



Quarter 3 Council Plan 2017/18 Progress Report

Connected Council

Flintshire County Council



*Print Date: 14-
Feb-2018*

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	60.00%	 GREEN	 GREEN
<p>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. A session is planned with Community Shares Wales in February when projects will complete outline business cases</p> <p>Last Updated: 19-Jan-2018</p>							

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 (ADMs) to become more self-sustaining.	Ian Bancroft - Chief Officer - Organisational Change 1	In Progress	01-Apr-2017	31-Mar-2018	85.00%	 GREEN	 GREEN
<p>ACTION PROGRESS COMMENTS: Work has taken place with key social enterprises to strengthen their business plans. This includes establishing two new social enterprises of a significant scale operating in Flintshire through the Alternative Delivery Models (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. Second Year Review Meetings to be held with the same organisations in March 2018 and in addition, organisations that have completed their asset transfers since 1 April 2017. With the establishment of the Home Farms Trust contract (HFT) which begins on 1st February 2018, three Alternative Delivery Models (ADM's) have been established to operate council services in the past 12 months i.e Aura Leisure and Libraries and NEWydd Catering and Cleaning. To ensure the organisations become more sustaining, regular review meetings are taking place including formal partnership boards to oversee Home Farms Trust (HFT) and Aura.</p> <p>Last Updated: 25-Jan-2018</p>							

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 remains steady across all six 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 in the action plan. The Digital Customer work stream has been the subject of much work and this is to be the primary focus for the Digital Strategy going forward due to the opportunities it brings to the public and potential for savings to be made. For the first year of the five year strategy there are currently 22 tasks identified and of those, five are marked as complete.

Last Updated: 22-Jan-2018

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	60.00%	 GREEN	 AMBER

ACTION PROGRESS COMMENTS:

Draft Community Benefits Strategy in place and agreed by Cabinet. This document has also been shared with the Public Services Board. Next steps agreed from the workshop with Economic Development and Procurement, include engagement with the private and social sectors and individual engagement with public sector partners about how they can deliver against the strategy.

Last Updated: 22-Jan-2018

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	55.00%	 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. Flintshire Local Voluntary Council (FLVC) and the Communities First Social Enterprise Officer are delivering specific support to the sector including supporting the establishment of community asset transfers. As part of the Resilience theme for the Public Services Board, work involving key organisations in the areas of Holywell, Shotton, and Flint is being prioritised and showcased.

Last Updated: 25-Jan-2018

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	75.00%	 GREEN	 GREEN

ACTION PROGRESS COMMENTS:

The partnership group driving the work of Flintshire's Armed Forces Covenant forward has made progress during the last quarter. Developments and achievements within the Council include a new policy for Reservists in the Council to be supported with an additional two weeks annual leave to attend services-related training. The Council's Recruitment Policy has been revised to include a guaranteed interview to all veterans meeting the essential criteria. An agreement is now in place to capture data from schools about pupils from serving or veteran families in order to understand the scale of support needed and to plan support, including funding. The Council has also provided co-ordination and support of Covenant funding applications within local communities. North Wales Fire and Rescue Services signed up to Flintshire's Covenant in 2017/18 and the first Annual report was endorsed by full County Council. Two Armed Forces Liaison Officers have been appointed for regional co-ordination of the Covenants.

Last Updated: 22-Jan-2018

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	50.00%	 AMBER	 AMBER

ACTION PROGRESS COMMENTS:

The Public Services Board (PSB) has drafted a Well-being Plan which has five 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 two 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). A list of key drivers to support this activity has been developed and will be worked through with Public Services Board (PSB) partners. This is a longer term project which may not show immediate impact in-year, hence the amber rating for outcome.

Last Updated: 22-Jan-2018

Performance Indicators

KPI Title	Pre. Year Period Actual	Period Actual	Period Target	Perf. RAG	Perf. Indicator Trend	YTD Actual	YTD Target	Outcome RAG
IP5.1.4.1M01 Percentage of community benefit clauses in new procurement contracts above £1M	100	100	100	 GREEN	↔	100	100	 GREEN
<p>Lead Officer: Gareth Owens - Chief Officer - Governance Reporting Officer: Arwel Staples - Strategic Procurement Manager Aspirational Target: Progress Comment: During Q3 one project above £1M has been tendered and includes community benefits. this tender was for the Families First project.</p> <p>Last Updated: 26-Jan-2018</p>								

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
<p>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 be going out to consultation shortly. However in the meantime Community Benefits are still being considered and where relevant included for tender projects between £25,000 and £1m. Due to reporting difficulties on the volume of tenders below £1m, we are unable to determine the percentage of contracts that have had community benefits included.</p> <p>Last Updated: 23-Jan-2018</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	Ian Bancroft - Chief Officer - Organisational Change 1	Amber	Amber	↔	Open
<p>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</p> <p>Management Controls: Work with Flintshire Community Voluntary Sector, Co-operative Wales, and local community groups and social enterprises to develop skills.</p> <p>Progress Comment: Sustained progress on growth of the social sector with development of new Community Asset Transfers and Alternative Delivery Models. The emphasis will now be on sustaining this delivery and maximising its impact. Regular review meetings and partnership board meetings are in place.</p> <p>Last Updated: 22-Jan-2018</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	Ian Bancroft - Chief Officer - Organisational Change 1	Amber	Amber	↔	Open
<p>Potential Effect: Lack of capacity of staff to work with and enable social sector organisations to grow and develop</p> <p>Management Controls: Early engagement and co-design in change projects with employees and trade unions</p> <p>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. As a result a leadership programme will be run by Glyndwr University for public service practitioners who are working with communities enabling them to support communities to increase resilience.</p> <p>Last Updated: 17-Jan-2018</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	Ian Bancroft - Chief Officer - Organisational Change 1			↔	Open
<p>Potential Effect: More competition from other agencies or decreasing use of the services means they are in the future unsustainable</p> <p>Management Controls: Continue to work with the ADM's to grow their entrepreneurial skills and meet with them annually at least to review progress</p> <p>Progress Comment: Established reviews are planned with each of the Alternative Delivery Models. The first of these partnership reviews has taken place with Aura Leisure and Libraries.</p> <p>Last Updated: 22-Jan-2018</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	Ian Bancroft - Chief Officer - Organisational Change 1			↔	Open
<p>Potential Effect: Reductions in funding to these models by the public sector resulting in the new to stop or close services and facilities</p> <p>Management Controls: Support to ADM's to ensure their financial plans are resilient if public funding decreases</p> <p>Progress Comment: Review meetings are providing an update on the future financial context so organisations can plan for potential reductions when appropriate. Draft Business Plans for 2018/19 are currently being prepared and shared with the Council and these will identify if funding for the future enables the organisations to be sustainable.</p> <p>Last Updated: 17-Jan-2018</p>						

RISK TITLE	LEAD OFFICER	SUPPORTING OFFICERS	INITIAL RISK RATING	CURRENT RISK RATING	TREND ARROW	RISK STATUS
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. Engagement with the community and third sector on the strategy is now being planned.</p> <p>Last Updated: 17-Jan-2018</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 have been held with all Community Asset Transfers (CATs) that transferred 2015-17. The second year review meetings are now being planned along with the first reviews for organisations that took on Community Asset Transfers after 1st April 2017.</p> <p>Last Updated: 22-Jan-2018</p>						