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CYNGOR Sir y Fflint Flintshire COUNTY COUNCIL

Contact Officer:
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To: Cllr Brian Dunn (Chairman)

Councillors: Clive Carver, Glenys Diskin, Chris Dolphin, Andy Dunbobbin, Robin Guest, Ron Hampson, Brian Lloyd, Dave Mackie, Mike Reece, Tony Sharps, Paul Shotton, Nigel Steele-Mortimer, Carolyn Thomas and David Wisinger

3 January 2017

Dear Councillor

You are invited to attend a meeting of the Organisational Change Overview & Scrutiny Committee which will be held at 10.00 am on Monday, 9th January, 2017 in the Delyn Committee Room, County Hall, Mold CH7 6NA to consider the following items

A G E N D A

1   APOLOGIES

Purpose: To receive any apologies.

2   DECLARATIONS OF INTEREST (INCLUDING WHIPPING DECLARATIONS)

Purpose: To receive any Declarations and advise Members accordingly.

3   MINUTES (Pages 3 - 6)

Purpose: To confirm as a correct record the minutes of the last meeting held on 21 November 2016.

4   PLAY AREAS, PLAY SCHEMES AND STRATEGIC PLAY FORUM UPDATE (Pages 7 - 24)

Report of Chief Officer (Organisational Change) - Cabinet Member for Waste Strategy, Public Protection and Leisure

Purpose: To provide Committee with a progress update on Play Areas, Playschemes and the Play Forum

5 **WELSH PUBLIC LIBRARY STANDARDS : REVIEW OF PERFORMANCE 2015/16** (Pages 25 - 36)

Report of Chief Officer (Organisational Change) - Cabinet Member for Education

Purpose: To update Committee on progress against Public Library Standards

6 **QUARTER 2 IMPROVEMENT PLAN 2016/17 MONITORING REPORT** (Pages 37 - 48)

Report of Chief Officer (Organisational Change 1) and Chief Officer (Organisational Change 2) – Cabinet Member for Corporate Management

Purpose: To consider the Quarter 2 Improvement Plan 2016/17 Monitoring Report relevant to the Organisational Change Overview & Scrutiny Committee

7 **FORWARD WORK PROGRAMME** (Pages 49 - 54)

Report of Democratic Services Manager

Purpose: To consider the Forward Work Programme for the Organisational Change Overview & Scrutiny Committee.

Yours sincerely

Robert Robins
Democratic Services Manager

ORGANISATIONAL CHANGE OVERVIEW & SCRUTINY COMMITTEE
21 NOVEMBER 2016

Minutes of the meeting of the Organisational Change Overview & Scrutiny Committee of Flintshire County Council held at Deeside Leisure Centre, Chester Road West, Queensferry, CH5 1SA, on Monday, 21 November 2016

PRESENT: Councillor Brian Dunn (Chairman)
Councillors: Clive Carver, Chris Dolphin, Andy Dunbobbin, Ron Hampson, Dave Mackie, Mike Reece, Paul Shotton, Nigel Steele-Mortimer, Carolyn Thomas and David Wisinger

APOLOGIES: Councillor Billy Mullin, Cabinet Member for Corporate Management. Councillors Brian Lloyd, Robin Guest, and Mike Reece

CONTRIBUTORS: Councillor Bernie Attridge, Cabinet Member for Environment, Councillor Chris Bithell, Cabinet Member for Education, Councillor Christine Jones, Cabinet Member for Social Services, Councillor Kevin Jones, Cabinet Member for Waste Strategy, Public Protection and Leisure, Chief Officer (Organisational Change 1), Chief Officer (Organisational Change 2). (For minute no.37) June Brady and Shaun Darlington, representing Flintshire Local Voluntary Council

IN ATTENDANCE: Social & Health Care Overview & Scrutiny Co-ordinator and Committee Officer

35.   **DECLARATIONS OF INTEREST**

There were no declarations of interest.

36.   **MINUTES**

The minutes of the meeting held on 17 October 2016 were submitted.

Accuracy

Councillor Carolyn Thomas referred to page 6 of the minutes and requested that the minutes be amended to reflect the reassurances given by the Chief Officer that after 3 years there would be protection for both employees and the service being delivered under the co-operative agreement model.

RESOLVED:

That subject to the above amendment the minutes be approved as a correct record and signed by the Chairman.

37. **COMMUNITY ASSET TRANSFER – REVIEW OF EXTERNAL FUNDING AVAILABLE**

The Chief Officer (Organisational Change) provided background information and introduced June Brady and Shaun Darlington, representatives of Flintshire Local Voluntary Council, and invited them to report on Community Asset Transfer (CAT) Revenue and Capital funding, Deeside Leisure Centre. A joint presentation was given which covered the following areas:

- overview
- funding opportunities – large grants
- funding opportunities – small grants
- funding opportunities – geographical grants
- social enterprise – Finance
- social Business Growth Fund – WCVA
- revenue – Income Generation
- sustainability
- charities and structure

The Chair thanked June Brady and Shaun Darlington for their presentation and invited Members to raise questions.

Councillor Andy Dunbobbin asked if all the opportunities to access funding had been explored and cited the Armed Forces Covenant as an example. Shaun Darlington acknowledged that there were many funding sources available and explained that the FLVC used a programme called 'grant finder' to identify appropriate funding schemes.

Referring to the Social Business Growth Councillor Clive Carver raised a concern around the high interest fee for the micro business loan fund. Shaun Darlington responded to the query and advised this was due to unsecured loans. Councillor Carver asked what happened to any surplus within the fund. The Officer confirmed that any surplus would be reinvested into the fund.

Councillor Chris Dolphin expressed concerns around the availability of ongoing and future funding streams. June Brady commented on Community Asset Transfers and explained that the income generated from the community use of the asset would provide investment for the future.

Councillor Carolyn Thomas raised concerns around the management fees for maintaining play areas which are paid by the residents in new housing developments. She said that the arrangements for charges and maintaining the play areas was an issue that needed to be considered by the Authority.

Councillor Bernie Attridge agreed there was a need to have funding in place to pay for the ongoing maintenance of play areas and commented on S106 agreements.

RESOLVED:

That the presentation be noted.

38. **FORWARD WORK PROGRAMME**

The Social & Health Care Overview & Scrutiny introduced the report and drew attention to the items to be considered at the next meetings of the Committee to be held on 13 December 2016 and 9 January 2017.

RESOLVED:

That the Forward Work Programme be approved.

39. **LOCAL GOVERNMENT (ACCESS TO INFORMATION) ACT 1985 – TO CONSIDER THE EXCLUSION OF THE PRESS AND PUBLIC**

RESOLVED:

That the press and public be excluded for the remainder of the meeting for the following items by virtue of exempt information under paragraph(s) 15 of Part 4 of Schedule 12A of the Local Government Act 1972 (as amended).

40. **AN ALTERNATIVE DELIVERY MODEL FOR CHILDCARE PROVISION**

The Chief Officer (Organisational Change 2) introduced the report to inform of progress in developing an innovative, modern, flexible, wrap-around childcare social enterprise which would meet the childcare needs of parents and carers from the Deeside area as well as providing new training, volunteering and work placement opportunities. He reported that the new enterprise would provide a sustainable income stream to support a broader Alternative Delivery Model (ADM) for the Flintshire Creche Service as a whole.

RESOLVED:

That the Committee supported the development of a new childcare Alternative Delivery Model for the Flintshire Creche Service.

41. **HOLYWELL LEISURE CENTRE – COMMUNITY ASSET TRANSFER UPDATE**

The Chief Officer (Organisational Change 1) introduced a report on the Holywell Leisure Centre: Community Asset Transfer (CAT) Proposal to provide an update on progress by the community group in developing their updated strategic business plan, and to also inform of progress with the transfer of the existing library service to Holywell Leisure Centre.

RESOLVED:

That the Committee supports the phased Community Asset Transfer of Holywell Leisure Centre between December 2016 and March 2017 as outlined in the report.

42. **MEMBERS OF THE PUBLIC AND PRESS IN ATTENDANCE**

There were no members of the public or the press in attendance.

