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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, Andy Williams and David Wisinger

23 January 2018

Dear Councillor

You are invited to attend a meeting of the Organisational Change Overview & Scrutiny Committee which will be held at 10.00 am on Monday, 29th January, 2018 in the Delyn Committee Room, County Hall, Mold CH7 6NA to consider the following items

Please Note: Members of the Social & Health Care Overview & Scrutiny Committee have been invited for Agenda Item 4

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 FORWARD WORK PROGRAMME (Pages 3 - 12)

Report of Chief Officers (Organisational Change), Overview & Scrutiny Facilitator -

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

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

The following item is considered to be exempt by virtue of Paragraph(s) 14 of Part 4 of Schedule 12A of the Local Government Act 1972 (as amended).

The report contains information relating to the business affairs of the contractor, and the public interest in withholding that information outweighs the public interest in its disclosure.

**4 ALTERNATIVE DELIVERY MODELS UPDATE (SOCIAL CARE -
LEARNING DISABILITY DAY CARE AND WORK OPPORTUNITIES)**
(Pages 13 - 22)

Report of Chief Officer (Social Services), Chief Officers (Organisational Change)

Purpose: To provide an update on the progress of establishing an Alternative Delivery Model for Learning Disability Day Care and Work Opportunities.

Yours sincerely



Robert Robins
Democratic Services Manager



ORGANISATIONAL CHANGE OVERVIEW & SCRUTINY COMMITTEE

Date of Meeting	Monday 29 January 2018
Report Subject	Forward Work Programme
Cabinet Member	Not applicable
Report Author	Chief Officers Organisational Change and 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 B for Members' consideration which has been updated following the last meeting.

After three years of work the priorities for Organisational Change are evolving and three new key areas of work are emerging. An overview of each area is included in this report and it is proposed these are added to the future forward plan of the committee.

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 and 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.

REPORT DETAILS

1.00	EXPLAINING THE FORWARD WORK PROGRAMME AND INTRODUCTION
1.01	<p>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. 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:</p> <ol style="list-style-type: none"> 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?
1.02	<p>Over the last three years Organisational Change work has been focussed on the priorities of Alternative Delivery Models and Community Asset Transfers as well as reviewing delivery of services within the Organisational Change portfolio. After three years of work the priorities for Organisational Change are evolving and three new key areas of work are emerging. An overview of each area is included in this report and it is proposed these are added to the future forward plan of the committee.</p>
1.03	<p>Community Resilience</p> <p>Committee has received initial reports on work under this Council Plan priority. It is also a key priority for the Public Services Board. This approach will ensure a maximum impact of the work across Public Sector partners in Flintshire. The draft action plan of the Public Services Board is summarised below and progress against this will be a key part of the update brought forward in future for this committee to review.</p> <p>Short term</p> <ul style="list-style-type: none"> • Evaluation of good public service practice that is enabling community resilience specifically considering ways of working and delivery of community benefits e.g. reductions in demand for public services. • Recognising community resilience as an umbrella for key area based and service based work with there is an interaction with the community. • Development of Getting Flintshire Moving. • Co-ordination of area based working across organisations e.g. Flint 2025. • Holway – Asset based approach. • Community Shares. • Social Prescribing.

