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CYNGOR
Sir y Fflint
Flintshire
COUNTY COUNCIL

Contact Officer:
Sharon Thomas / 01352 702324
sharon.b.thomas@flintshire.gov.uk

To: Cllr Dave Mackie (Chairman)

Councillors: Janet Axworthy, Marion Bateman, Sean Bibby, Geoff Collett,
Ian Dunbar, Mared Eastwood, Veronica Gay, Dennis Hutchinson, Tudor Jones,
Brian Lloyd, Mike Reece, Paul Shotton and David Wisinger
(+ 1 Labour vacancy)

21 November 2017

Dear Councillor

You are invited to attend a meeting of the Organisational Change Overview &
Scrutiny Committee which will be held at 2.00 pm on Monday, 27th November, 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 - 14)

Purpose: To confirm as a correct record the minutes of the meetings
held on 25 September and 9 October 2017.

4 COMMUNITY RESILIENCE AND COMMUNITY BENEFITS STRATEGY (Pages 15 - 32)

Report of Chief Officer (Organisational Change) - Cabinet Member for
Corporate Management and Assets

Purpose: To provide a brief overview of the work being done to build on
previous work to grow the social sector through social
enterprise development.

5   **WELSH PUBLIC LIBRARY STANDARDS: REVIEW OF PERFORMANCE 2016/17** (Pages 33 - 44)

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

Purpose: To outline the progress of delivery for the library service against the Welsh Public Library Standards.

6   **COUNCIL PLAN 2017/18 MID YEAR MONITORING** (Pages 45 - 58)

Report of Chief Officer (Organisational Change 1), Chief Officer (Organisational Change 2) - Cabinet Member for Corporate Management and Assets, Cabinet Member for Education

Purpose: To review the levels of progress in the achievement of activities, performance levels and current risk levels as identified in the Council Plan 2017/18.

7   **FORWARD WORK PROGRAMME** (Pages 59 - 64)

Report of Community and Education Overview & Scrutiny Facilitator -

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

Yours sincerely

Robert Robins
Democratic Services Manager

<u>**ORGANISATIONAL CHANGE OVERVIEW & SCRUTINY COMMITTEE**</u>
<u>**25th SEPTEMBER 2017**</u>

Minutes of the meeting of the Organisational Change Overview & Scrutiny Committee of Flintshire County Council held in the Delyn Committee Room, County Hall, Mold on Monday, 25th September 2017.

<u>**PRESENT**</u>: **Councillor Dave Mackie (Chairman)**
Councillors: Geoff Collett, Ian Dunbar, Mared Eastwood, Veronica Gay, Tudor Jones, Brian Lloyd, Paul Shotton and David Wisinger.

<u>**APOLOGIES**</u>: Councillors Marion Bateman and Sean Bibby.

<u>**CONTRIBUTORS**</u>: Councillor Billy Mullin, Cabinet Member for Corporate Management and Assets; Councillor Ian Roberts, Cabinet Member for Education, Chief Executive and Chief Officers (Organisational Change).

<u>**IN ATTENDANCE**</u>: Community and Education Overview and Scrutiny Facilitator and Team Leader – Committee Services.

14.   <u>**DECLARATIONS OF INTEREST**</u>

        Councillor Veronica Gay declared a personal interest in agenda item number 4 'Community Asset Transfer – Review of Progress' as she was a member of Sandy Lane Community Centre Community Asset Transfer (CAT).

        Councillor Jones declared a personal interest in agenda item number 4 'Community Asset Transfer – Review of Progress' as he was Chair of Holywell Leisure Centre and Landlord of Holywell Library and café.

15.   <u>**MINUTES**</u>

        The minutes of the meeting on 17th July 2017 were submitted.

        Councillor Dunbar asked if there was an update on the plans for Phases 3 and 4 of County Hall. The Chief Executive provided some background information and explained that Phases 3 and 4 of County Hall were, in the main, vacant and had consolidated into Phases 1 and 2. Consideration was now being given to a part transition of the workforce based here to Unity House, Ewloe. A business case for changed office accommodation provision was under development.

<u>**RESOLVED**</u>:

That the minutes be approved as a correct record and signed by the Chairman.

16. **COMMUNITY ASSET TRANSFER – REVIEW OF PROGRESS**

The Chief Officer (Organisational Change) introduced the report which explained that this was the third year of implementation and support of the Community Asset Transfer (CAT) plan.

There had been some key large scale asset transfers, notably Connah's Quay Swimming Pool which was now being run and managed by Cambrian Aquatics, and more recently Holywell Leisure Centre, which had been the largest and most complex asset transferred to date.

The Council remained committed to supporting the CAT programme and had undertaken a number of year one reviews as part of its commitment to understand their ongoing commitment and contribution to Community Benefits.

Details of the other assets which had progressed through legal completion or were in the final stages of legal completion were detailed in the report. The Chief Officer suggested that feedback from some of the groups in the CAT programme could form part of a future Overview and Scrutiny Committee meeting where they could attend and speak about their own projects which was supported.

The groups were developing wider skill sets within their local communities which were both transferable and which created community resilience. This was an important concept and added additional value to the CAT process by creating more resilient communities which were able to support each other through developing new skills, confidence and knowledge.

Councillor Dunbar said he was pleased with the CAT of Connah's Quay Swimming Pool and asked how it was funded. The Chief Officer (Organisational Change) explained that a meeting had taken place the previous week with Cambrian Aquatics and he was pleased to report that there had been a substantial increase to the number of swimming lessons being given since the CAT had commenced. He said the funding agreement from the Council had been for three years and it was now in the third year. A Business Plan had been suggested for the next three years but the financial position of Cambrian Aquatics was sound. In response to a question from Councillor Dunbar on the Mill Lane Allotments in Connah's Quay, the Chief Officer (Organisational Change) said this had transferred to the Town Council so the legal entity resided with the Town Council.

Councillor Shotton welcomed the report and praised Cambrian Aquatics for the work they had done since the CAT, commenting on the thriving swimming club. He also said good progress was being made at Connah's Quay Youth Club. In response to a comment from Councillor Shotton, the Chief Officer (Organisational Change) said the Golftyn Park 'Our Back Yards' initiative was part of a lottery bid which the Council supported.

The Chief Executive welcomed the remarkable progress that had been made with CATs. He commented on the proposal from Welsh Government

(WG) that a fundamental review should take place on the role of Town and Community Councils. A suggested response from Flintshire could be that a key role of them was to now maintain CATs and request that they be able to draw on central funding for that support.

RESOLVED:

(a)   That the Committee note the report and support the work undertaken in relation to the Community Asset Transfer programme of work; and

(b)   That the supporting role Community Asset Transfer can play in developing Community Resilience be noted.

17.   **COUNCIL PLAN 2017-23**

The Chief Officer (Organisational Change) introduced the Council Plan 2017-23 report which had been reviewed and refreshed to reflect the key priorities of the Council for the five year term of the new administration.

The structure of the plan remained the same as previous plans and now comprised six priorities and relevant sub priorities. The six priorities took a long term view of projects and ambitions over the next five years.

He commented on the priority 'Connected Council' and the links to Community Asset Transfers (CATs) and Alternative Delivery Models (ADMs). This was the opportunity for the Organisational Change Overview and Scrutiny Committee to provide any feedback on specific areas to Cabinet for consideration prior to submission to County Council.

Councillor Shotton said the impact of welfare reform was a concern to him and access to digital services. Universal Credit was an on line system so he welcomed the measure on 'Supportive Council: Protecting people from poverty' of *Delivering Personal Budgeting and Digital Support Services*' which related to the local impact of the full service Universal Credit roll out.

On 'Supportive Council: Integrated Community Social & Health Services', Councillor Jones felt the words 'at home' should be removed from Impact 1) Enabling more people to live independently and well at home, citing examples of where people did live independently and well, however not necessarily at home, but in places like Llys Jasmine. The Chief Executive explained that the words 'at home' were not literal and it was recognised that where people chose to live was a personal choice.

In response to a question from Councillor Jones, the Cabinet Member for Education explained that, in relation to Welsh in Education Strategic Plan (WESP), it was important that existing schools remained viable and aimed to improve, alongside the aim to increase the number of facilities where Welsh was delivered.

On 'Green Council: Sustainable Development & Environmental Management', Section 3: Maximising the potential of Council assets for energy efficiency, Councillor Jones said there was no reference as to where energy consumption would be reduced. The Chief Officer (Organisational Change) explained the process for managing systems on the campus, some of which were operated remotely and it was important that employees were aware of the 'no cost / low cost' message. It was agreed that the words 'Control/reduction of Council energy consumption and thereby cost' would be recommended to Cabinet for consideration.

On 'Serving Council: Improving Resource Management, Section 5: Digital Strategy and Customer Strategies, Councillor Jones commented on the ongoing problems that the villages within his ward had on trying to access the internet. There were a number of businesses that operated in those areas and relied on internet access which was not yet accessible. The Chief Executive said similar views had been expressed at a recent meeting of Corporate Resources Overview and Scrutiny Committee and that the Council should be more influential over the infrastructure and network providers.