(The meeting started at 10.00am and ended at 11.45am)

…………………………
Chairman

Sir y Fflint Flintshire
CYNGOR
COUNTY COUNCIL

ORGANISATIONAL CHANGE OVERVIEW AND SCRUTINY COMMITTEE

Date of Meeting	Monday 9th January, 2017
Report Subject	Play Areas, Play Schemes and Strategic Play Forum Update
Cabinet Member	Cabinet Member for Waste Strategy, Public Protection and Leisure
Report Author	Chief Officer (Organisational Change)
Type of Report	Operational

EXECUTIVE SUMMARY

The Council has made a commitment to the sustaining of play activity in the County through:

- Continuation of the revenue match funding for play areas (£0.105m per annum);
- Provisional allocation of capital funding through the capital programme to refurbish play areas and synthetic pitches (£0.887m over three years subject to Council decision in February);
- To continue to maintain all play areas during 2017/18;
- One year of transition funding to enable play schemes to continue during 2016/17 after the cessation of Welsh Government Grant from Families First;
- The agreement to re-invigorate the Flintshire Strategic Play Forum to co-ordinate play activity across Flintshire.

This report provides a progress update against these issues.

RECOMMENDATIONS	
1	To support the approach outlined to sustaining play activity in the County.

REPORT DETAILS

1.00	BACKGROUND INFORMATION
1.01	The Council operates a revenue match funding scheme aimed at maintaining play areas that requires a match fund from Town and Community Councils. Detailed at Appendix A are the list of schemes put forward by Town and Community Councils that will go forward to Cabinet for approval in January.
1.02	The Council has provisionally allocated £0.887m of capital funding to refurbish play areas over the next three financial years (subject to agreement of the capital programme in February). It is proposed based on need and sustainability to develop a programme of schemes early in 2017.
1.03	This year the Council provided one off funding to continue the level of play scheme provision provided in previous years (see Appendix B). These schemes have been funded partly by the County Council and partly by Town and Community Councils. The Council has made it clear to communities that this funding would not continue in 2017/18 and has been working to enable sustainability of provision without funding by offering a scheme co-ordinated by the Council but paid for by Town and Community Councils. The result is that the Council is presently discussing a three week offer to the majority of communities and a tailored offer to those that have indicated they would like a specific provision. Town and Community Councils have been verbally notified of this approach. Some have indicated that they have put funding aside for next year, others have said that they have put part of this funding away and that they would need to reduce provision in line with funding. As a result of these discussions the Council Cabinet in January will consider a proposal for one off support of £40,000 to play schemes in 2017/18 with the aim that this enables as many play schemes to be sustained as possible. The final programme will be finalised together during January and February in discussion with Town and Community Councils to take into account their final funding decisions.
1.04	Given the requirement of the national Play Sufficiency Assessment and the challenges of providing these type of services in the current climate it was agreed to re-establish the Flintshire Strategic Play Forum to co-ordinate work across the County. An initial seminar was held in November 2016. An event to 'kick-start' this process was held on November 2nd at Deeside Leisure Centre, facilitated by Play Wales and Doctor Stuart Lester with an invitation extended to all community members and officers. The next steps will be to identify in late January/Early February, a new Chair/Vice chair for the Flintshire Strategic Play Forum, and the arrangement of training for members after May 2017. The Play Development Officer will be present at the meeting to talk through this approach.

2.00	RESOURCE IMPLICATIONS
2.01	All resource implications are contained within current budgets. The additional Play Scheme allocation of £0.040m will be consider at January Cabinet.

3.00	CONSULTATIONS REQUIRED / CARRIED OUT
3.01	Ongoing updates to the County Forum and individual discussions with Town and Community Councils.

4.00	RISK MANAGEMENT
4.01	The lack of sustainability of play schemes – An offer has been developed based on discussions with town and community councils and following their formal responses this programme will be adapted to best meet needs and funding available.

5.00	APPENDICES
5.01	Appendix 1 – Play Area Match Funding Proposals 2016/17 Appendix 2 – Play Schemes 2016 Appendix 3 – Play Sufficiency Seminar Report November 2016

6.00	LIST OF ACCESSIBLE BACKGROUND DOCUMENTS
6.01	None **Contact Officer:** Ian Bancroft, Chief Officer (Organisational Change) **Telephone:** 01352 704523 **E-mail:** ian.bancroft@flintshire.gov.uk

7.00	GLOSSARY OF TERMS
7.01	Play Sufficiency Assessment (PSA) - A duty under the Children and Families (Wales) Measure 2010

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Appendix 1

Upgrading of Children's Play Areas
Match Funding Scheme 2016/17
Match Funding Budget Allocations £105,000

Positive Reponses Received From Town and Community Councils

Reference	Council	Site	Amount
1.	Argoed Community Council	Heol Fammau	£5,000
2.	Bagillt Community Council	To be confirmed	£10,000
3.	Broughton Community Council	To be confirmed	£10,000
4.	Buckley Town Council	To be confirmed	£10,000
5.	Hawarden Community Council	To be confirmed	£10,000
6.	Holywell Town Council	To be confirmed	£10,000
7.	Hope Community Council	Sarn lane	£10,000
8.	Leeswood Community Council	To be confirmed	£2,500
9.	Llanasa Community Council	Bryn Garth	£7,500
10.	Llanfynydd Community Council	To be confirmed	£10,000
11.	Mold Town Council	To be confirmed	£10,000
12.	Mostyn Community Council	To be confirmed	£6,000
13.	Northop Community Council	Sychdyn	£2,000
14.	Penyffordd Community Council	To be confirmed	£10,000
15	Sealand Community Council	To be confirmed	£5,000
16.	Queensferry Community Council	Sandycroft Play Area	£10,000

Contribution Total: £128,000
Total Investment Total £256,000

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Appendix 2 - Flintshire Summer Playschemes in Partnership with Local Town and Community Councils & Urdd Gobaith Cymru

Playscheme Sites – Monday, 26th July – Friday, 12th /19th or 26th August, 2016

Team	Morning (10.30 am – 12.30 pm)	DATES	Afternoon (1.30 pm – 3.30 pm)	DATES
1	Cilcain Rec Ground	25 Jul – 12 Aug	Rhydymwyn Rec Ground	25 Jul – 12 Aug
2	Northop Hall Recreation Ground	25 Jul – 12 Aug	Gwernymynydd Play Area	25 Jul – 12 Aug
3	Leeswood Ysgol Derwenfa	25 Jul – 26 Aug	Penyffordd (Nr Chester) Play Area	25 Jul – 12 Aug
4	Mynydd Isa Watts Dyke Play Area	25 Jul – 12 Aug	Sychdyn Play Area	25 Jul – 19 Aug
5	Mold, Parkfields, Mold	25 Jul – 12 Aug	Mold, Gas Lane Play Area	25 Jul – 12 Aug
6	Northop CP	25 Jul – 12 Aug	New Brighton Rec Ground	25 Jul – 12 Aug
7	Bagillt, Victoria Road	25 Jul – 26 Aug	Bagillt, Ysgol Merllyn	25 Jul – 26 Aug
8	Flint, Coed Onn Road Play Area	25 Jul – 12 Aug	Flint, Coed Onn Road Play Area	25 Jul – 12 Aug
9	Flint, Albert Avenue	25 Jul – 12 Aug	Flint, Cornist Park	25 Jul – 12 Aug
10	Brynford CP School	25 Jul – 12 Aug	Rhosesmor Rec Ground	25 Jul – 12 Aug
11	Pentre Halkyn Play Area	25 Jul – 12 Aug	Caerwys Memorial Institute Ground	25 Jul – 12 Aug
12	Greenfield – Ysgol Maes Glas	25 Jul – 26 Aug	Holway Meadow Bank Play Area	25 Jul – 26 Aug
13	Carmel, Ysgol Bro Carmel	25 Jul – 26 Aug	Whitford Glebe Fields	25 Jul – 26 Aug
14	Trelawnyd Rec Ground Mon/Wed/Fri Gwaenysgor - Tues/Thurs	25 Jul – 12 Aug	Ffynnongroyw	25 Jul – 26Aug
15	Pen y Maes Play Area	25 Jul – 26 Aug	Pen y Maes Play Area	25 July – 26 Aug
16	Broughton, Brookes Ave Playing Field	25 Jul – 12 Aug	Saltney Ferry, Billy's Park	25 Jul – 12 Aug
17	Ffrith Play Area	25 Jul – 12 Aug	Abermorddu C.P School	25 Jul – 12 Aug
18	Pontybodkin Play Area	25 Jul – 12 Aug	Hope Sports Centre Fields	25 Jul – 12 Aug
19	Nercwys VP School	25 Jul – 12 Aug	Lixwm Play Area	25 Jul – 12 Aug
20	Hawarden Level Road	25 Jul – 12 Aug	Hawarden Gladstone Playing Fields	25 Jul – 12 Aug
21	Mancot Playing Fields	25 Jul- 12 Aug	Sandycroft Playing Fields	25 Jul – 12 Aug
22	Buckley – Westwood CP	25 Jul – 19 Aug	Buckley – Drury Park	25 Jul - 19 Aug
23	Buckley – Elfed High School Field	25 Jul – 19 Aug	Buckley – Buckley Common	25 Jul – 19 Aug
24	Sealand Manor	25 Jul – 26 Aug	Garden City – Welsh Road	25 Jul – 26 Aug
25	Flint Mountain Play Area	25 Jul – 12 Aug	Flint – Dee Cottages	25 Jul – 712Aug
26	Quayplay	25 Jul – 26 Aug	a) Gary Speed Memorial Park, Queensferry b) Shotton 33 Club	25 Jul – 12 Aug 25 Jul – 26 Aug
27	Trelogan	25 Jul – 26 Aug	Gronant	25 Jul – 26 Aug
28	Gwernaffield CP	25 Jul – 12 Aug		
29	Welsh medium playschemes, Maesgarmon, Croes Atti	25 Jul – 12 Aug	Welsh medium playschemes Carmel, Ysgol Bro Carmel	25 Jul – 12 Aug
30	Saltney Summer Playscheme	1 Aug – 19 Aug	Saltney Summer playscheme	1 Aug – 19 Aug

