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CYNGOR
Sir y Fflint
Flintshire
COUNTY COUNCIL

To: Cllr David Roney (Chair)

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

CS/NG

9 June 2015

Maureen Potter 01352 702322
maureen.potter@flintshire.gov.uk

Dear Sir / Madam

A meeting of the **ORGANISATIONAL CHANGE OVERVIEW & SCRUTINY COMMITTEE** will be held in the **DELYN COMMITTEE ROOM, COUNTY HALL, MOLD CH7 6NA** on **MONDAY, 15TH JUNE, 2015** at **10.00 AM** to consider the following items.

Yours faithfully

Democracy & Governance Manager

A G E N D A

1 **APOLOGIES**

2 **DECLARATIONS OF INTEREST (INCLUDING WHIPPING DECLARATIONS)**

3 **TERMS OF REFERENCE OF THE COMMITTEE (ORGANISATIONAL CHANGE)** (Pages 3 - 12)

   Report of Member Engagement Manager

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Report of Member Engagement Manager

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Report of Member Engagement Manager

FLINTSHIRE COUNTY COUNCIL

REPORT TO: **ORGANISATIONAL CHANGE OVERVIEW & SCRUTINY COMMITTEE**

DATE: **MONDAY, 15 JUNE 2015**

REPORT BY: **MEMBER ENGAGEMENT MANAGER**

SUBJECT: **TERMS OF REFERENCE OF THE COMMITTEE (ORGANISATIONAL CHANGE)**

1.00 PURPOSE OF REPORT

1.01 To advise the committee of its terms of reference.

2.00 BACKGROUND

2.01 At the 2014 Annual Meeting, it was agreed that a review of the Overview & Scrutiny should be carried out. Following a series of meetings and the setting up of a working group, the Constitution Committee at its meeting on 15th April approved a new structure and terms of reference for the Overview & Scrutiny committees.

2.02 The recommendations following the Overview & Scrutiny structure review were approved by the Council at the Annual Meeting on 12th May 2015.

3.00 CONSIDERATIONS

3.01 The terms of reference are attached as appendix 1.

3.02 The creation of the Organisational Change Overview & Scrutiny Committee has simplified reporting lines .The services within the portfolios of both of the Chief Officers for Organisational Change are now in one committee, rather than spread across all six committees as they were in the previous structure. However, it should be noted that there is still a small element of shared responsibility, as the Corporate Resources O&SC also has a role in the development of Alternative Delivery Models (ADM) and in the overview of the Organisational Design & Change programme.

4.00 RECOMMENDATIONS

4.01 That the committee receives the report.

5.00   FINANCIAL IMPLICATIONS

5.01   None

6.00   ANTI POVERTY IMPACT

6.01   None

7.00   ENVIRONMENTAL IMPACT

7.01   None

8.00   EQUALITIES IMPACT

8.01   None

9.00   PERSONNEL IMPLICATIONS

9.01   None

10.00   CONSULTATION REQUIRED

10.01   None

11.00   CONSULTATION UNDERTAKEN

11.01   None

12.00   APPENDICES

Appendix 1: Terms of Reference of the Corporate Resources Overview & Scrutiny Committee.

LOCAL GOVERNMENT (ACCESS TO INFORMATION ACT) 1985 BACKGROUND DOCUMENTS

1. Report to the Constitution Committee – Scoping the Review of the Overview & Scrutiny Structure – 15th October 2014 and resultant minute.
2. Report to the Constitution Committee – Overview & Scrutiny Committee Structure – 28th January 2015 and resultant minute.
3. Report to the Constitution Committee – Overview & Scrutiny Committee Structure – 15th April 2105 and resultant minute.
4. Report to the Annual meeting of Council – 12th May 2015.

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Article 6 – Overview & Scrutiny Committees

6.01 Terms of Reference

The Council will appoint the Overview & Scrutiny committees set out in the left hand column of the table below to discharge the functions conferred by section 21 of the Local Government Act 2000 in relation to the matters set out in the right hand column of the same table.

Overview & Scrutiny Committee	Scope
Corporate Resources 15 Elected Members (Statutory crime & disorder committee)	To fulfil all of the functions of an Overview & Scrutiny committee as they relate to the following: **Corporate Management and Governance** Council strategic and improvement planning Council performance and performance systems Customer Services Crime and Disorder Civil Contingencies and Emergency Planning Alternative delivery models (shared responsibility with Organisational Change) **Finance Strategy** Revenue and capital strategic planning Revenue and capital budget monitoring **Clwyd Pension Fund** **ICT Strategy** **People Strategy** People Strategy Organisational Design & Change Programme (shared responsibility with the Organisational Change O&SC) **Corporate Services** Corporate Communications Financial services ICT Services Information and Business Services Procurement HR Business Partnering Occupational Health and Wellbeing

	Employment Services Legal Services Democratic Services Electoral registration and elections **Strategic and Partnership Working** Partnership and collaborative working frameworks Local Service Board Strategic need assessment and Community Strategy Community Safety Partnership Voluntary Sector Compact The CountyForum and the Joint Community Charter with Town and Community Councils **Main External Partner Organisations** Flintshire Local Voluntary Council North Wales Fire & Rescue Authority & Service North Wales Police & Crime Commissioner North Wales Police Service North Wales Probation Service Welsh Local Government Association
Education & Youth 15 Elected Members 5 Statutory co-opted members	To fulfil all of the functions of an Overview & Scrutiny committee as they relate to following: **Schools** School organisation and management School Improvement and modernisation School Access, planning and provision Primary and Early years Secondary and 14-19 education Schools Performance Monitoring **Continuing Education** Adult and community learning **Special Education** Inclusion service **Support to Families and Young People** Families First Youth Services Youth Justice Service