Councillor Gay concurred with the views of Councillor Jones and commented on the services being inconsistent in Saltney due to the closeness of the border. She felt in the least all public areas should have access to the internet.

It was agreed that the words 'Improved digital infrastructure access for homes and businesses across the County' would be recommended to Cabinet for consideration.

Councillor Dunbar welcomed the report and the priorities and sub-priorities. On 'Supportive Council: Appropriate and Affordable Homes', he asked if there had been any progress on delivering options for new, innovative low rent housing schemes for under 35's. The Chief Executive responded to say that creative solutions were currently being looked into.

In response to a question from Councillor Dunbar, the Chief Executive explained that options were still being pursued on how energy from the Council's own solar panels could be re-routed to Alltami for use by electric vehicles.

On 'Ambitious Council: Business Sector Growth and Regeneration', Councillor Dunbar commented on the importance of this priority to secure infrastructure investment needed for both regional and local growth.

Councillor Gay expressed concerns on the School Modernisation Plan and asked for reassurance that St. David's High School in Saltney was included in that plan. The Chief Executive explained that St. David's High School was the first priority in Band B for funding.

Councillor Mullin thanked the Committee Members for their input on the Council Plan with the two inclusions that would be considered by Cabinet the following day prior to County Council.

RESOLVED:

(a)   That the committee supports the structure, format and content of the "public" version of the Council (Improvement) Plan for 2017-23; and

(b)   That the committee supports the targets and milestones in the Measure and Milestones document (appendix 2) to the Council (Improvement) Plan 2017-23 with the following observations to the Cabinet for their consideration:

- Priority: Green Council
  Section 3: Maximising the potential of Council assets for energy efficiency: *Control/reduction of Council energy consumption and thereby cost. Addition to content.*
- Priority: Serving Council
  Section 5: Digital Strategy and Customer Strategies: *Improved digital infrastructure access for homes and business across the County. Add a national issue on infrastructure development, Government investment, and the performance of suppliers. Addition to content.*

18.   FORWARD WORK PROGRAMME

The Community and Education Overview and Scrutiny Facilitator introduced the Forward Work Programme report which had been updated following the last meeting of the Committee.

It was suggested that a special meeting be arranged for the Committee to receive Stage 1 of the budget which was agreed.

The Chief Officer (Organisational Change) suggested that Newydd and Aura be invited to attend meetings twice a year. One meeting would be to receive a mid-year review, providing examples of good practice, with the second being an opportunity for the Committee to receive their Business Plans for the forthcoming year. This was supported.

The Chief Officer also suggested that two slots be allocated to the Social Care Alternative Delivery Model (ADM). The first meeting would be to receive a mid-year check on how they were performing in-year with examples of good practice, and the second meeting being an opportunity for the Committee to receive their Business Plan for the forthcoming year. In supporting that suggestion, it was also agreed that the Social and Health Care Overview and Scrutiny Committee Members also be invited to attend the meeting for the Social Care ADM review, which was currently scheduled for 27th November, noting that the date might change.

It was suggested and agreed that a representative from Cambrian Aquatics be invited to the meeting on 29th January 2018 and that the meeting be held in one of the Community Asset Transfer (CAT) venues.

The Committee agreed to invite the Chief Executive of BT to a future meeting to explain the wider Open Reach strategy to Members, following earlier concerns raised around digital access in rural parts of the County. Councillor Jones suggested that this be arranged for after Welsh Government (WG) had published its findings following a recent consultation exercise on broadband needs, which would inform the next stage of the rollout to take place in early 2018.

RESOLVED:

(a)   That the Forward Work Programme be amended to reflect the items agreed; and

(b)   That the Facilitator, in consultation with the Chair of the Committee, be authorised to vary the Forward Work Programme between meetings, as the need arises.

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

RESOLVED:

That the press and public be excluded from the meeting as the following item was considered to be exempt by virtue of paragraph 14 of Part 4 of Schedule 12A of the Local Government Act 1972 (as amended).

20.   **LEISURE AND LIBRARIES ALTERNATIVE DELIVERY MODEL REVIEW**

The Chief Officer (Organisational Change) introduced the Leisure and Libraries Alternative Delivery Model Review report which reviewed the set up arrangements of Aura Leisure and Libraries Ltd. who had started operation of the Council's Leisure, Libraries and Heritage Services from 1st September 2017.

Appendices to the report included:

- The final signed off delegated powers report to approve set up;
- The Memorandum of Understanding between Flintshire County Council and Aura Leisure and Libraries Ltd.; and
- The Funding Agreement between Flintshire County Council and Aura Leisure and Libraries Ltd.

The Managing Director of Aura was present to answer any questions and thanked the Committee for the invitation to the meeting. He said that a lot of work had been undertaken and he commented on the supportive and positive relationship with the Council.

The Cabinet Member for Education welcomed the report and said it was a good example of a positive partnership.

In response to a question from Councillor Dunbar, the Chief Officer (Organisational Change) said that under this structure smaller libraries had more protection.

RESOLVED:

That the work taken place to establish the Alternative Delivery Model (ADM) in Leisure, Libraries and Heritage Services be noted and supported.

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

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

(The meeting started at 10am and ended at 11.57 p.m.)

…………………………
Chairman

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ORGANISATIONAL CHANGE OVERVIEW & SCRUTINY COMMITTEE
9 OCTOBER 2017

Minutes of the meeting of the Organisational Change Overview & Scrutiny Committee of Flintshire County Council held in the Delyn Committee Room, County Hall, Mold on Monday, 9 October 2017

PRESENT: Councillor Dave Mackie (Chairman)
Councillors: Janet Axworthy, Marion Bateman, Ian Dunbar, Mared Eastwood, Tudor Jones, Brian Lloyd, Mike Reece, Paul Shotton and David Wisinger

SUBSTITUTION: Councillor Kevin Hughes (for Veronica Gay)

ALSO PRESENT: Councillors: Bernie Attridge and Patrick Heesom

CONTRIBUTORS: Councillor Aaron Shotton, Leader of the Council and Cabinet Member for Finance; Councillor Billy Mullin, Cabinet Member for Corporate Management and Assets; Chief Officer (Organisational Change 1); Chief Officer (Organisational Change 2) and Corporate Finance Manager

IN ATTENDANCE: Democratic Services Manager and Community & Education Overview & Scrutiny Facilitator

22.   **DECLARATIONS OF INTEREST**

There were no declarations of interest.

23.   **FINANCIAL FORECAST AND STAGE ONE OF THE BUDGET 2018/19**

The Corporate Finance Manager introduced the report which set out the current financial forecast for 2018/19 and emergent options and financial pressures for the Organisational Change portfolio.

The financial forecast as detailed in section 1.04 of the report had been revised to take into account decisions made as part of the 2017/18 budget, and updated with the latest information on pressures from service portfolios. A settlement at or similar to the 2017/18 financial baseline was used as the basis for calculating the forecast for 2018/19 and no modelling for raised Council Tax levels had been included at this stage.

The Corporate Finance Manager concluded that stage one service portfolio proposals were being presented throughout October to all Overview & Scrutiny Committees for review. The Provisional Settlement for Local Government in Wales was due to be announced on 10 October, 2017. The Final Settlement was expected later in the calendar year and would follow the Chancellor of the Exchequer's budget statement which was due to be made on 22 November, 2017.

The Chairman invited the Chief Officer (Organisational Change 1) to present the Resilience Statement and Operating Models for the Organisational Change portfolio.

Organisational Change 1

The Chief Officer outlined the Resilience Statement as appended to the report, which detailed efficiencies which had been made to date and the impacts these efficiencies had on the services within the Organisational Change 1 portfolio. The Chief Officer also detailed the proposed efficiencies for 2018-19 which totalled £416,000, as detailed within the Future Operating Model, shown at Appendix 1. The proposed efficiencies included, continuation of previous year's business plan for Leisure, Libraries and Heritage, to develop an employee owned company.

Councillor Aaron Shotton, Leader of the Council, welcomed the Resilience Statements which were being presented to each of the Overview & Scrutiny Committees which were helpful for benchmarking efficiencies to date and highlighting the risks to service areas. He outlined the current funding gap of £11.7M and that the total stage one budget proposals at this stage only amounted to £3M which evidenced the challenged ahead. He also commented on the need to continue to lobby National Government to highlight the impacts of austerity.

The Chairman welcomed the budget consultation process with Overview & Scrutiny Committees which gave Members the opportunity to have an impact on final budget decisions.

Councillor Ian Dunbar thanked officers for the update on the financial position and welcomed the increased visits to Flintshire libraries. He commented on the reduced funding to Theatr Clwyd from the Arts Council for Wales and asked if the Council would have to contribute more as a result of this. The Chief Officer explained that the Arts Council for Wales were also under pressure to find efficiencies and reduce their budget. The Theatr will have to deal with any reduction in funding from the Arts Council for Wales and were currently working on options to maximise income.