BLUE = 4 weeks GREEN = 5 weeks (15 SITES = 5 WEEKS, 5 SITES = 4 WEEKS, 40 SITES = 3 WEEKS – 60 SITES IN TOTAL INC URDD)

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Flintshire Play Sufficiency Seminar

2 November 2016
Deeside Leisure Centre, Queensferry

Flintshire Play Sufficiency Seminar

Flintshire County Council, in partnership with Play Wales, organised this seminar to explore how all of those whose work impacts on children's play can work together to make Flintshire a more play friendly county.

Section 11 of the Children and Families (Wales) Measure 2010 places a statutory duty on all local authorities to assess and secure sufficient play opportunities for children. This is a task that involves working together to consider the many aspects of community life that affect play opportunities. These include use of the environment; traffic and transport; play and leisure provision, and parental and community involvement with play.

Wales – A Play Friendly Country, statutory guidance to local authorities, sets out a wide range of Matters across several policy areas that need to be taken into account. These include:

- Education and schools

- Town and country planning

- Traffic and transport

- Health and wellbeing

- Child poverty

- Early years, childcare and family policy

- Intergenerational policy

- Community development

- Community safety

- Health and safety

Please email Janet.Roberts2@flintshire.gov.uk for more information.

Conference Programme

Item	Content
Welcome and introduction	Presentation of overall aim and opening contextualisation for the day: To think about the idea of 'play sufficiency', possibly in a slightly different way, to build on what has been achieved to date and to think ahead to how this momentum might be maintained to continue to make Flintshire a healthy place for playing
Opening context	• Play Sufficiency Duty in Wales • Flintshire's Play Sufficiency Assessment • Implementing Play Sufficiency in Flintshire: a case study
Exploring the idea of 'play sufficiency'	An introduction to key issues when thinking about play sufficiency – establishing foundations for the remainder of the day
Accounting for play	The issues and challenges of assessing children's play – the limitations of technical accountancy systems
Sufficiency, 'play-space' and spatial justice	Considering environmental conditions that might enhance or constrain the emergence of play in children's everyday lives
12.30 – 1.15pm Lunch	
Play sufficiency and 'critical cartography'	Ways of accounting for play – building a 'map' of local communities and subjecting it to critical scrutiny
Towards collective wisdom	Mapping networks of relations – how do they relate to each other, who else might be important in the formation of collective wisdom?
Action planning	Back to spatial justice and looking at equitable distribution of time/ space for playing – what small experimental steps would improve the possibility of playful moments emerging?
Review and evaluation	Drawing together some key lessons gained from the session and how this will shape future work. What do people need to continue along this route?

Setting the Scene

Janet Roberts, the Play Development Officer in Flintshire, welcomed delegates to the seminar. She reminded delegates that the local authority had submitted its Play Sufficiency Assessment and an Action Plan for 2016-17 to Welsh Government in March 2011. This built on the first one, which was submitted in 2013.

Janet reminded us that we all have a role to play in making Flintshire a more play friendly place. She informed us that she hoped that the seminar would strengthen the interest and support for children's play in Flintshire. One of the aims of the day was to reinvigorate the Flintshire Strategic Play Forum. This Forum will be responsible for developing, monitoring and evaluating the Play Sufficiency Action Plans.

Wales – A Play Friendly Place

Marianne Mannello, Assistant Director at Play Wales, opened the seminar with an overview of international and national policy supporting children's right to play. All children have the right to play as enshrined in the United Nations Convention on the Rights of the Child.

This is recognised both by the UK Government and by the Welsh Government. Article 31 of the Convention says:

> *"Every child has the right to rest and leisure, to engage in play and recreational activities appropriate to the age of the child and to participate freely in cultural life and the arts."*

On 1 February 2013 the United Nations Committee on the Rights of the Child adopted a General Comment that clarifies for governments worldwide the meaning and importance of Article 31 of the Convention on the Right of the Child. A General Comment is an official statement that elaborates on the meaning of an aspect of the United Nations Convention on the Rights of the Child that seems to require further interpretation or emphasis.

The aim of the General Comment is to raise the importance of an Article and increase accountability among countries that have signed up to the Convention.

General Comment 17 on Article 31 defines the key characteristics of play as fun, uncertainty, challenge, flexibility and non-productivity.

It states that playing is a fundamental and vital dimension of the pleasure of childhood and an essential component of physical, social, cognitive, emotional and spiritual development. In the General Comment, the Committee on the Rights of the Child strongly encourages States to consider introducing legislation to ensure the rights under Article 31 for every child. It states that such legislation should address the principle of sufficiency – all children should be given sufficient time and space to exercise these rights.

In Wales, Play Sufficiency is part of the Welsh Government's anti-poverty agenda. Section 11 of the Children and Families (Wales) Measure 2010 places a duty on local authorities to assess and secure sufficient play opportunities.

In its *Wales – A Play Friendly Country* statutory guidance to support local authorities to comply with its statutory duties, Welsh Government states, *"for children to have sufficient play opportunities, they need time to play, space to play and the recognition by adults that this is every child's right so that all children are allowed this time and space."*

Case Study

Simon Bazley, Playful Futures

Simon discussed the Playful Futures Play Sheds project, which was developed in direct response to an identified need for more playful playtimes across northeast Wales. The Playful Futures Play Sheds is a term long holistic project to support a move to more playful playtimes that can be sustained for years to come.

> Why are schools important for securing sufficient play opportunities?
>
> *"73% of children interviewed by ICM as part of National Playday research (2009), say that school is the main chance they have to play with their friends"*

If we can ensure that children's play experiences are positive in school then it goes a good way towards securing sufficiency of play opportunities, at the very least in the one place where children spend a significant amount of their time, in school. Also, as schools are hubs of communities, if we can showcase the benefits of adopting a playwork approach in schools, then its benefits will be cascaded down through the communities of Flintshire.

The project:

- Child centred approach

- Term long project

- Single point of contact

- Enhances space – loose parts

- Changes attitudes – playwork

- Monitoring tools embedded

- Sustainable approach

- Acts as a catalyst for change

- Offers on-going support.

The project engages with children, staff and parents:

1. Identify children to act as Play Champions who undertake a five week investigation – right to play, play doctors, play detectives, play session, what if possibilities

2. Build shed and fill with loose parts

3. Train midday staff

4. Start more playful playtimes for four weeks (support change)

5. Play Champions re-assess playtimes

6. Parents session and then the school adopts approach (includes new play policy and risk-benefit assessments).

Some results from the pilot project include, on a continuum of 0-10:

- boring to fun – went from 3.8 to 10

- Whether adults stop or support play – 2.7 to 9

- Whether they have not enough to do or enough to do – 3.8 to 9.75

- Number of children who were dissatisfied with their play experiences at playtimes from 44.33% to 98.33% of children now

think that their playtimes are now either good or great.

