - Governance

Reporting Officer: Arwel Staples - Strategic Procurement Manager

Aspirational Target:

Progress Comment: The Council's current Contract Procurement Regulations stipulates that the inclusion of Community Benefits is optional for contracts below £1m as referenced within the Welsh Procurement Policy statement. The Council has currently drafted a new Community Benefits Strategy which will require Community Benefits to be included when applicable for lower value contracts.

Until the new Community Benefits Strategy has been approved and adopted by the Council, then the percentage target of contracts below £1m with Community Benefits included will be missed.

Last Updated: 01-Nov-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	Ian Bancroft - Chief Officer - Organisational Change 1	Amber	Amber	↔	Open

Potential Effect: Lack of capacity to and desire of the sector resulting in unsustainable community and social sector projects such as Community Asset Transfers and Alternative Delivery Models

Management Controls: Work with Flintshire CVS, Co-operative Wales, and local community groups and social enterprises to develop skills.

Progress Comment: Sustained progress on growth of the social sector with development of new Community Asset Transfers and Alternativedelivery Models, now the emphasis will be on sustaining this delivery and maximising its impact

Last Updated: 24-Oct-2017

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	Ian Bancroft - Chief Officer - Organisational Change 1	Amber	Amber	↔	Open

Potential Effect: Lack of capacity of staff to work with and enable social sector organisations to grow and develop
Management Controls: Early engagement and co-design in change projects with employees and trade unions
Progress Comment: This is a key priority of the Community Resilience priority of the Public Services Board working with all public service staff to support growth of the social sector.

Last Updated: 24-Oct-2017

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	Ian Bancroft - Chief Officer - Organisational Change 1	Amber	Amber	↔	Open

Potential Effect: More competition from other agencies or decreasing use of the services means they are in the future unsustainable
Management Controls: Continue to work with the ADM's to grow their entrepreneurial skills and meet with them annually at least to review progress
Progress Comment: Now established review are planned with each of the ADMs.




Last Updated: 24-Oct-2017




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	Ian Bancroft - Chief Officer - Organisational Change 1	Amber	Amber	↔	Open

Potential Effect: Reductions in funding to these models by the public sector resulting in the new to stop or close services and facilities
Management Controls: Support to ADM's to ensure their financial plans are resilient if public funding decreases
Progress Comment: Review meetings are providing an update on the future financial context so organisations can plan for potential reductions when appropriate.

Last Updated: 24-Oct-2017

RISK TITLE	LEAD OFFICER	SUPPORTING OFFICERS	INITIAL RISK RATING	CURRENT RISK RATING	TREND ARROW	RISK STATUS
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Procurement regulations stifling our ability to develop local community and third sector markets	Ian Bancroft - Chief Officer - Organisational Change 1	Ian Bancroft - Chief Officer - Organisational Change 1				Open
<p>Potential Effect: Social and third sector organisation not able to grow through the winning of new contracts</p> <p>Management Controls: Work with procurement and commissioning teams to identify the most effective way of working with the community and third sectors.</p> <p>Progress Comment: Draft Community Benefits Strategy agreed by Cabinet and workshop held with the procurement team to start implementation of this strategy.</p> <p>Last Updated: 24-Oct-2017</p>						

RISK TITLE	LEAD OFFICER	SUPPORTING OFFICERS	INITIAL RISK RATING	CURRENT RISK RATING	TREND ARROW	RISK STATUS
Newly established Social Enterprises and Community Asset Transfers failing in their early stages of development.	Ian Bancroft - Chief Officer - Organisational Change 1	Ian Bancroft - Chief Officer - Organisational Change 1				Open
<p>Potential Effect:</p> <p>Management Controls: Open book accounting by key social enterprises with the council and where issues identified cooperative work to resolve these.</p> <p>Progress Comment: Review meetings held with all CATs that transferred 2015-17.</p> <p>Last Updated: 24-Oct-2017</p>						