In response to a question from Councillor Paul Shotton on service charges, the Chief Officer advised that charges within the leisure service were comparative to other Counties across Wales. He outlined alternative ways in which it would be easier for Aura Leisure to generate more income, including the opportunity to introduce different activities and membership fees.

Councillor Kevin Hughes asked whether it was possible for the Theatr to look for commercial sponsorship as a way of reducing the Council's funding contributions in the future. He also questioned why swimming sessions were free to people aged 60 and above, some of which he was sure wouldn't mind paying. The Chief Officer explained that the Council provided free swimming for people aged 60 and above via Welsh Government funding and agreed that a national debate was needed to assess whether this was affordable in the

future. He also advised that the Theatr were focusing on how best to maximise sponsorship and charitable funding on an annual basis.

The Chairman invited the Chief Officer (Organisational Change 2) to present the Resilience Statement and Operating Models for the Organisational Change portfolio.

<u>Organisational Change 2</u>
The Chief Officer outlined the Resilience Statement as appended to the report, which detailed efficiencies which had been made to date and the impacts these efficiencies had on the services within the Organisational Change 2 portfolio. The Chief Officer also detailed the proposed efficiencies for 2018-19 which totalled £286,000 as detailed within the Future Operating Model, shown at Appendix 2. The proposed efficiencies included, the restructure of Corporate Property Maintenance Services and Design and Project Management Services.

Councillor Ian Dunbar welcomed the increase in the number of school meals and the take up of free school meals and asked whether consideration was being given to expanding the work of NEWydd Catering and Cleaning Services to work jointly with the Housing Service on void properties. The Chief Officer confirmed that work on void properties would form part of the future statutory business plan for NEWydd Catering and Cleaning Services.

Councillor Marion Bateman commented on the possible proposals to relocate staff from County Hall and asked whether there were any proposals to relocate staff at Flint Offices. The Chief Officer explained that work had been undertaken to consolidate social services and housing officers at Flint Offices which had allowed for cases to be dealt with in a timelier manner. Consideration was being given to relocating staff from County Hall as the current office space was inefficient with annual running costs of around £1.5M.

Councillor Tudor Jones asked whether consideration had been given to protecting services in communities if community asset transfers failed in the future. The Chief Officer (Organisational Change 1) commented on the two major community asset transfer, namely, Connah's Quay Swimming Pool and Holywell Leisure Centre, and said that the Council had committed to provide funding to them for three years with a view to reducing that funding over the three year period. The budget for 2018/19 does not propose a reduction in that funding. He said that it was important to consider if the community asset transfer failed and to ensure revenue and support were on-going to minimise this risk. He advised that both community asset transfers were currently performing well.

Councillor Shotton commented on the terms of reference of the Committee and the creation of this Committee which had been to scrutinise and monitor performance of community asset transfers. He said that the Council was committed to working in partnership with community groups to defend and protect services.

The Chairman thanked the Chief Officers for their work within their portfolios and commented on the positive impact community asset transfers had had in protecting services in communities across Flintshire.

RESOLVED:

That the Committee is satisfied with the approach to the Budget within the Organisational Change portfolios.

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

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

(The meeting started at 2.00pm and ended at 3.05pm)

…………………………
Chair

ORGANISATIONAL CHANGE OVERVIEW AND SCRUTINY COMMITTEE

Date of Meeting	Monday 27th November 2017
Report Subject	Community Resilience and Community Benefits Strategy
Cabinet Member	Cabinet Member for Corporate Management and Assets
Report Author	Chief Officers Organisational Change
Type of Report	Operational

EXECUTIVE SUMMARY

A key priority of the Council Plan is 'A Connected Council' with a sub priority being 'Resilient Communities'. The Flintshire Public Services Board has a developed a priority around 'Resilient Communities. This report provides a brief overview of the work being done in this area building on previous work to grow the social sector through social enterprise development including Community Asset Transfers and Alternative Delivery Models. Provided at Appendix A is a draft plan for the work of the Flintshire Public Services Board.

The report also details Community Benefits Strategy (see Appendix 1) recently approved in draft by Cabinet. This strategy defines for the first time a set of community benefits that can be used in all types of procurement contracts but can also be used to assess the level of community benefit an organisation is delivering. The aim now is to launch this strategy as a Council, engage with the private and social sectors about use of this strategy, and engage with Public Service Board about all public sector partners in Flintshire signing up to the elements of the strategy that they are able to implement.

	RECOMMENDATIONS
1	To make comment on and support the overall approach to developing Community Resilience.
2.	To make comment on the draft Community Benefits Strategy and the approach to implementation of this strategy.

REPORT DETAILS

1.00	BACKGROUND INFORMATION
1.01	For the last three years much work has been undertaken to grow the social sector through Social Enterprise Development, Community Asset Transfers and Alternative Delivery Models. This has resulted in a growth in size in the social sector which is a key requirement if communities are going to be able to be more resilient and solve their own problems. It means that communities have more organisations and individuals to go to for support. A key element of this growth has been to develop social enterprises that are of a significant scale and can support the development of other social enterprises e.g. Aura Leisure and Libraries, Cambrian Aquatics, Holywell Leisure Centre.
1.02	In summary 24 social enterprises / social organisations operating within Flintshire over the last year were the beneficiaries of Council support to help their development including the following: • Holywell Leisure Centre • Toe to Toe • Connah's Quay Nomads • Buckley Boxing Club • RainbowBiz • West Flintshire Community Enterprises • Flintshire Counselling CIC • Mold Rugby Club • The Clocktower • Beyond the Boundaries CIC • Emotional Learning Foundation CIC • Amser Babi Cymraeg • BREW • Parkfields community Centre • Neighbourhood Economics • Art and Soul Tribe CIC • Cambria Band CIC This work along with the Community Asset Transfer programme has resulted in the following assets being transferred to (or being in the last stages of transfer to) social enterprises / community organisations: • Mynydd Isa community centre and library (Café Isa); • Bistre Youth and Community Centre; • Connahs Quay Swimming Pool (Cambrian Aquatics) • Connahs Quay Youth Club; • Connahs Quay Allotments (Mill Lane); • Connahs Quay Scouts Building; • Connahs Quay Cricket Club; • Former Registrar's Office, Holywell; • Greenfield Bowling Club; • Gwernaffield Village Hall, • Hope Library;

	• Holywell library (Toe to Toe); • Holywell Leisure Centre • Mancot Library; • Maes Pennant Playing Field, Mostyn; • Mold RFC; • Mosytn Bowling Club, • Scout Groups, various; • Trelogan Community Centre. The results of this work both developing organisations and enabling them to take on assets and services results in a stronger social sector working at a community level. For the first time this year there was a significant social enterprise presence at the Flintshire Business Awards with a number of social enterprises being applicants for Business Awards.
1.03	With an increase in the number and size of organisations in the social sector it enables future work to build on this stronger social sector base and for the sector to be recognised as valuable and business like. It also encourages a raised awareness across the public, private and social sectors about the delivery of social objectives or community benefits.
1.04	There are a range of other projects and programmes that are building on the good initial work to maximise increases in community resilience and that grow the social sector. A number of key initiatives that are supported by the work of the Public Services Board include: (1) Social Prescribing Programme – To be launched in October with the aim of signposting people with health issues to community or activity base interventions rather than health treatment. (2) Area Based Work – Revision of Communities First and work in areas such as Flint, Shotton and the Holway which are all now aimed at leaving skills in communities rather than solving problems for people. The food poverty work in Flint aims to leave people with the skills and resources to cook nutritional meals. (3) Anti Poverty Work – A more focussed approach from this partnership supporting the development of digital skills, financial skills and enabling people to cope with in work and out of work poverty. (4) Philanthropy and Corporate and Social Responsibility (CSR) – Bringing together the private and social sectors to talk about how private sector organisations through their CSR might support the development of the social sector and community benefits. (5) Community Shares – The issuing of shares by social organisations to help fund raise and create ownership of assets and services at a community level. This approach is being considered by a number of organisations. A more detail action plan for the work of the Public Services Board is provided at Appendix A.

1.05	Attached at Appendix B is a draft Community Benefits Strategy that for the first time provides a policy for, and ways of using, the following community benefits that are proposed as the priority community benefits that Flintshire wants to see delivered.

<p style="text-align:center"><u>Economic</u></p>

I. Targeted recruitment

- Providing shared apprenticeship opportunities using our Apprenticeship Academy;

- Creating job opportunities for unemployed people from Flintshire's Community First areas;

- Providing work placements and training opportunities to local unemployed people, to help them gain work experience to aid their job search;

- Providing work experience to students to help them make career choices.

II. Supporting procuring from Flintshire based businesses (where possible) to provide goods and services in the delivery of the contract;

<u>Environmental, health and social</u>

III. Working with schools and colleges to contribute to their curriculum and help to promote a socially inclusive society;

IV. Where deemed appropriate, small community-focused contributions can be made including actual resources such as staff time to provide assistance / support to local community groups. This would be administered through the Economy and Regeneration team to ensure appropriate use.