Other benefits of the project:

- An increase in physical activity (and reduction in inactivity)

- A reduction in challenging behaviour on the school playground

- The provision of positive social experiences for children

- Increased attention and activity in the classroom

- A reduction in bullying

- Less stress for mid day supervisors and teachers

- Happier children and staff.

How has the project been possible to date?

- Pilot projects were funded initially by a one off grant from Welsh Government

- One school pursued their own funding via Big Lottery Awards For All fund

- Another self funded it across both of their sites

> *"My first thought about the Play Shed was that I didn't think it would have a big impact on our children in Llanfynydd. How wrong I was.*
>
> *From day one that the shed was up and open, the imagination and creativity of the children has blown me away. One year four child who always played on his own now interacts with others and can't wait to get outside to play. Cardboard boxes, old wedding dresses, drain pipes, pots, pans, sleeping bags are now turned into fashion shows, pirate ships, car races, dens and loads of other creative ideas.*
>
> *Even on wet days the shed is opened and the children have taken control of what is coming out and what needs to stay inside to keep dry. We can't thank you enough Simon. I can count on one hand the arguments we have had to sort out since the shed has arrived and usually its about who wears the wedding dress. Every child should have access to a Play Shed."*
> Midday supervisor

- Communities First in Flintshire recognises the broader impact on both children's wellbeing and their increased perceptions of the school experience as a result of this project.

Researching Play Sufficiency – the story so far

Play Wales has worked with the University of Gloucestershire to undertake research exploring how local authorities responded to Welsh Government's Play Sufficiency Duty. *Leopard Skin Wellies, a Top Hat and a Vacuum Cleaner Hose: An analysis of Wales' Play Sufficiency Assessment duty*, presents the findings from a small-scale research project exploring how local authorities respond to the introduction of the duty to assess sufficiency of play opportunities for children,

the first part of the Play Sufficiency Duty as set out in the Children and Families (Wales) Measure 2010, Section 11.

It draws on data from 20 local authority Play Sufficiency Assessments (PSAs) and associated documentation, interviews and notes from stakeholder meetings in three local authority case studies, notes from attending regional meetings to share experiences across local authorities, interviews with a Welsh Government officer and key officers from national partners (Play Wales and Welsh Local Government Association) and an online survey for key stakeholders involved in the PSA process.

The research concluded:

- Everything governments do has an impact on children's environments

- Play is not a separate phenomenon that happens in designated spaces and

Leopard Skin Wellies, a Top Hat and a Vacuum Cleaner Hose:

An analysis of Wales' Play Sufficiency Assessment duty

UNIVERSITY OF GLOUCESTERSHIRE
at Cheltenham and Gloucester

play wales chwarae cymru

prescribed times but is interwoven into children's everyday lives and will erupt whenever conditions allow

- Strengthened existing partnerships in local authorities

- Collective wisdom: more than facts; children's situated knowledge

Towards Securing Sufficient Play Opportunities: A short study into the preparation undertaken for the commencement of the second part of the Welsh Government's Play Sufficiency Duty to secure sufficient play opportunities, is a follow up research project. It presents the findings of a small-scale research project looking back over the first year of play sufficiency assessments and forward to the commencement of the second part of the Play Sufficiency Duty, to secure sufficient play opportunities for children.

The purpose of the *Towards Securing Sufficient Play Opportunities ...* research was to:

- Look at what happened over the 12 months after submission of the 2013 Play Sufficiency Assessments

- Look at how selected local authorities prepared themselves to respond to the forthcoming commencement of securing sufficiency of play opportunities.

Data from this report were gathered through documentation, attendance at and notes from regional meetings to consult on the draft Statutory Guidance for the second part of the Duty, and semi-structured interviews with national and local stakeholders.

Thinking about Play Sufficiency - Stuart Lester

Stuart Lester facilitated the seminar and invited us to think about the idea of 'play sufficiency' in a possibly different way. The session will build on what has been achieved to date and to think ahead to how this momentum might be maintained to continue to make Flintshire a healthy place for playing. A key outcome is to emphasise the importance of collective wisdom and re-invigorate partnership working (formally and informally). Stuart facilitated a range of interactive exercises to introduce some of the key issues when thinking about play sufficiency. We began to look beyond play provision to consider the spatial conditions that support playing. The discussions reinforced that children should have sufficient time and space for playing and supportive and tolerant attitudes from adult community members. It is best when these conditions are co-created and we were encouraged to consider 'what might this look like?'

Thinking differently:

- Not overly concerned with the meaning of playing but how does playing emerge from all the ever-present possibilities that exist at any given moment

- This requires a different set of conceptual tools than currently brought to the study of play

- Drawn towards processes of emergence and the points around which the virtual is actualised – how does play happen from all the other possibilities that might be present at any given moment

- A move beyond traditional methods of counting and measuring, comparing and classifying, mapping and planning which seek to present a scientific account of the world and reduce messiness to more of the same

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- For example, 'mobility' can be measured and mapped (how far, how quickly, whereabouts) to produce transport models; space can be classified according to taxonomies, differentiated and ordered into discrete blocks.

**Accountability and responsibility**
We started to think beyond traditional accounting systems (numbers attending provision, amount of space, distance between sites etc.) to get at the messiness of children's and adult movements in their everyday environments.

Stuart introduced the concept of Account-ability – how might we work with the messiness of the world by developing an ability to take account of the movements and navigations of everyday life.

We also considered Response-ability – how might we develop the ability to be responsive to these movements and negotiate conditions that enhance the possibility for playful moments to emerge and transforming negative and constraining forces.

Using plans and maps of a specific geographical area (with schools, shops, playgrounds, open space, residential and main roads, playwork provision identified), we worked in small groups to respond to the prompt about boy getting up on Saturday morning with a series of follow-up questions to extend our thinking. We recorded significant ideas associated with the opportunities for playing response and provided feedback.

We were then encouraged to work in small groups to map networks of relations. We explored how we relate to each other in their small group, with everyone in the room and who else might be important in the formation of collective wisdom.
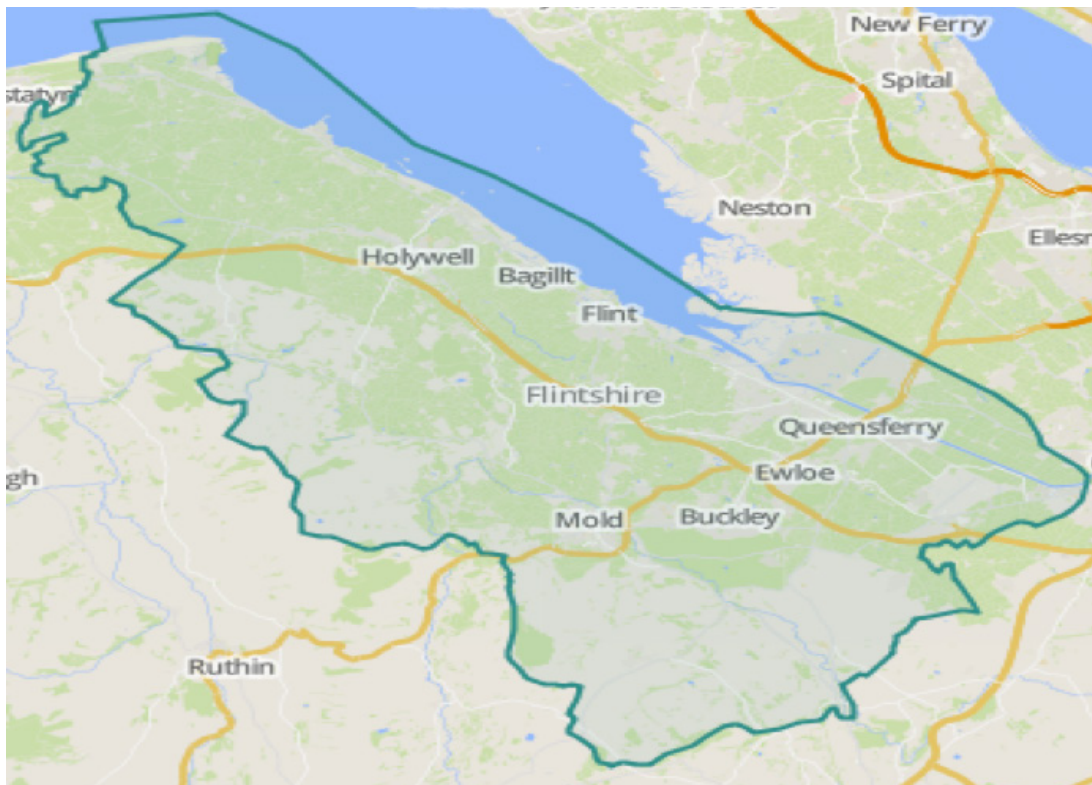
Flintshire – Play Sufficiency Seminar Delegate Feedback

What are the main learning points you have taken from the day?