	<p>Medium Term</p> <ul style="list-style-type: none"> • Development programme for leaders / full time staff around ways of working and community benefits. • Community Benefits Strategy agreed across all partners covering Economic, Social and Preventative community benefits. • Community Resilience Co-ordination including laboratory style approach for 3-5 years in one designated space and with a full time senior co-ordinator. • Development of community networks. • Development of a range of community resilience tools e.g. digital. <p>Long Term</p> <ul style="list-style-type: none"> • Community Resilience factors to inform physical planning and regeneration. • Social Evaluation by all Public Sector Partners. • Inclusive Growth that develops resilient communities and employment opportunities recognised as a key part of Economic Regeneration. • Identification of Resilient Community Characteristics and Critical Success Factors. • Development of Flintshire Community Planning Model.
1.04	<p>Councils Property Asset Rationalisation Programme</p> <p>This has involved a fundamental review of its corporate property assets from the perspective of increasing utilisation and closure, in appropriate cases of its corporate asset base the case for change is set out below:-</p> <ul style="list-style-type: none"> - Having modern, fit for purpose and designed offices which are space and cost efficient and encourage high productivity and morale - Using offices in an open plan and space efficient way to reduce the ratio of space per person saving building facility and utility costs - Improving public access by separating 'back office' from customer service points. Flintshire Connects located in each of the principal local towns will give easy access and support local retail 'footfall' - Adapting organisational culture by shifting from the past to modern and open team setting office accommodation - Implementing full ICT systems for safe, convenient and cost efficient document storage - Minimising paper systems and storage by going more 'electronic' - Quickening movement in 'channel shift' internally and for external customers by going more 'electronic' - Improving document security through having less paper - Reducing our 'carbon footprint' by having more modern and more compact office bases with investment in more energy efficient systems

	<ul style="list-style-type: none"> - Designing travel to work and agile working options which reduce the numbers of private cars to and from workplaces requiring access and car parking - Improving business continuity by having more modern estate which is more resilient to the risks of power outages and service disruptions through breakdowns in servicing <p>From a practical perspective the delivery of this approach has led to the following:</p> <ul style="list-style-type: none"> - Connahs Quay Offices closed and site cleared, workforce relocated to County Hall and Flint. - Utilisation in Flint Offices increased through New Ways of Working (NWoW) to accommodate greater integration of teams across social care and housing. In addition Police Station collocated into Flint Offices as well Job Centre Plus. - Phases 3 and 4 of County Hall substantially empty with the proposal to demolish and decant teams to Unity House, Ewloe. Work is currently being planned to achieve this outcome with work to also form a staff engagement team to share ideas for the facility. - Planning for the future use and redevelopment of the County Hall campus.
1.05	<p>Digital and Customer Services Strategy - Digital Customer</p> <p>A key priority of the Council has been to progress and improve Customer and Digital work. What has become clear is the importance of improving the potential for our customers to become digital customers where appropriate. If this can be achieved then this will enable those customers who need face to face contact or contact by phone to have a better quality service provided. For this to be achieved it needs dedicated time to improve our digital interaction with customers including the website, and any applications that are developed as well as ensuring our back office IT systems are joined up together. The result of this will mean that such tools as customer accounts, on line payments and live chat will be part of what the Digital Customer can use in future. The diagram attached at Appendix A provides an overview of this approach. Future reports to this committee will review progress made against development and implementation of this approach.</p>

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 A – Digital Customer Overview Appendix B – Draft Forward Work Programme