V. Provide a financial sum (where appropriate) or equivalent non-financial benefit to deliver the strategic priorities as identified by Flintshire Council including but not exclusively:

- Housing quality and renewable technologies as part of any new build development;

- Housing energy measures which will address fuel poverty;

- Promoting energy efficiencies and environmental awareness with tenants;

- Delivery of environmental initiatives including:

  ☐ micro-energy generation;

  ☐ reduced waste to landfill;

  ☐ recycling of eligible materials;

  ☐ reduced water consumption; and

  ☐ managing business mileage.

VI. Reductions in demand for public services including health and social care and community safety by:

- increasing the people supported to live independently;

- reducing permanent admissions to residential or nursing care;

- reducing avoidable hospital admissions; and

- reducing anti-social behaviour and crime.

  VII. Increasing the impact of volunteers in delivering public and community services by:

- increasing the number of new volunteers;

- increasing the number of volunteers placed with community groups; and

- increasing the number of young volunteers

  VIII. Increasing the impact of community businesses in delivering public and community services by:

- increasing the number of new community businesses established;

- increasing the number of constituted groups developing into community businesses; and

- increasing the number of community assets sustained.

Implementing this strategy will enable the Council to maximise community benefit delivery across contracts and services and work with other public sector partners and the social and private sectors to maximise their delivery of community benefits.

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

3.00	**CONSULTATIONS REQUIRED / CARRIED OUT**
3.01	Consultations have bene undertaken as part of both the development of the Council Plan and the development of the Public Service Board priorities.

4.00	**RISK MANAGEMENT**
4.01	Key Risks and Mitigation

	(1) The lack of strength of the social sector to be seen as credible and business like – continued support and development with business support and Community Asset Transfer work. (2) The lack of buy in by public sector partners – continued development of this work through the Public Services Board. (3) The lack of ownership by the private sector – engagement with the sector on the Community Benefits Strategy and Philanthropy and CSR work.

5.00	APPENDICES
5.01	Appendix A – Public Services Board Draft plan for Resilient Communities
5.02	Appendix B – Community Benefits Strategy

6.00	LIST OF ACCESSIBLE BACKGROUND DOCUMENTS
6.01	None **Contact Officers:** Ian Bancroft / Neal Cockerton **Telephone:** 01352 704511 **E-mail:** ian.bancroft@flintshire.gov.uk / neal.cockerton@flintshire.gov.uk

7.00	GLOSSARY OF TERMS
7.01	**Community Asset Transfer** – The transfer of a building to a community organisation with a 27 year lease and peppercorn rent.
7.02	**Social Enterprise** – An organisation that has social objectives and uses any profit made for delivery of these social objectives.
7.03	**Corporate and Social Responsibility** – Part of the private sectors approach to governance that often results in the delivery of social outcomes and community benefits.

Flintshire Public Services Board

A Well-being Plan for Flintshire

2017 - 2023

Draft (November 2017)

Resilient Communities

This means:

- Enabling and inspiring communities to be confident, cohesive, and forward thinking
- Developing an approach that ensures that when any public service is working in an area that additional skills and capacity are strengthened within that community.
- Co-ordinating an approach across public service delivery that maximises the impact of community benefits.
- Further developing community ownership models including Community Asset Transfers (CATS), micro social enterprises and community shares.

Why is this a priority for the partners?

- ✓ Effective, successful and resilient places have the ability to resolve their own problems, respond to and bounce back from economic, social and environmental issues.
- ✓ Resilient communities are well connected within the area and to other agencies and organisations outside of their community.
- ✓ A well connected community is able to work with the public agencies co-operatively to determine priorities for that community and be a key partner in delivering these priorities.
- ✓ This approach requires a workforce in the public sector that is skilled in working with communities to support determination of their priorities and enable their delivery.

What is the evidence behind this story?

- Research shows that 'Resilient Communities' have support from all sectors to solve problems, are well connected and able to make decisions.
- Public sector bodies have provided support and capacity to specific communities of need; however this work has not always been sustainable once the intervention ceases.
- Public services can change the emphasis of their work in communities from direct support and intervention to a more co-operative style of working where local communities determine their own priorities and identify solutions.

What are we committed to doing?

- ✓ Learning lessons from previous community based work so that future work has a significant and long term impact.
- ✓ Changing our ways of working so that whenever public services work with communities we build on and develop the skill levels within that community.
- ✓ Working jointly with communities to understand, develop and implement long term aspirations and plans that build on the strengths of that community.

What specific actions will we take to support these commitments?

- ✓ Train and develop key public sector employees in these different ways of working.
- ✓ The Public Services Board will agree a set of community benefits[1] that will support local communities and that can be delivered by the community and social organisations, public organisations, and private organisations.
- ✓ Develop opportunities for residents to be more active in their communities which leads to improvements in health and well-being.
- ✓ Design and develop projects with the community in areas such as the Holway, Flint and Shotton so that the community is able to determine the priorities and have the skills and capacity to continue the work in the long term.
- ✓ Establish new tools such as 'Community Shares'[2] and 'Social Prescribing'[3] that enable communities to develop their local assets and improve their health and well-being.
- ✓ Support the development of community networks that can be co-ordinated and maintained by local communities.
- ✓ Change our long term physical planning for communities so that it enables the development of community buildings and natural and green spaces that better connect people.

Where should we see an impact?

- ✓ Ways of working changed across all sectors that strengthens communities
- ✓ The strength of community and social organisations that are able to provide support to local people increased
- ✓ Opportunities for people to improve their health and well-being increased
- ✓ Use and appreciation of the natural environment and use of the outdoors increased
- ✓ Take up of economic activity by local people increased
- ✓ Quantity and quality of benefits that support local communities ('community benefits') increased

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[1] Delivery of added value through the Community Benefits is linked to the procurement of contractors on capital build programmes. They can also be delivered through grant awards and Community Asset Transfers. They ensure wider social, environmental and economic issues are taken into account during the project life cycle.

[2] Community Shares are non-transferrable, withdrawable share capital unique to Co-op and Community Benefit Society Legislation and can be used as a method to engage the community in becoming shareholders (owners) of community businesses.

[3] Social Prescribing is a means of enabling primary care services to refer patients with social, emotional or practical needs to a range of local, non-clinical services, often provided by the voluntary and community sector.

Links with other priorities:

- ✓ Economy and Skills – developing skills for employment opportunities, reducing worklessness and the impact of social reform

- ✓ Community Safety – making communities safer

- ✓ Well-being and Independent Living – providing information and support for people to take responsibility for their own health and that of their own families
- ✓ Environment – developing greater access opportunities to the green infrastructure

Well-being and Independent Living

This means:

- Providing information and support for people to take responsibility for their own health and that of their families.
- Targeting interventions where individuals and families have the most to gain.
- Delivering more services closer to home.
- Building and strengthening the Care Sector.

Why is this a priority for the partners?

✓ There is a strong evidence base as well as a social responsibility to direct our focus on the prevention of ill health, reduce health inequity and accommodate most people's preference to stay active and independent within their own community.

✓ A focus on early years has the potential to bring benefits to the individual and reduced demand on services over the full life course.

✓ In order to support residents with more complex needs, we need to maintain and then strengthen the care sector for both care home and domiciliary service[4] provision, both of which are currently fragile.

✓ Life expectancy is increasing whereas an increase in healthy life expectancy is not assured. The consequence is that more people are likely to require support in the management of chronic conditions and/or increasing dependency as a result of frailty or dementia for example.

✓ There are significant challenges in meeting current and projected workforce demands in both health and social care.

✓ The Social Services and Well-being Act reinforces the need to support residents to maintain good health and reduce reliance on services.

What is the evidence behind this story?

- Influencing the development of children to maximise their health, social and educational development is most effective when done as early as possible.
- People born in the most deprived areas of Flintshire are, on average, likely to die 7 years earlier than people born in the most affluent areas of the county.
- Life expectancy is predicted to continue to improve, and the population of those aged 65 years is expected to grow from 31,000 in 2015 to 46,100 by 2039.
- The number of people aged 65 years and over who need to be looked after in a care home is expected to almost double by 2035 with the number requiring specialist nursing care expecting to show a significant increase.
- The number of Flintshire residents living with dementia will rise by about 1,350 (66%) by 2030.
- In order for Flintshire to meet the need for care home beds by 2030, a further 554 residential care beds and 304 nursing care beds will be required.

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[4] Domiciliary Services are those provided to a person within their own home

What are we committed to doing?

- ✓ Provide information and support for people to take responsibility for their own health and that of their families and communities.
- ✓ Target work and interventions where individuals and families have the most to gain.
- ✓ Deliver more health and social care services closer to home.
- ✓ Build and strengthen the care sector.

What specific actions will we take to support these commitments?