- That play is unstructured and is not just a 'need', but a right

- That play sufficiency does not just mean new play areas but for conditions to play throughout the whole neighbourhood

- Play and its connections to and potential impact on other agendas

- Thinking about how we all link in and maximising this

- Every aspect of my work is somehow related to play

- There is more to offer my own area

- The view of sufficiency – the idea of play as 'movement'

- There are many links that can be made and opportunities for joint working and much can be achieved together

- The importance of changing spaces regularly – small interventions to make a difference and offer interesting and challenging opportunities for play

- Partnerships are key

- The importance of networking to support play opportunities

- The realisation that our aims and objectives are similar to other organisations and council departments and that we would achieve more by networking and working together.

What would you like to see happen next?

- More chance to network and share ideas

- Regular/frequent meetings of a network

- Be offered a place on the Strategic Play Forum

- Identify pilot communities to map and develop a framework

- Discussions implemented in the community

- Full commitment by Welsh Government

- To identify how/where/when children and young people play in their community

- Wider groups to be involved

- Schools to be actively involved

- To identify how the Play Sufficiency Action Plan fits in with the Local Development Plan

ORGANISATIONAL CHANGE OVERVIEW AND SCRUTINY COMMITTEE

Date of Meeting	Monday 9th January 2017
Report Subject	Welsh Public Library Standards : Review of Performance 2015/16
Cabinet Member	Cabinet Member for Education
Report Author	Chief Officer (Organisational Change)
Type of Report	Operational

EXECUTIVE SUMMARY

The Public Libraries and Museums Act 1964[1] makes it a duty of the relevant Welsh Ministers "to superintend and promote the improvement of the public library service provided by local authorities…and to secure the proper discharge by local authorities of the functions in relation to libraries conferred upon them as library authorities under this Act". Under the same Act, library authorities are required to "provide a comprehensive and efficient library service for all persons desiring to make use thereof".

Since 2002, the Welsh Ministers have fulfilled this duty through the Welsh Public Library Standards (WPLS). Each set stands for a total of three years and individual frameworks have evolved to reflect the changing needs and expectations of public library users. We are currently operating within the fifth quality framework Libraries making a difference (2014-17).

Introduced at a time of budgetary constraint, this framework aims to provide opportunities for libraries to deliver services in innovative ways and the flexibility to make best use of the resources available to them. Library services contribute to a range of Welsh Government outcomes such as literacy, skills and learning, digital inclusion, poverty, health and well-being. Library provision spans these outcomes, offering a range of services which often support two or more of the outcomes simultaneously. The fifth framework has therefore been themed around four core service aspects:

- customers and communities;
- access for all;

- learning for life; and
- leadership and development.

Each aspect has a number of core entitlements and quality indicators associated with it. The 18 Core Entitlements outline what local residents can expect of their Library Service. They are designed to ensure that library services:
- Engage with customers and potential users
- Provide opportunities for individual and community development (1,2 & 3)
- Are delivered from buildings and facilities which are welcoming, inclusive and fit for purpose (4,5,6 &7)
- Provide a range of resources and services to meet people's needs (8,9,10,11,12 & 13)
- Are professionally managed with adequate resources (14, 15, 16, 17 & 18)

There are 23 Quality Indicators. Not all are measured by a target, and authorities are required to report on data collected from user surveys, feedback, sampling and to use performance indicators such as visitor numbers, attendance at events and level of ICT use.

This report provides a review against performance in 2015/16 including the assessment from Welsh Government at Appendix A. In summary Flintshire has done well to maintain performance during a year of major change in 2015/16 and the year 2016/17 should see an improvement in performance. Flintshire continues to be ranked first in Wales for overall customer satisfaction (99%) and second in Wales for children's rating of the service (9.5 out of 10).

RECOMMENDATIONS	
1	For Scrutiny to comment on progress of delivery against Welsh Public Library Standards.
2	To continue to support the progress in developing the library service that will see an improvement in performance in 2016/17.

REPORT DETAILS

1.00	BACKGROUND INFORMATION – PERFORMANCE AGAINST THE STANDARDS
1.01	In 2016 the library service reported on performance for the second year of the fifth framework of Welsh Public Library Standards (WPLS) covering 2014-17. The annual assessment of our performance is attached as Appendix A.
1.02	When reporting to Committee in April 2016 against previous performance the conclusions detailed in this report stated.

(1) Flintshire will not meet the following in 2015-16 |

	QI 16. Opening hours (no less than 120 per week should be provided per 1,000 resident population This will be fully met for 2016-17 as Deeside Library opened in March 2016 and the opening hours of this library ensure that we fully meet requirements for this quality indicator. (2) A slight drop in performance was seen in 2015/16 when budget savings have been made through service efficiencies. Performance will improve in 2016-17 when bigger changes to the network have been fully implemented e.g. re-location of libraries and community asset transfers. The medium term business plan for libraries took WPLS into account when proposals for efficiencies were made and current level of performance should be maintained and possibly improved. This report and annual assessment is in line with the estimates made in these conclusions.
1.03	The annual assessment states that there have been some encouraging improvements during the year as well as some disappointing results, which is to be expected during times of change. The restructuring to concentrate resources in 7 hub libraries is expected to improve performance against the standards in the final year of WPLS reporting against the current framework.
1.04	In 2015-16 Flintshire met 17 of the 18 core entitlements in full, and partially met 1. This is expected to be 18 in the next return as all service points will offer Wi-Fi.

1.05	Of the 7 quality indicators which have targets Flintshire achieved:
	
	2 in full
	    • Location of service points and up to date reading material
	
	4 in part
	    • Individual development – an improvement on last year with increased training and support, but will be met in full with formal training programme at all branches being introduced this year.
	    • Appropriate reading material – we fail to meet the indicator on this by spending more than specified on children's material
	    • Online access - to be met in full this year with Wi-Fi available at all branches
	    • Staffing levels and qualifications – fail to meet staff per capita and professional staff per capita
	
	Did not meet 1
	Opening hours -The final year of reporting will meet this indicator as the extended library opening hours at the new library in Deeside are included.

1.06	The remaining indicators do not have targets but allow performance to be compared between authorities. This information is provided at Appendix A. Flintshire's rankings on the whole fall within the median range as detailed below:

	- Online performance improved with an increase in virtual visits and the service returned the highest result in Wales on overall customer satisfaction; - Areas of focus for the service identified through the return include; - IT usage - Flintshire scores lowest, but this low percentage of usage demonstrates an excess of available PCs. The way people use IT is changing, with many people coming in with their own devices. The service no longer plans to offer as many standalone PCs, and is focusing on improving Wi-Fi access and provision and investigate potential of wireless printing; - Supply of requests – a decrease in the speed of supply of requests has been reported. This is due in part to the housebound deliveries now being included within the reporting mechanism and the nature and format of their requests can take longer to deliver.

2.00	RESOURCE IMPLICATIONS
2.01	Financial Implications No implications.
2.02	Human Resource Implications No implications.

3.00	CONSULTATIONS REQUIRED / CARRIED OUT
3.01	No consultation carried out.

4.00	RISK MANAGEMENT
4.01	Key Risks and Mitigation (1) Performance against standards reduces – current plans within existing budgets show that performance will increase in 2016/17, this will be monitored carefully, and if budgets from Welsh Government reduce then consideration will need to be given to where it is acceptable to reduce performance against the standards.

5.00	APPENDICES
5.01	Appendix A – Annual Assessment of Performance Against Welsh Public Library Standards

6.00	LIST OF ACCESSIBLE BACKGROUND DOCUMENTS

6.01	None. **Contact Officers:** Ian Bancroft / Kate Leonard **Telephone:** 01352 704511 **E-mail:** ian.bancroft@flintshire.gov.uk / kate.leonard@flintshire.gov.uk

7.00	**GLOSSARY OF TERMS**
7.01	Welsh Public Library Standards – the annual assessment of library service performance by Welsh Government.

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Welsh Public Library Standards 2014-17

Flintshire

Annual Assessment Report 2015-16

This report has been prepared based on information provided in Flintshire's annual return, case studies and narrative report submitted to Museums, Archives and Libraries Division of the Welsh Government.