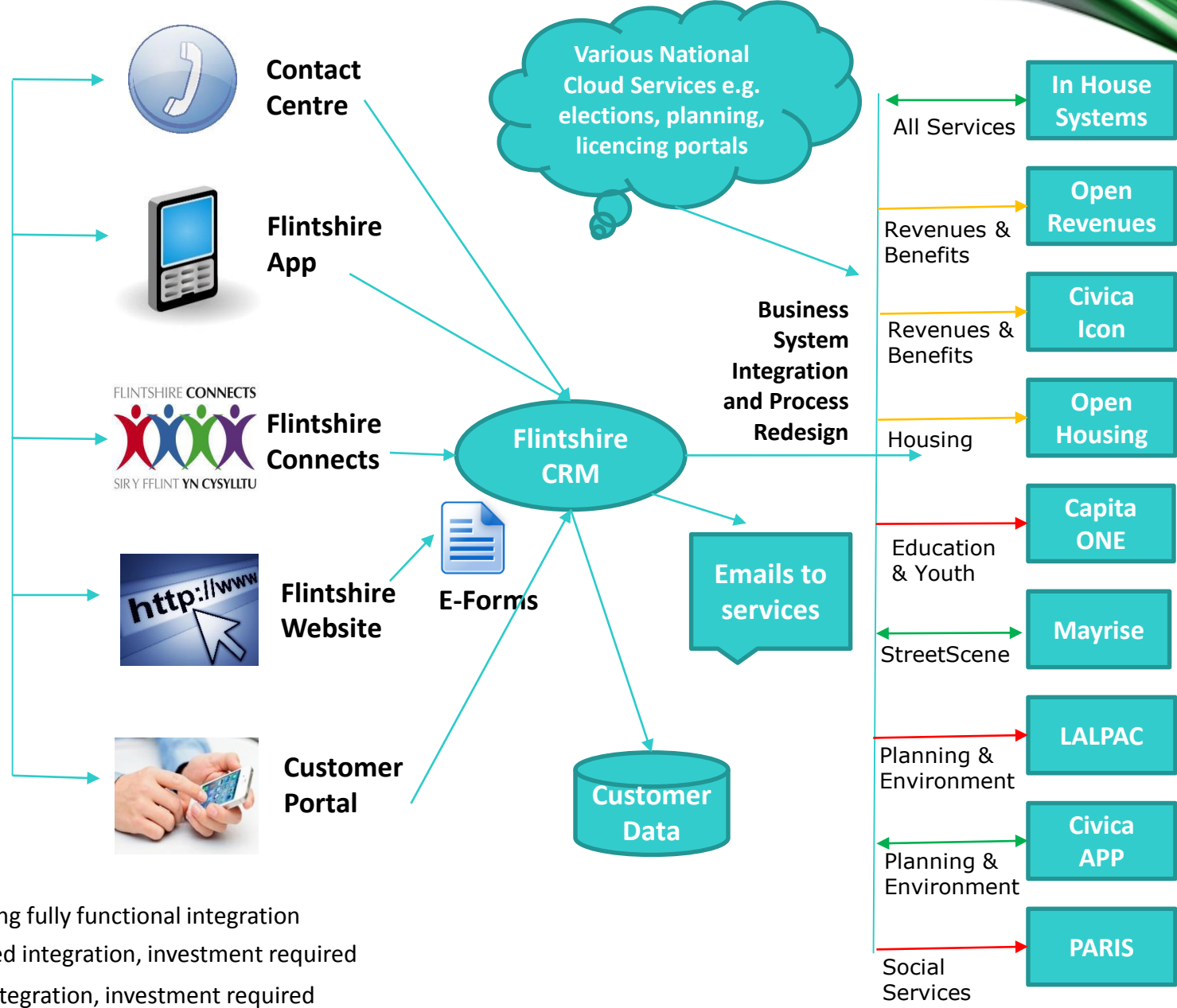
6.00	LIST OF ACCESSIBLE BACKGROUND DOCUMENTS
6.01	None. Contact Officer: Ian Bancroft/Margaret Parry-Jones Telephone: 01352 704523 / 01352 702427 E-mail: ian.bancroft@flintshire.gov.uk margaret.parry-jones@flintshire.gov.uk

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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Digital Strategy – Focus on Digital Customer

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

DATE	SUBJECT	O&S FOCUS	REPORT FROM
Monday 19 th March 2018 2pm – external venue to be confirmed.	Quarter 3 Improvement Plan Monitoring Report NEWydd Aura Forward Work programme	Monitoring and assurance Monitoring and assurance Monitoring and Assurance	Neal Cockerton/Ian Bancroft Ian Bancroft/Neal Cockerton Ian Bancroft/Neal Cockerton Ceri Shotton
Monday 14 th May 2018 10.00 am	Holywell Community Asset Transfer Forward Work Programme	Monitoring and Assurance	Neal Cockerton/Ian Bancroft Ceri Shotton
Monday 25 th June 2018 2.00 pm	Forward Work Programme		Margaret Parry-Jones

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By virtue of paragraph(s) 14 of Part 4 of Schedule 12A
of the Local Government Act 1972.

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