- ✓ Explore and make best use of opportunities to promote mental health and wellbeing.
- ✓ Ensure links with other PSB priority work areas to maximise promotion of health and wellbeing opportunities, e.g. Get Flintshire Moving (Resilient Communities), combat substance misuse (Community Safety)
- ✓ Introduce the Community Resource Team and multi-agency, co-located Single Point of Access.
- ✓ Implement agreed Public Health priorities, with a focus on those with the most to gain.
- ✓ Ensure that the health needs of Looked After Children[5] are assessed and met, including through the provision of key health promotion materials being made available to foster carers and residential care staff.
- ✓ Fully implement the Early Help Hub[6] to support children, young people and their families.
- ✓ Develop and implement an "Ageing Well in Flintshire" Plan which will not only support people to age well but also help develop communities for the benefit of people of all ages.
- ✓ Develop robust pathways for care home residents requiring hospital admission to help them return home with minimum delay.
- ✓ Ensure that the County's approach to regeneration supports and promotes work within the Care Sector.
- ✓ Increase current in house provision of bed based capacity for short term care and to support Discharge to Assess[7] in a community setting through the use of pooled budgets.
- ✓ Promote and protect the health of our workforce by encouraging them to access opportunities to improve and maintain health (e.g. national screening programmes, Making Every Contact Count (MECC), flu vaccination).

Where should we see an impact?

- ✓ Indicators of health and wellbeing in the population improved
- ✓ Indicators of health inequalities improved

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[5] Looked After Children are children under the care of the Local Authority

[6] The Early Help Hub is a multiagency project led by the North Wales Police which aims to improve the 'journey' for families at greater risk of worsening problems with an emphasis on information, advice & assistance

[7] Discharge to Assess takes place when the person is medically fit to leave hospital and requires an assessment to determine the level of support they will need at home.

- ✓ Levels of care home bed and domiciliary support sustained and increased
- ✓ Number of community based or led activities to promote healthy living and "ageing well" increased
- ✓ Number of people supported outside of the acute hospital setting increased
- ✓ Level of information, assistance and support offered through the Single Point of Access and Early Help Hub increased
- ✓ Opportunities for people to move more and reduce sedentary behaviour increased

Links with other priorities:

- ✓ Resilient Communities – enabling and inspiring communities to become confident, cohesive and forward thinking
- ✓ Environment – developing greater access opportunities to the green infrastructure
- ✓ Economy and Skills – developing skills for employment opportunities, reducing worklessness and the impact of social reform
- ✓ Community Safety – tackling drugs and alcohol / reducing re-offending

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1. Introduction and Purpose (Leader of the Council)

1.1. This Community Benefits Strategy has been developed to align with all of Flintshire's Capital and Services procurement and the authority's existing approaches to delivery of Community Benefits within its contracts and service provision. An innovative approach is required to ensure delivery of community benefits, which helps to deliver the greatest economic, social or environmental wellbeing benefit to local communities.

1.2. The public sector in Wales spends £5.5bn per year on external goods and services, and Welsh Government is committed to capturing and retaining as much of the local investment in the local area through their Community Benefits Policy. The Community Benefits Strategy supports the Welsh Government's vision that sustainable development will be the central organising principle for Wales. It also contributes to other policy areas such as the Wales Infrastructure Investment Plan, tackling poverty in Wales and adding to the resources for training and skills development.

1.3. The Wales Procurement Policy Statement sets out the procurement practices and actions required of all public sector organisations in Wales. Value Wales helps the Welsh public sector realise improved value for money through 'smarter procurement' by:

- increasing savings through collaboration;

- improving process efficiency especially through use of technology;

- protecting the economy by encouraging smaller and more local suppliers and seeking re-investment in local communities; and

- building procurement capability.

1.4. A key policy driver is the Well-being of Future Generations (Wales) Act 2015 and its 7 goals including 'A Prosperous Wales' and 'A More Equal Wales'.

1.5. At a local level, the Flintshire Public Service Board is developing new approaches to Inspiring Resilient Communities and the Community Benefits Strategy will play apart in the delivery of this.

1.6. The Community Benefits Strategy will help to deliver the Flintshire County Council's Council Plan by contributing to:

- supporting people to manage the ongoing impact of Welfare Reform through helping people to claim the benefits to which they are entitled;

- helping people to manage their financial commitments;

- reducing the impact of rises in fuel costs through energy efficiency measures;

- developing programmes in partnership with the social and third sector to work towards addressing food poverty;

- reducing demand for public services;

- growing the role of the social enterprise sector;

- increasing the impact of the voluntary sector

- contributing to the scale and quality of apprenticeship and work experience provision; and

- Increasing the use of community benefit clauses in procurement.

1.7. The Community Benefit Strategy aims to support the delivery of these strategic policy areas by ensuring that the procurement and delivery of capital and service contracts contributes to the delivery of sustainable outcomes. The Council procured £145m of works, goods and services in 2016/2017.

1.8. Specific community benefit requirements will be incorporated into future procurement and contracts providing a clear direction of the key priorities identified in this Strategy and the issues to be addressed in Flintshire at the time of the contract. These will be progressed through the Contractor and the Procurement and Enterprise and Regeneration Teams within the Council, working collaboratively with local communities, other partners and stakeholders.

2. Aim and objectives of the Community Benefits Strategy

Aim

2.1. The aim of the strategy is to ensure greater value for money with regard to securing a return on the expenditure Flintshire County Council is making each year through service contracts and capital programmes.

Objectives

2.2. To provide a framework which ensures the inclusion of realistic and achievable community benefit via contractual clauses in all applicable capital programme and service contracts.

2.3. To provide a joined up approach to the identifying and monitoring of community benefits across Flintshire, ensuring maximum value for money of spend on the Capital programme and service budgets.

2.4. Create an internal infrastructure to avoid duplication of effort, share best practice, maximise opportunities for leveraging community benefits from suppliers and provide a more common and consistent experience for suppliers.

2.5. To ensure compliance within legislative framework when incorporating community benefits into the contracts and agreements.

2.6. Through guidance and the application of agreed approaches, deliver real and lasting benefits to our stakeholders and to grow the Flintshire economy, including the delivery of sustainable employment outcomes for residents.

3. Delivery approach

3.1. As part of the procurement process tenderers will be asked to set out how they will contribute to the community benefit objectives and will be assessed as part of the tender evaluation. This will include areas such as:

- the steps to be taken to deliver community benefits;

- how these steps will ensure benefits are realised; and

- the benefit that each step will deliver to communities.

3.2. All contractual community benefits form part of the contract and suppliers have a contractual obligation to deliver these commitments. Appropriate contract conditions will be included to provide a remedy for failure to deliver contractual community benefits.

3.3. Community benefits will be delivered through specific requirements stipulated within the specification. This will be done in one of three ways.

(i) Through contract clauses;

(ii) Through specifying as outcomes and outputs core to the contract for a contractor to tender against;

(iii) Through specifying as ways of working associated with the contract for a contractor to tender against.

3.4.   Proportionality will be applied in relation to the level of Community Benefits to the value of the contract. As a guide Flintshire Council would expect for contracts of a value of £1m or more:

• 1 Apprenticeship per £1m spend.

3.5.   On award of the contract Flintshire Council's Enterprise and Regeneration Team will manage the delivery of the Community Benefit, including where appropriate receipt of any financial sums and subsequent expenditure in line with the Councils strategic priorities, and the co-ordination of wider community benefit delivery.

3.6.   Flintshire County Council will apply the benchmarks set by Value Wales toolkit and use the principles for measuring the impact.

4. Priorities

4.1.   All community benefits should aim to provide as wide an impact as feasible both in terms of geography and beneficiaries. The priority for community benefits are set out below.

Economic

I.   Targeted recruitment and training:

• Providing shared apprenticeship opportunities;

• Creating job opportunities for unemployed people from Flintshire's Community First areas;

• Providing work placements and training opportunities to local unemployed people, to help them gain work experience to aid their job search;

• Providing work experience to students to help them make career choices.

II.   Supporting procuring from locally based businesses (where appropriate and this enables better value for money delivery of the contract) to provide goods and services in the delivery of the contract;

Environmental, health and social

III.   Working with schools and colleges to contribute to their curriculum and help to promote a socially inclusive society;

IV.   Where deemed appropriate, small community-focused contributions can be made including actual resources such as staff time to provide assistance / support to local community groups. This would be administered through the Economy and Regeneration Team to ensure appropriate use.

V.   Provide a financial sum (where appropriate) or equivalent non-financial benefit to deliver the strategic priorities as identified by Flintshire Council including but not exclusively:

• Housing quality and renewable technologies as part of any new build development;

- Housing energy measures which will address fuel poverty;

- Promoting energy efficiencies and environmental awareness with tenants;

- Delivery of environmental initiatives including:

    ☐ micro-energy generation;

    ☐ reduced waste to landfill;

    ☐ recycling of eligible materials;

    ☐ reduced water consumption; and

    ☐ managing business mileage.

VI. Reductions in demand for public services including health and social care and community safety by:

- increasing the people supported to live independently;

- reducing permanent admissions to residential or nursing care;

- reducing avoidable hospital admissions; and

- reducing anti-social behaviour and crime.