Flintshire's return was approved by the Portfolio Member, on 23rd June 2016.

1) Executive summary

> Flintshire met 17 of the 18 core entitlements in full and partially met 1
>
> Of the 7 quality indicators which have targets, Flintshire achieved 2 in full, 4 in part and failed to achieve 1.
>
> There have been some encouraging improvements during the year, as well as some more disappointing results, which is to be expected during times of change. The restructuring to concentrate resources in 7 hub libraries is expected to improve performance against the standards in the final year of WPLS reporting against the current framework.

- Flintshire carried out an impact survey in November 2014. 92% of children thought that the library helped them to learn and find things out; 81% of adults and 69% of children felt that the library made a difference to their lives. One impact case study described provision and customer feedback from the new Deeside library.

- Flintshire carried out a customer survey in November 2014, and achieved high levels of overall satisfaction, with 99% of adults rating the service as 'good' or very good'. Ratings on individual elements of the service compare less favourably to other authorities, however. An increase in the provision of training across the service is welcomed, but this remains somewhat limited, reflected in low attendance figures.

- Flintshire meets the target for access to service points, but most usage indicators have fallen compared to last year. Virtual visits have increased, however.

- Flintshire meets the targets for levels of acquisitions. It continues to prioritise materials for children. ICT provision has improved, although this is not well used. Wi-Fi provision has also increased. The fall in the speed of supply of requests is disappointing.

- Staffing levels have been further reduced, and do not meet the targets set, although there is appropriate investment in staff training. Only 2 authorities reported having fewer professionally qualified staff per capita, and this remains an area of concern. Expenditure was reduced by 4.3% compared to last year and is below the median for Wales. The average net cost per visit was £2.43.

- Opening hours have been reduced, and were further affected by the restructuring programme which saw 3 small libraries replaced by a single co-located library. The authority expects to meet the opening hours target next year.

Considering the four areas in the framework (*Customers and communities; Access for all; Learning for life;* and *Leadership and development*) in comparison to the rest of Wales, Flintshire's performance is relatively poor, with some notable exceptions in customer

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satisfaction, staff training and collection development.

Compared to the previous year, there have been notable improvements in support for individual development and ICT provision, but further falls in staffing, and the decline in speed of supply of inter library loans are a cause for concern.

2) Performance against the standards

The standards framework comprises of core entitlements, quality indicators with targets, quality indicators with benchmarks and impact measures. Section 2 summarises achievements against the core entitlements, the quality indicators which have targets, the quality indicators showing performance against others, and impact measures. A narrative assessment of the authority's performance is made in Section 3.

a) Core entitlements

Flintshire is meeting 17 of the 18 core entitlements in full and partially meeting 1. This is the same position as last year. The area in which it fails to fully meet the core entitlements is *Learning for Life*; at present Flintshire is only able to provide Wi-Fi in 7 service points.

b) Quality indicators with targets

There are 16 quality indicators (QI) within the framework. Of the 7 which have targets, Flintshire is achieving 2 in full, 4 in part and is failing to achieve 1 of the indicators:

Quality Indicator	Met?	
QI 3 Individual development:		Partially met
a) ICT support	✔	
b) Skills training	✘	
c) Information literacy	✔	
d) E-government support	✔	
e) Reader development	✔	
QI 5 Location of service points	✔	Met in full
QI 8 Up-to-date reading material:		Met in full
a) Acquisitions per capita	✔	
or Materials spend per capita	✔	
b) Replenishment rate	✔	
QI 9 Appropriate reading material:		Partially met
a) % of material budget on children	✘	
b) % of material budget spent on Welsh	✘	
or Spend on Welsh per capita	✔	
QI 10 Online access:		Partially met
a) All service points	✔	
Computers per capita	✔	
b) Wi-Fi provision	✘	
QI 13 Staffing levels and qualifications:		Partially met
a) Staff per capita	✘	
b) Professional staff per capita	✘	
c) Head of service qualification/training	✔	
d) CPD percentage	✔	
QI 16 Opening hours per capita	✘	Not met

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There is an improvement since last year in QI 3, where only 1 target is now missed, and in QI 8. QI 16 was met last year.

c) Impact measures

The framework contains three indicators which seek to gather evidence of the impact that using the library service has on people's lives. Through these and other indicators it is possible to see how the library service is contributing towards educational, social, economic and health and wellbeing local and national agendas. These indicators do not have targets. Not all authorities collected data for the impact indicators, and ranks are included out of the numbers of respondents stated, where 1 is the highest scoring authority.

Flintshire carried out an impact survey in November 2014.

Performance indicator		Rank	Lowest	Median	Highest
QI 1 Making a difference					
b) % of children who think that the library helps them learn and find things out:	92%	7/12	86%	93%	99%
e) % of adults who think that the library has made a difference to their lives:	81%	9/13	36%	87%	97%
% of children who think that the library has made a difference to their lives:	69%	8/11	57%	73%	93%
QI 4 b) % of attendees of training sessions who said that the training had helped them achieve their goals:	n/a		85%	97%	100%

Flintshire provided a single impact case study, describing the new Deeside Library with comments from users demonstrating the real difference the library has made. Additional case studies would have strengthened this area of the return, particularly focusing on users.

d) Quality performance indicators and benchmarks

The remaining indicators do not have targets, but allow performance to be compared between authorities. The following table summarises Flintshire's position for 2015-16. Ranks are included out of 22, where 1 is the highest, and 22 the lowest scoring authority, unless stated otherwise. Indicators where fewer than 22 authorities supplied data are obtained from customer surveys which only need to be carried out once during the three year framework period, or those where relevant data elements were not available to some authorities. Figures reported in respect of last year for QI 4 to QI 16 are repeated for convenience of comparison. Note that indicators 'per capita' are calculated per 1,000 population.

Performance indicator		Rank	Lowest	Median	Highest	2014/15	Rank
QI 1 Making a difference							
a) new skills	64%	9/13	23%	72%	92%		
c) health and well-being	46%	8/13	26%	58%	93%		
d) enjoyable, safe and inclusive	94%	11/13	84%	97%	100%		
QI 2 Customer satisfaction							
a) 'very good' or 'good' choice of books	89%	8/14	74%	89%	97%		
b) 'very good' or 'good' customer care	96%	8/14	90%	97%	99%		
c) 'very good' or 'good' overall	99%	1/14	92%	97%	99%		
d) child rating out of ten	9.5	2/13	8.0	9.2	9.5		
QI 4 User training							
a) attendances per capita	11	20	5	30	390	5	21

Performance indicator		*Rank*	Lowest	Median	Highest	*2014/15*	*Rank*
c) informal training per capita	n/k		3	201	1017	*n/k*	
QI 6 Library use							
a) visits per capita	3,963	*12*	2,467	3,967	6,185	*4,317*	*10*
b) virtual visits per capita	442	*18*	340	976	2,475	*403*	*20*
c) active borrowers per capita	105	*20*	45	157	273	*122*	*17*
QI 7 attendances at events per capita	131	*16*	60	223	666	*152*	*14*
QI 11 Use of ICT - % of available time used by the public							
a) equipment	20%	*22*	20%	31%	68%	*28%*	*19*
b) Wi-Fi services	n/k		20%	60%	90%	*n/k*	
QI 12 Supply of requests							
a) % available within 7 days	70%	*15*	57%	71%	86%	*75%*	*6*
b) % available within 15 days	82%	*16*	71%	86%	96%	*88%*	*5*
QI 13 Staffing levels and qualifications							
(v) a) total volunteers	9	*17*	0	18	103	*0*	*17*
b) total volunteer hours	116	*20*	0	582	3,699	*0*	*17*
QI 14 Operational expenditure							
a) total expenditure per capita	£11,188	*16/21*	£7,516	£12,749	£18,760	*£11,695*	*19*
b) % on staff	61%	*9/21*	40%	58%	79%	*60%*	*9*
% on information resources	22%	*2/21*	7%	13%	23%	*16%*	*5*
% on equipment and buildings	5%	*7/21*	1%	3%	20%	*16%*	*4*
% on other operational costs	13%	*16/21*	0%	20%	39%	*7%*	*20*
c) capital expenditure per capita	£564	*9/21*	£0	£272	£4,677	*£0*	*16*
QI 15 Net cost per visit	£2.43	*11/21*	£1.83	£2.43	£3.53	*£2.35*	*8 / 11*
QI 16 Opening hours *(see note)*							
(ii) a) % hours unplanned closure of static service points	0.00%	*12*	0.00%	0.00%	0.16%	*0.10%*	*16*
b) % mobile stops / home deliveries missed	0.86%	*12/19*	0.00%	0.71%	23.44%	*0.42%*	*11 / 19*

Note: Rankings here have been reversed, so that 1 is the lowest scoring (best performing) authority.

3) Analysis of performance

The core entitlements and quality indicators are divided into four key areas. This section of the report outlines performance against the quality indicators within these four areas, and compares results with those from the first year of the framework.

a) Customers and communities

Flintshire carried out a customer survey in November 2014, and detailed comment was included in last year's report. There has been an improvement in the number of libraries offering services in support of individual development - training sessions to improve literacy, numeracy, and digital skills are now available in 7 of the 10 libraries open for 10 hours or more per week, and information literacy sessions in all. This is reflected in the numbers of attendances at formal training sessions, which have doubled compared to last year, but remain low compared to the rest of Wales.

b) Access for all

Flintshire meets the target for easy access to service points, and although visits per capita have fallen slightly compared to 2014-15, they remain close to the median for Wales as a whole. The total number of external visits to the library's web site has increased, as has the

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number of library members. The figure for active borrowers does not include those who use only electronic resources. The authority notes that almost 500 events were offered during the year for both adults and children; 9% were in the medium of Welsh.

c) Learning for life

Flintshire has met all the targets for overall levels of acquisitions this year. The authority again prioritised material for children during 2015-16, spending 27% of the budget compared to 18.5% of the population. The target for the percentage of spending on material in the Welsh language has been only narrowly missed, but spending per capita exceeds the target level, at £881 per person able to read Welsh. All libraries now provide ICT facilities, but these are not well used, with the lowest percentage take-up in Wales. The authority notes that the level of provision is greater than required, and proposes to reduce this with improved access to W-Fi, and tablet loans. Use of the Wi-Fi network is not recorded. There has been a fall in the speed of supply of requests, which is now below the median for Wales as whole for both measures. This was previously an area of strength.

d) Leadership and development

Staffing has been further reduced in 2015-16, and Flintshire fails to meet the targets for staffing levels overall and for professional staff. The head of the service is a Chartered Librarian. Flintshire meets the target for staff training. Volunteering policies were being developed during the year, and Flintshire used 9 volunteers each giving an average of 13 hours to the service. They were trained to support the Summer Reading Challenge, and voluntary work was provided under the Duke of Edinburgh Award scheme. Training was also provided for community run library volunteers.

Flintshire had a budget cut of 4.3% to its budget in 2016-17, and total expenditure per capita is below the median for Wales. The average net cost per visit in 2014-15 was £2.43, compared to £2.35 last year. Capital expenditure for the new Deeside library came from MALD, match-funded from the library budget.

Opening hours were reduced by 18% at the start of the year, and three libraries closed in February. The effects of these changes can be seen in the decline in usage. The new Deeside library has increased opening hours for the most recent months, and the authority notes that the current weekly opening hours would have met the target if in place for the full year.

4) Strategic context

Flintshire provided a detailed statement concerning its contribution to wider government priorities and goals in the areas of equality, resilient communities, mitigating the effects of poverty, literacy, health and well-being, supporting learners into employment, and digital literacy.

5) Future direction

Flintshire is part way through a major re-structuring exercise, reducing the network of service points, reducing staffing costs, and deleting specialist posts. The library service is planned to become part of an employee-led mutual organisation providing leisure services from April 2017.

6) Conclusion

There have been some encouraging improvements during the year, as well as some more disappointing results which is to be expected during times of change. The restructuring to

concentrate resources in 7 hub libraries is expected to improve performance against the standards in the final year of WPLS reporting against the current framework.

ORGANISATIONAL CHANGE OVERVIEW & SCRUTINY COMMITTEE

Date of Meeting	Monday 9th January, 2017
Report Subject	Quarter 2 Improvement Plan 2016/17 Monitoring Report
Cabinet Member	Cabinet Member for Corporate Management
Report Author	Chief Executive Chief Officer (Organisational Change 1) Chief Officer (Organisational Change 2)
Type of Report	Operational

EXECUTIVE SUMMARY

The Improvement Plan for 2016/17 was adopted by the Council on 14th June 2016.

This report presents the monitoring of progress for the second quarter of the Improvement Plan 2016/17 priority 'Modern and Efficient Council' relevant to the Organisational Change Overview & Scrutiny Committee.

Flintshire is a high performing Council as evidenced in previous Improvement Plan monitoring reports as well as in the Council's Annual Performance reports. This second quarter monitoring report for the 2016/17 Improvement Plan is also a positive report with 98% of activities being assessed as making good progress and 54% likely to achieve the desired outcome. In addition, 68% of the performance indicators met or exceeded target for the quarter. Risks are also being successfully managed with the majority being assessed as moderate (71%) or minor/insignificant (12%).

This report is an exception based report and therefore detail focuses on the areas of under-performance.

Recommendations	
1	That the Committee consider the Quarter 2 Improvement Plan monitoring report for the 'Modern and Efficient Council' priority to monitor under performance and request further information as appropriate.

REPORT DETAILS

1.00	**EXPLAINING THE IMPROVEMENT PLAN MONITORING REPORT**
1.01	The Improvement Plan monitoring reports give an explanation of the progress being made toward the delivery of the impacts set out in the 2016/17 Improvement Plan. The narrative is supported by performance indicators and / or milestones which evidence achievement. In addition, there is an assessment of the strategic risks and the level to which they are being controlled.
1.02	**Monitoring our Activities** Each of the sub-priorities have high level activities which are monitored over time. 'Progress' monitors progress against scheduled activity and has been categorised as follows: - • RED: Limited Progress – delay in scheduled activity; not on track • AMBER: Satisfactory Progress – some delay in scheduled activity, but broadly on track • GREEN: Good Progress – activities completed on schedule, on track A RAG (Red/Amber/Green) status is also given as an assessment of our level of confidence at this point in time in achieving the 'outcome(s)' for each sub-priority. Each outcome has been categorised as: - • RED: Low – lower level of confidence in the achievement of the outcome(s) • AMBER: Medium – uncertain level of confidence in the achievement of the outcome(s) • GREEN: High – full confidence in the achievement of the outcome(s).
1.03	In summary our overall progress against the high level activities is: - ACTIVITES PROGRESS • We are making good (green) progress in 56 (98%) activities. • We are making satisfactory (amber) progress in 1 (2%) activity. ACTIVITIES OUTCOME • We have a high (green) level of confidence in the achievement of 31 (54%) activity outcomes. • We have a medium (amber) level of confidence in the achievement of 26 activity outcomes (46%). • None of our activities have a low (red) level of confidence in achievement of outcomes.
1.04	**Monitoring our Performance** Analysis of performance against the Improvement Plan performance indicators is undertaken using the RAG status. This is defined as follows: - • RED equates to a position of under-performance against target • AMBER equates to a mid-position where improvement may have been

	made but performance has missed the target • GREEN equates to a position of positive performance against target.
1.05	Analysis of current levels of quarterly performance shows the following: - • 30 (68%) had achieved a green RAG status • 3 (7%) have an amber RAG status • 11 (25%) have a red RAG status
1.06	There were no quarterly performance indicators (PI's) which showed a red RAG status for current performance, relevant to the Education & Youth Overview & Scrutiny Committee.
1.07	**Monitoring our Risks** Analysis of the current risk levels of strategic risks identified in the Improvement Plan are as follows: - • 3 (6%) are insignificant (green) • 6 (12%) are minor (yellow) • 36 (70%) are moderate (amber) • 6 (12%) are major (red) • There are no severe (black) risks.
1.08	There are currently no high level (RED) risk areas identified for the Organisational Change Overview & Scrutiny Committee.

2.00	RESOURCE IMPLICATIONS
2.01	There are no specific resource implications for this report.

3.00	CONSULTATIONS REQUIRED / CARRIED OUT
3.01	The Improvement Priorities are monitored by the appropriate Overview and Scrutiny Committees according to the priority area of interest.
3.02	Chief Officers have contributed towards reporting of relevant information.

4.00	RISK MANAGEMENT
4.01	Progress against the risks identified in the Improvement Plan is included in the report at Appendix 1. Summary information for the risks assessed as major (red) is covered in paragraphs 1.06 and 1.08 above.