VII. Increasing the impact of volunteers in delivering public and community services by:

- increasing the number of new volunteers;

- increasing the number of volunteers placed with community groups; and

- increasing the number of young volunteers

VIII. Increasing the impact of community businesses in delivering public and community services by:

- increasing the number of new community businesses established;

- increasing the number of constituted groups developing into community businesses; and

- increasing the number of community assets sustained.

5. Allocation, Monitoring and Reporting

5.1. To ensure fairness and consistency across the whole county, the level of contributions will be managed through the contracting process and monitored by the Procurement Team.

5.2. The Enterprise and Regeneration Team will be responsible for monitoring the delivery of the community benefits either through the Contractor or the intermediary responsible for delivery, working closely with the Council's Contract Programme Manager.

5.3. All performance indicators relating to Contractor Community Benefits will be monitored and reviewed by Cabinet on an annual basis.

5.4. This Strategy will be reviewed on an annual basis to ensure it continues to evolve with the service contracts and capital expenditure.

Sir y Fflint Flintshire COUNTY COUNCIL
CYNGOR

ORGANISATIONAL CHANGE OVERVIEW AND SCRUTINY COMMITTEE

Date of Meeting	Monday 27th November 2017
Report Subject	Welsh Public Library Standards : Review of Performance 2016/17
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 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). This report provides a review against performance in 2015/16 including the assessment from Welsh Government at Appendix A.

In summary Flintshire as previously predicted last year has improved in 2016/17 against the quality indicators with targets, now achieving 5 out of the 7, an increase from achieving 2 out of 7 in 2015/16. The Library Service is currently operating a model that as a Council we believe meets community needs. Recognition of this is shown within 99% of adults rating the service good or very good (second highest score in Wales) and children rating the service 10 out of 10 (the highest score in Wales). However if further reductions are made due to continued austerity requirements from the United Kingdom government then the service will not be able to meet community needs and performance against these standards will significantly deteriorate. The resilience of the service as at risk and this is demonstrated as, while the service is able to achieve good performance with its current budget against core entitlements and the quality indicators with targets, performance across the remaining areas of the framework is mixed.

	RECOMMENDATIONS
1	For Scrutiny to comment on progress of delivery against Welsh Public Library Standards.

REPORT DETAILS

1.00	**BACKGROUND INFORMATION – PERFORMANCE AGAINST THE STANDARDS**
1.01	In 2017 the library service reported on performance for the third 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	Introduced at a time of budgetary constraint, the current WPLS 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.
1.02	When reporting to Committee in January 2017 against previous performance the conclusions detailed in this report stated. (1) 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.
	(2) 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.
1.03	The Annual Assessment Executive Summary for 2016/17 (see Appendix A) states "Flintshire met 17 of the 18 core entitlements in full and partially met 1 Of the 7 quality indicators which have targets, Flintshire achieved 5 in full, 1 in part and could not provide data on one. This is an improvement on last year when only 2 were achieved in full. The completion of the programme to consolidate resources in to 7 hub libraries has seen some improvements this year with the targets relating to individual development, online access and opening hours now being fully achieved. The service has done well to maintain performance in general during the last few years of change.'
1.04	The improvement in performance against the quality indicators with targets since last year is with the three additional indicators being met as follows: • QI 3 – Individual Development • QI10 – On line access • QI16 – Opening Hours per capita
1.05	While the main focus for our library service has been maintaining performance against core entitlements and improving performance against quality indicators with targets the report also considers relative performance against other Local Authorities across the four core service areas of the framework. Flintshire's performance is varied with key areas highlighted below. • Performance is relatively good on customer satisfaction, expenditure on materials, supply of requests within 7 days, and opening hours. • Areas of focus for the service identified through the return include

| | | physical and virtual visits and professional staffing levels.

Work to co-locate services in Holywell should make a difference in visitor numbers and recent changes to the staffing structure are intended to improve professional staffing levels. |
|---|---|---|
| 1.06 | The assessors report concludes that

'The completion of the programme to consolidate resources in to 7 hub libraries has seen some improvements this year with the targets relating to individual development, online access and opening hours now being fully achieved. The service has done well to maintain performance in general during the last few years of change. The continuing decline in staffing levels is disappointing but the data does correspond to a time when there were vacancies, and so it is hoped that this will improve over the next year. Stability and ongoing investment in the service will help embed recent improvements for the future.' |

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 can be maintained, 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@aura.wales

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 County Council

Annual Assessment Report 2016-17

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.

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 5 in full, 1 in part and could not provide data on one. This is an improvement on last year when only 2 were achieved in full.

The completion of the programme to consolidate resources in to 7 hub libraries has seen some improvements this year with the targets relating to individual development, online access and opening hours now being fully achieved. The service has done well to maintain performance in general during the last few years of change. The continuing decline in staffing levels is disappointing but the data does correspond to a time when there were vacancies, and so it is hoped that this will improve over the next year. Stability and ongoing investment in the service will help embed recent improvements for the future.

- 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.

- Flintshire carried out a customer survey in November 2014, and achieved one of the highest 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.

- Attendance at pre-arranged training sessions has more than doubled compared to last year, although the per capita level remains below the median for Wales.

- Physical visits have declined slightly over the last year, with the number of virtual visits experiencing only a slight increase so that both per capita levels remain below the median of Wales as a whole.

- Library membership has fallen significantly due to a cleansing of the data before the installation of a new LMS, with those members using only ICT facilities now included in the number of active borrowers which has resulted in an increase.

- Despite reductions over the last year, the per capita levels of both total acquisitions and materials expenditure are among the highest in Wales. The proportion of expenditure accounted for by materials at Flintshire is the third highest in Wales.

- Flintshire failed to meet the targets for both staffing levels overall and for

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professional staff, although it was noted that there were professional staff vacancies. The target for opening hours has been met, which is an improvement on last 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 satisfaction, staff training and collection development.

Compared to the previous year, there have been notable improvements in support for individual development, ICT provision and opening hours, but further falls in staffing 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, although the detail has changed. Wi-Fi is now available in all service points; however the new library strategy is not yet available on the website, pending transfer to a Community Benefit Society (Aura Leisure and Libraries) later in 2017.

b) Quality indicators with targets

There are 16 quality indicators (QI) within the framework. Of the 7 which have targets, Flintshire is achieving 5 in full, 1 in part and did not provide data for one of the indicators:

Quality Indicator	Met?	
QI 3 Individual development:		Met in full
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:		n/a
a) % of material budget on children		
b) % of material budget spent on Welsh		

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Quality Indicator		Met?	
or Spend on Welsh per capita			
QI 10 Online access:			Met in full
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		✔	Met in full

There is an improvement since last year in QIs 3, 10 and 16 which are now all fully met.

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. The percentage of attendees of training sessions who said that the training had helped them achieve their goals is based on a small sample of fewer than 100 feedback forms.

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%	*11/19*	68%	93%	100%
e) % of adults who think that the library has made a difference to their lives:	81%	*14/19*	36%	86%	97%
% of children who think that the library has made a difference to their lives:	69%	*11/17*	58%	82%	98%
QI 4 b) % of attendees of training sessions who said that the training had helped them achieve their goals:	97%	*8/19*	80%	97%	100%

Flintshire provided two impact case studies:

- The success of the Deeside Library in attracting leisure centre users to the library, fostering a love of reading in previously reluctant readers.

- A digital volunteers scheme providing the volunteers with accreditation for their Welsh Baccalaureate as well as increasing the skills of users.

d) Quality performance indicators and benchmarks

The remaining indicators do not have targets, but allow performance to be compared

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between authorities. The following table summarises Flintshire's position for 2016-17. 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 those where relevant data elements were not available to some authorities. Figures reported in respect of the first two years of the framework 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	2015/16	Rank	2014/15	Rank
QI 1 Making a difference									
a) new skills	64%	13/19	23%	71%	93%				
c) health and well-being	46%	13/20	26%	56%	94%				
d) enjoyable, safe and inclusive	94%	18/19	93%	98%	100%				
QI 2 Customer satisfaction									
a) 'very good' or 'good' choice of books	89%	12/20	74%	90%	98%				
b) 'very good' or 'good' customer care	96%	15/20	90%	99%	100%				
c) 'very good' or 'good' overall	99%	2 /20	92%	97%	100%				
d) child rating out of ten	10.0	1 /19	8.6	9.1	10.0				
QI 4 User training									
a) attendances per capita	29	15	3	34	248	11	20	5	21
c) informal training per capita	162	10/20	1	156	712	n/k		n/k	
QI 6 Library use									
a) visits per capita	3,935	12	2,453	4,033	6,751	3,963	12	4,317	10
b) virtual visits per capita	453	18/21	341	922	2,299	442	18	403	20
c) active borrowers per capita	127	16	77	153	235	105	20	122	17
QI 7 attendances at events per capita	151	16	62	214	496	131	16	152	14
QI 11 Use of ICT - % of available time used by the public									
a) equipment	16%	21/21	16%	32%	69%	20%	22	28%	19
QI 12 Supply of requests									
a) % available within 7 days	76%*	5 /21	48%	70%	82%	70%	15	75%	6
b) % available within 15 days	82%*	15/21	65%	85%	96%	82%	16	88%	5
QI 13 Staffing levels and qualifications									
(v) a) total volunteers	26	10	0	24	209	9	17	0	17
b) total volunteer hours	386	16	0	798	5,156	116	20	0	17
QI 14 Operational expenditure									
a) total expenditure per capita	£10,281	17/21	£6,745	£11,979	£16,968	£11,188	16 / 21	£11,695	19
b) % on staff	59%	9 /21	46%	58%	75%	61%	9 /21	60%	9
% on information resources	21%	3 /21	4%	13%	25%	22%	2 /21	16%	5
% on equipment and buildings	5%	7 /21	0%	4%	20%	5%	7 /21	16%	4
% on other operational costs	15%	13/21	9%	22%	37%	13%	16 / 21	7%	20
c) capital expenditure per	£723	8 /21	£0	£341	£16,692	£564	9 / 21	£0	16