5.00	APPENDICES
5.01	Appendix 1 – Quarter 2 Improvement Plan Monitoring Report – Modern and Efficient Council

6.00	LIST OF ACCESSIBLE BACKGROUND DOCUMENTS
6.01	None. **Contact Officer:** Robert Robins Democratic Services Manager **Telephone:** 01352 702420 **E-mail:** robert.robins@flintshire.gov.uk

7.00	GLOSSARY OF TERMS
7.01	**Improvement Plan:** the document which sets out the annual priorities of the Council. It is a requirement of the Local Government (Wales) Measure 2009 to set Improvement Objectives and publish an Improvement Plan.
7.02	**Risks:** These are assessed using the improved approach to risk management endorsed by Audit Committee in June 2015. The new approach, includes the use of a new and more sophisticated risk assessment matrix which provides greater opportunities to show changes over time. **Risk Likelihood and Impact Matrix**
7.03	The new approach to risk assessment was created in response to recommendations in the Corporate Assessment report from the Wales Audit Office and Internal Audit.

7.05	CAMMS – An explanation of the report headings

Actions:

Action – Each sub-priority have high level activities attached to them to help achieve the outcomes of the sub-priority.

Lead Officer – The person responsible for updating the data on the action.

Status – This will either be 'In progress' if the action has a start and finish date or 'Ongoing' if it is an action that is longer term than the reporting year.

Start date – When the action started (usually the start of the financial year).

End date – When the action is expected to be completed.

% complete - The % that the action is complete at the time of the report. This only applies to actions that are 'in progress'. An action that is 'ongoing' will not produce a % complete due to the longer-term nature of the action.

Progress RAG – Shows if the action at this point in time is making limited progress (Red), satisfactory progress (Amber) or good progress (Green).

Outcome RAG – Shows the level of confidence in achieving the outcomes for each action.

Measures (Key Performance Indicators - KPIs):

Pre. Year Period Actual – The period actual at the same point in the previous year. If the KPI is a new KPI for the year then this will show as 'no data'.

Period Actual – The data for this quarter.

Period Target – The target for this quarter as set at the beginning of the year.

Perf. RAG – This measures performance for the period against the target. It is automatically generated according to the data. Red = a position of under performance against target, Amber = a mid-position where improvement may have been made but performance has missed the target and Green = a position of positive performance against the target.

Perf. Indicator Trend – Trend arrows give an impression of the direction the performance is heading compared to the period of the previous year. It is important to note that a 'downward arrow' always indicates poorer performance regardless of whether a KPI figure means that less is better (e.g. the amount of days to deliver a grant or undertake a review) or if a KPI figure means that more is better (e.g. number of new jobs in Flintshire).

Similarly an 'upward arrow' always indicates improved performance.

YTD Actual – The data for the year so far including previous quarters.

YTD Target – The target for the year so far including the targets of previous quarters.

Outcome RAG – The level of confidence of meeting the target by the end of the year. Low – lower level of confidence in the achievement of the target (Red), medium – uncertain level of confidence in the achievement of the target (Amber) and high-full confidence in the achievement of the target (Green).

Risks:

Risk Title – Gives a description of the risk.

Lead Officer – The person responsible for managing the risk.

Supporting Officer – The person responsible for updating the risk.

Initial Risk Rating – The level of the risk at the start of the financial year (quarter 1). The risks are identified as follows; insignificant (green), minor (yellow), moderate (amber), major (red) and severe (black).

Current Risk Rating – The level of the risk at this quarter.

	Trend Arrow – The shows if the risk has increased, decreased or remained the same between the initial risk rating and the current risk rating. Risk Status – This will either show as 'open' or closed'. If a risk is open then it is still a relevant risk, if the risk is closed then it is no longer a relevant risk; a new risk may be generated where a plan or strategy moves into a new phase.

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

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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

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.

Last Updated: 11-Nov-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	50.00%	GREEN	GREEN

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.

Last Updated: 30-Nov-2016

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

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.
Management Controls: Careful business planning and capacity development with community partners.
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.
Last Updated: 30-Nov-2016

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

Potential Effect: Organisational change objectives cannot be met.
Management Controls: Careful service and business planning with inclusivity of Trade Union and workforce input.
Progress Comment: Q2 - Organisational change programmes are broadly within planned timescales, reflecting the willingness of the workforce and Trade Unions to embrace change.
Last Updated: 30-Nov-2016

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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	Amber	Amber	↔	Open

Potential Effect: New Alternative Delivery Models will see a decrease in income and could be un-sustainable.
Management Controls: Realistic business plans and an increased commercialism of new organisations (e.g leisure and libraries), underpinned by sufficient financial acumen.
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.

Last Updated: 29-Nov-2016

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	Red	Amber	↓	Open

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.
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.

Last Update: 30-Nov-2016

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

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.

Last update: 29-Nov-2016

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	Amber	Green	↓	Open

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.

The Social Enterprise Sector working group is now active.

Last Updated: 30-Nov-2016

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CYNGOR Sir y Fflint Flintshire COUNTY COUNCIL

ORGANISATIONAL CHANGE OVERVIEW & SCRUTINY COMMITTEE

Date of Meeting	Monday 9th January 2017
Report Subject	Forward Work Programme
Cabinet Member	N / A
Report Author	Democratic Services Manager
Type of Report	Operational

EXECUTIVE SUMMARY

Overview & Scrutiny presents a unique opportunity for Members to determine the Forward Work programme of the Committee of which they are Members. By reviewing and prioritising the Forward Work Programme Members are able to ensure it is Member-led and includes the right issues. A copy of the Forward Work Programme is attached at Appendix 1 for Members' consideration which has been updated following the last meeting.

The Committee is asked to consider, and amend where necessary, the Forward Work Programme for the Organisational Change Overview & Scrutiny Committee.

RECOMMENDATION	
1	That the Committee considers the draft Forward Work Programme and approve/amend as necessary.
2	That the Democratic Services Manager, in consultation with the Chair of the Committee be authorised to vary the Forward Work Programme between meetings, as the need arises.

REPORT DETAILS

1.00	EXPLAINING THE FORWARD WORK PROGRAMME
1.01	Items feed into a Committee's Forward Work Programme from a number of sources. Members can suggest topics for review by Overview & Scrutiny Committees, members of the public can suggest topics, items can be referred by the Cabinet for consultation purposes, or by County Council or Chief Officers. Other possible items are identified from the Cabinet Work Programme and the Improvement Plan.
1.02	In identifying topics for future consideration, it is useful for a 'test of significance' to be applied. This can be achieved by asking a range of questions as follows: 1. Will the review contribute to the Council's priorities and/or objectives? 2. Is it an area of major change or risk? 3. Are there issues of concern in performance? 4. Is there new Government guidance of legislation? 5. Is it prompted by the work carried out by Regulators/Internal Audit?

2.00	RESOURCE IMPLICATIONS
2.01	None as a result of this report.

3.00	CONSULTATIONS REQUIRED / CARRIED OUT
3.01	Publication of this report constitutes consultation.

4.00	RISK MANAGEMENT
4.01	None as a result of this report.

5.00	APPENDICES
5.01	Appendix 1 – Draft Forward Work Programme

6.00	LIST OF ACCESSIBLE BACKGROUND DOCUMENTS
6.01	None. **Contact Officer:** Robert Robins Democratic Services Manager **Telephone:** 01352 702320 **E-mail:** robert.robins@flintshire.gov.uk

7.00	GLOSSARY OF TERMS
7.01	**Improvement Plan:** the document which sets out the annual priorities of the Council. It is a requirement of the Local Government (Wales) Measure 2009 to set Improvement Objectives and publish an Improvement Plan.

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Organisational Change Overview & Scrutiny Committee
Forward Work Programme 2016/17

DATE	SUBJECT	O&S FOCUS	REPORT FROM
Monday, 6th February 2017 10am Venue to be advised.	Cambrian Aquatics Update	Monitoring/assurance	Ian Bancroft
	Bailey Hill Project Update	Monitoring/assurance	Ian Bancroft
	Forward Work Programme	Development	Robert Robins
Monday, 13th March 2017 10am County Hall	Alternative Delivery Model update	Monitoring/assurance	Ian Bancroft
	Q3 Improvement Plan Monitoring Report	Monitoring/assurance	Robert Robins
	Forward Work Programme	Development	Robert Robins

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