Performance indicator	Rank	Lowest	Median	Highest	2015/16	Rank	2014/15	Rank
capita								
QI 15 Net cost per visit	£2.24	13/20	£1.50	£2.33	£3.30	£2.43	11 / 21	£2.35	8 / 11
QI 16 Opening hours *(see note)*								
(ii) a) % hours unplanned closure of static service points	0.07%	5	0.00%	0.00%	0.48%	0.00%	12	0.10%	16
b) % mobile stops / home deliveries missed	0.37%	6 /19	0.00%	0.13%	8.33%	0.86%	12 / 19	0.42%	11 / 19

Note: Rankings here have been reversed, so that 1 is the lowest scoring (best performing) authority.
* By agreement with MALD, figures are based on the first three months of the year only due to the mid-year implementation of a new library management system.

Data on Wi-Fi usage has only been provided by three authorities for 2016-17 and so is not included in the table above.

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 two years of the framework.

a) Customers and communities

Flintshire carried out a customer survey in November 2014, and detailed comment was included in the 2014-15 report. The restructuring to concentrate resources in 7 hub libraries has now been completed and sees Flintshire meet the target with all service points providing the full range of services in support of individual development. Attendance at pre-arranged training sessions has more than doubled compared to last year, although the per capita level remains below the median for Wales as a whole.

b) Access for all

Flintshire meets the target for easy access to service points, but visits per capita have fallen slightly compared to 2015-16 so that the per capita levels remain below the median for Wales. The number of virtual visits per capita has increased slightly, however, the number of virtual visits per capita remains among the lowest in Wales. The introduction of a new LMS provided the opportunity to cleanse membership data, and as a result the number of library members has almost halved since last year. The number of active members has increased, however, and includes those users that have accessed the IT facilities in libraries only, although the per capita figure remains below the median for Wales.

c) Learning for life

Flintshire has met the targets for the number of acquisitions and materials expenditure in 2016-17, despite a 10% decrease in the latter. Acquisitions per capita were the third highest in Wales, with materials expenditure per capita the fourth highest. Detail was not provided on expenditure on those items for children or materials in the Welsh language due to changing to a new library management system during the year.

All libraries now provide ICT facilities, but these are not well used, with the lowest percentage take-up in Wales. Due to the adoption of a new LMS and the impact this had on the delivery of requests, data is only based on the first quarter (April-June). The

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percentage of requests satisfied within 7 days appears to have improved compared to last year, and is the fifth highest in Wales.

d) Leadership and development

Staffing has been further reduced in 2016-17, and Flintshire fails to meet the targets for staffing levels overall and for professional staff, which remains an area of concern. However, the authority has indicated that on 31st March there were 2.5 FTE professional posts vacant. The head of the service is a Chartered Librarian. Despite a decrease of 18% over last year, Flintshire continues to meet the staff training target, and the proportion of staff hours spent in training remains above the median of Wales as a whole. The number of volunteers in Flintshire's libraries has almost trebled over last year, with 26 giving an average of 15 hours of service. Training was provided for all young volunteers supporting the Summer Reading Challenge and additional training was provided by Digital Communities Wales for the digital volunteers.

Total revenue expenditure has decreased by 8% over the last year, with all areas experiencing decreases, except for other operational costs which experienced a slight increase. Despite a decrease, the proportion of revenue expenditure accounted for by materials is the third highest in Wales at 59%. Aggregate opening hours have increased over the last year and it is noted that this is partially due to the inclusion of two libraries located within leisure centres which enabled the libraries to extend their opening hours.

4) Strategic context

Flintshire library service provided a detailed statement concerning its contribution to the strategic goals of the local authority and Welsh Government focusing on the areas of accessibility, lifelong learning, cohesive communities, health and wellbeing, and cultural heritage.

5) Future direction

Flintshire is preparing to transfer out of local authority control to a Community Benefit Society (Aura) from summer 2017. A 10% reduction in overall funding from the council will continue. In preparation, the service has been restructured, with a new libraries support officer post providing frontline staff with a channel for career progression and to instil succession planning throughout the staffing structure. The company will work co-operatively with the Council with a Partnership Board reviewing overall performance including against WPLS with the intent of sustaining library services and library performance.

6) Conclusion

The completion of the programme to consolidate resources in to 7 hub libraries has seen some improvements this year with the targets relating to individual development, online access and opening hours now being fully achieved. The service has done well to maintain performance in general during the last few years of change. The continuing decline in staffing levels is disappointing but the data does correspond to a time when there were vacancies, and so it is hoped that this will improve over the next year. Stability and ongoing investment in the service will help embed recent improvements for the future.

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ORGANISATIONAL CHANGE OVERVIEW & SCRUTINY COMMITTEE

Date of Meeting	Monday 27th November, 2017
Report Subject	Mid-Year Council Plan 2017/18 Monitoring Report
Cabinet Member	Cabinet Member for Corporate Management and Assets Cabinet Member for Education
Report Author	Chief Officer (Organisational Change 1) Chief Officer (Organisational Change 2)
Type of Report	Operational

EXECUTIVE SUMMARY

The Council Plan 2017/23 was adopted by the Council in September 2017. This report presents the mid-year monitoring of progress for the Council Plan priority 'Connected Council' relevant to the Organisational Change Overview & Scrutiny Committee.

Flintshire is a high performing Council as evidenced in previous Council (Improvement) Plan monitoring reports as well as in the Council's Annual Performance Reports. This first monitoring report for the 2017/18 Council Plan is a positive report, with 88% of activities being assessed as making good progress, and 67% likely to achieve the desired outcome. In addition, 65% of the performance indicators met or exceeded target. Risks are also being successfully managed with the majority being assessed as moderate (67%) or minor (8%).

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

RECOMMENDATIONS

1	That the Committee consider the Council Plan 2017/18 mid-year monitoring report to monitor under performance and request further information as appropriate.

REPORT DETAILS

1.00	EXPLAINING THE COUNCIL PLAN 2017/23 MONITORING REPORT
1.01	The Council Plan monitoring reports give an explanation of the progress being made toward the delivery of the impacts set out in the 2017/23 Council 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	This is an exception based report and detail therefore focuses on the areas of under-performance.
1.03	**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 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. 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)
1.04	In summary our overall progress against the high level activities is: - ACTIVITES PROGRESS • We are making good (green) progress in 51 (88%). • We are making satisfactory (amber) progress in 7 (12%). ACTIVITIES OUTCOME • We have a high (green) level of confidence in the achievement of 39 (67%). • We have a medium (amber) level of confidence in the achievement of 19 (33%). • We have a low (red) level of confidence in the achievement of 0 (0%).
1.05	**Monitoring our Performance** Analysis of performance against the Improvement Plan performance indicators is undertaken using the RAG (Red, Amber Green) 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.
1.06	Analysis of current levels of performance shows the following: - • 46 (65%) had achieved a green RAG status • 18 (25%) had achieved an amber RAG status • 7 (10%) had achieved a red RAG status
1.07	The performance indicator (PI) which showed a red RAG status for current performance relevant to the Organisational Change Overview & Scrutiny Committee is: - **Priority: Connected Council** **PI: Percentage of community benefit clauses in new procurement contracts under £1M** The Council's current Contract Procurement Regulations stipulates that the inclusion of Community Benefits is optional for contracts below £1m as referenced within the Welsh Procurement Policy statement. The Council has currently drafted a new Community Benefits Strategy which will require Community Benefits to be included when applicable for lower value contracts. Until the new Community Benefits Strategy has been approved and adopted by the Council, then the percentage target of contracts below £1m with Community Benefits included will be missed.
1.08	**Monitoring our Risks** Analysis of the current risk levels for the strategic risks identified in the Improvement Plan is as follows: - • 1 (2%) is insignificant (green) • 4 (8%) are minor (yellow) • 32 (67%) are moderate (amber) • 11 (23%) are major (red) • 0 (0%) are severe (black)
1.09	There are no major (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 Council Plan 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 Council Plan is included in the report at Appendix 1. Summary information for the risks assessed as major (red) is covered in paragraphs 1.07 and 1.09 above.

5.00	APPENDICES
5.01	Appendix 1 - Council Plan 2017/18 Mid-Year Progress Report – Connected Council.

6.00	SECTION 100D OF THE LOCAL GOVERNMENT ACT 1972 List of Accessible Background Documents
6.01	**Council Plan 2017/18: http://www.flintshire.gov.uk/en/Resident/Council-and-Democracy/Improvement-Plan.aspx** **Contact Officer:** Ceri Shotton **Telephone:** 01352 702305 **E-mail:** ceri.shotton@flintshire.gov.uk

7.00	GLOSSARY OF TERMS
7.01	**Council 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 a Council 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.

| 7.03 | **Risk Likelihood and Impact Matrix** |

		Unlikely (5%)	Very Low (15%)	Low (30%)	Significant (50%)	Very High (65%)	Extremely High (80%)
Impact Severity	Catastrophic	Y	A	R	R	B	B
	Critical	Y	A	A	R	R	R
	Marginal	G	Y	A	A	A	R
	Negligible	G	G	Y	Y	A	A
		Unlikely (5%)	**Very Low (15%)**	**Low (30%)**	**Significant (50%)**	**Very High (65%)**	**Extremely High (80%)**
		Likelihood & Percentage of risk happening					

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.

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A CAMMS SOLUTION

Mid-year Council Plan 2017/18 Progress Report

Connected Council

Flintshire County Council

CYNGOR
Sir y Fflint
Flintshire
COUNTY COUNCIL

Print Date: 07-Nov-2017

5 Connected Council

Actions

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

ACTION PROGRESS COMMENTS:

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

Last Updated: 25-Oct-2017

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

ACTION PROGRESS COMMENTS:

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

Last Updated: 25-Oct-2017

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

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ACTION PROGRESS COMMENTS:

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

Last Updated: 02-Nov-2017

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

ACTION PROGRESS COMMENTS:

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

Last Updated: 23-Oct-2017

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

ACTION PROGRESS COMMENTS:

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

Last Updated: 23-Oct-2017

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

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ACTION PROGRESS COMMENTS:

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

Last Updated: 27-Oct-2017

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

ACTION PROGRESS COMMENTS:

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

Last Updated: 27-Oct-2017

Performance Indicators

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

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

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

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

Last Updated: 09-Oct-2017

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

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

Last Updated: 24-Oct-2017

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

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Lead Officer: Gareth Owens - Chief Officer - Governance
Reporting Officer: Arwel Staples - Strategic Procurement Manager
Aspirational Target:
Progress Comment: The Council's current Contract Procurement Regulations stipulates that the inclusion of Community Benefits is optional for contracts below £1m as referenced within the Welsh Procurement Policy statement. The Council has currently drafted a new Community Benefits Strategy which will require Community Benefits to be included when applicable for lower value contracts.

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

Last Updated: 01-Nov-2017

RISKS

Strategic Risk

RISK TITLE	LEAD OFFICER	SUPPORTING OFFICERS	INITIAL RISK RATING	CURRENT RISK RATING	TREND ARROW	RISK STATUS
The capacity and appetite of the community and social sectors	Ian Bancroft - Chief Officer - Organisational Change 1	Ian Bancroft - Chief Officer - Organisational Change 1	Amber	Amber	↔	Open

Potential Effect: Lack of capacity to and desire of the sector resulting in unsustainable community and social sector projects such as Community Asset Transfers and Alternative Delivery Models
Management Controls: Work with Flintshire CVS, Co-operative Wales, and local community groups and social enterprises to develop skills.
Progress Comment: Sustained progress on growth of the social sector with development of new Community Asset Transfers and Alternativedelivery Models, now the emphasis will be on sustaining this delivery and maximising its impact

Last Updated: 24-Oct-2017

RISK TITLE	LEAD OFFICER	SUPPORTING OFFICERS	INITIAL RISK RATING	CURRENT RISK RATING	TREND ARROW	RISK STATUS
The willingness of the workforce and Trade Unions to embrace change	Ian Bancroft - Chief Officer - Organisational Change 1	Ian Bancroft - Chief Officer - Organisational Change 1	Amber	Amber	↔	Open

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

Last Updated: 24-Oct-2017

RISK TITLE	LEAD OFFICER	SUPPORTING OFFICERS	INITIAL RISK RATING	CURRENT RISK RATING	TREND ARROW	RISK STATUS
Market conditions which the new alternative delivery models face	Ian Bancroft - Chief Officer - Organisational Change 1	Ian Bancroft - Chief Officer - Organisational Change 1	Amber	Amber	↔	Open

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

Last Updated: 24-Oct-2017

RISK TITLE	LEAD OFFICER	SUPPORTING OFFICERS	INITIAL RISK RATING	CURRENT RISK RATING	TREND ARROW	RISK STATUS
Limitations on public funding to subsidise alternative models	Ian Bancroft - Chief Officer - Organisational Change 1	Ian Bancroft - Chief Officer - Organisational Change 1	Amber	Amber	↔	Open

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

Last Updated: 24-Oct-2017

RISK TITLE	LEAD OFFICER	SUPPORTING OFFICERS	INITIAL RISK RATING	CURRENT RISK RATING	TREND ARROW	RISK STATUS

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| Procurement regulations stifling our ability to develop local community and third sector markets | Ian Bancroft - Chief Officer - Organisational Change 1 | Ian Bancroft - Chief Officer - Organisational Change 1 | Amber | Amber | ⬌ | Open |

Potential Effect: Social and third sector organisation not able to grow through the winning of new contracts
Management Controls: Work with procurement and commissioning teams to identify the most effective way of working with the community and third sectors.
Progress Comment: Draft Community Benefits Strategy agreed by Cabinet and workshop held with the procurement team to start implementation of this strategy.

Last Updated: 24-Oct-2017

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	Amber	Amber	⬌	Open

Potential Effect:
Management Controls: Open book accounting by key social enterprises with the council and where issues identified cooperative work to resolve these.
Progress Comment: Review meetings held with all CATs that transferred 2015-17.

Last Updated: 24-Oct-2017

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CYNGOR Sir y Fflint Flintshire COUNTY COUNCIL

ORGANISATIONAL CHANGE OVERVIEW & SCRUTINY COMMITTEE	

Date of Meeting	Monday 27th November, 2017
Report Subject	Forward Work Programme
Cabinet Member	Not applicable
Report Author	Community & Education Overview & Scrutiny Facilitator
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 Overview & Scrutiny Facilitator, in consultation with the Chair and Vice-Chair of the Committee be authorised to vary the Forward Work Programme between meetings, as the need arises.
3	That the Committee considers the options on meeting time preference, to feedback to the Constitution & Democratic Services Committee.

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?
1.03	At the meeting of the Constitution & Democratic Services Committee which was held on 25th October, it was resolved that each committee should be canvassed for views on meeting preference as part of their forward work programme item. The options are as follows:

9.30am	10am	1.30pm	2pm	4.30pm	6.00pm	Alternate am/pm	Rotate 10am/2pm/ 4.30pm	Rotate am/ pm/ 6pm

The Organisational Change Overview & Scrutiny committee, which currently meets on a Monday morning at 10.00, is asked to express a preference for its meeting pattern. This information will be reported back to the Constitution & Democratic Services Committee.

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:** Ceri Shotton Overview & Scrutiny Facilitator **Telephone:** 01352 702305 **E-mail:** ceri.shotton@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 2017/18

DATE	SUBJECT	O&S FOCUS	REPORT FROM
Monday 18th December 2017 10am	**Connah's Quay Swimming Pool Community Asset transfer review** **Forward Work Programme – extended item to agree work areas for the coming months.**	Monitoring and assurance Development and approval	Ian Bancroft/Neal Cockerton Ceri Shotton / Margaret Parry-Jones
Monday 29th January 2018 10am	**Social Care ADM Review (Part 2)** (members of the Social & Healthcare Overview & Scrutiny Committee could be invited to attend for this item) **Forward Work Programme**	Monitoring and assurance Monitoring and assurance Development and approval	Neal Cockerton/Ian Bancroft Ceri Shotton / Margaret Parry-Jones
Monday 19th March 2018 2pm	**Quarter 3 Improvement Plan Monitoring Report** **NEWydd** **Aura** **Forward Work programme**	Monitoring and assurance Monitoring and assurance Monitoring and Assurance Development and approval	Neal Cockerton/Ian Bancroft Ian Bancroft/Neal Cockerton Ian Bancroft/Neal Cockerton Ceri Shotton / Margaret Parry-Jones

Organisational Change Overview & Scrutiny Committee
Forward Work Programme 2017/18

Monday 14th May 2018 10.00 am	**Holywell Community Asset Transfer**	Monitoring and Assurance	Ian Bancroft/Neal Cockerton
	Forward Work Programme	Development and approval	Ceri Shotton / Margaret Parry-Jones
Monday 25th June 2018 2.00 pm	**New areas of work going forward (tbc)**		
	Forward Work Programme	Development and approval	Ceri Shotton / Margaret Parry-Jones