	Partnership Working & Strategies Children and Young People's Partnership (shared responsibility with the Social & Health Care Overview & Scrutiny Committee) **Performance, Improvement and Policy Development** Performance and Improvement Plan monitoring Policy development. **Main External Partner Organisations** Coleg Cambria Glyndwr University GwE DCELLS Estyn
Social & Health Care 15 Elected Members	To fulfil all of the functions of an Overview & Scrutiny committee as they relate to the following: **Adult Services** First contact and localities Adult safeguarding Adult Independence and support services **Children's Services** Fieldwork Resources Safeguarding Early Years and Family support **Disability, Progression and Recovery Services** **Partnership Working, Commissioning & Strategies** Children and Young People's Partnership (jointly with the Education & Youth Overview & Scrutiny Committee) Social & Health Care Strategy Development Health Social Care and Well-being partnership and the Good Health Good Care Strategy Dementia Commissioning Plan Mental Health Commissioning Plan Learning Disability Commissioning Plan **Performance, Improvement and Policy Development** Policy and Performance development Performance and Improvement Plan Monitoring

	Main External Partner Organisations BetsiCadwaladrUniversity Health Board (BCUHB) Ambulance Trust Community Health Council
Community & Enterprise 15 Elected Members	To fulfil all of the functions of an Overview & Scrutiny committee as they relate to the following: (Note Customer Services is within the remit of the Corporate Resources O&SC) **Community** Community support services Welfare reform **Public Housing** Housing Strategy Neighbourhood Housing Housing Asset management **Private Housing** Housing renewal **Revenues & Benefits** **Regeneration** Communities First, Economic Development and Tourism Enterprise Regeneration Partnership **Performance, Improvement and Policy Development** Performance and Improvement Plan Monitoring Policy and Performance development **Partnership Working and Strategies** Housing Strategy Housing Asset Management Strategy Rural Development Plan Housing Revenue Account Business Plan **Main External Partner Organisations** NEW Homes Limited Registered Social Landlords Visit Wales
Environment	To fulfil all of the functions of an Overview & Scrutiny committee

15 Elected Members	as they relate to following: **Planning** planning and environmental strategy, development management and control, conservation, minerals and waste planning, countryside and the environment GreenfieldValleyHeritagePark Public rights of way Drainage advisory/Flood Water Management Act Energy Services **Public Protection** Community protection health protection environmental protection, bereavement services **Streetscene Services**, environmental and waste management, neighbourhood services, maintenance of the public realm Environmental enforcement Vehicle fleet **Transportation** Highway Strategy and Development Control Traffic Services Transport Services Road Safety Education, Training and Publicity **Performance, Improvement and Policy Development** Performance and Improvement Plan Monitoring and Policy and Performance development within Streetscene and Transportation and Planning and Environment **Strategic and Partnership Working** Local Development Plan Flood management Strategy North Wales Residual Waste Treatment Partnership **Main External Partner Organisations** Natural Resources Wales Planning Inspectorate Wales
Organisational Change	To fulfil all of the functions of an Overview & Scrutiny committee as they relate to the services within Organisational Change and,

15 Elected Members	in particular, but not limited to: **Strategic** Alternative delivery models (shared responsibility with Corporate Resources O&SC) Overview of the Organisational Design & Change programme (shared responsibility with Corporate Resources O&SC) Community Asset Transfer Programme **Service Delivery** Engineering Services Property and Design Consultancy Valuation and Estates Facilities Services Community Assets Clwyd Theatr Cymru Libraries, Culture and Heritage including archives and museums Leisure Services, including leisure and sports centres, swimming pools and recreational facilities/activities **Performance, Improvement and Policy Development** Performance and Improvement Plan Monitoring and Policy and Performance development within Organisational Change **Main External Partner Organisations** Arts Council for Wales

In addition to the above Overview & Scrutiny committees, the following terms of reference relating to Overview & Scrutiny have been given by the Council to the Constitution Committee.

Constitution (as it relates to Overview & Scrutiny) 21 Elected Members	Allocating, co-ordinating and prioritising the work of the Overview & Scrutiny committees where necessary. Dealing with matters of common interest to Overview & Scrutiny. Identification/allocation of appropriate scrutiny chair for consent/consultation purposes. The examination and development of good scrutiny practice. The promotion, effective development and maintenance of a high profile Overview & Scrutiny function to ensure maximum opportunity for non-Cabinet member engagement. Liaison with and responding to the Welsh Government on emerging legislation relevant to Overview & Scrutiny.

6.02 General role

Within their terms of reference, Overview and Scrutiny Committees have the power to:

i)   Review and/or scrutinise decisions made or actions taken in connection with the discharge of any of the Council's or Cabinet's functions;

ii)   Make reports and/or recommendations to the full Council and/or the Cabinet; and/or any joint Committee.

iii)   Consider any matter affecting the Council area or its inhabitants; and

iv)   Exercise the right to call-in, for reconsideration, decisions made but not yet implemented by the Cabinet.

v)   Promote high performance, efficiency and organisational change.

6.03 Specific functions

(a)   **Policy development and review.** Overview and Scrutiny Committees may:

i)   support and assistthe Council and the Cabinet in the development of its budget and policy framework by in-depth analysis of policy issues;

ii)   conduct research, community and other consultation in the analysis of policy issues and possible options;

iii)   consider and implement mechanisms to encourage and enhance community participation in the development of policy options;

iv)   question members of the Cabinet and/or Committees and Chief Officers about their views on issues and proposals affecting the area; and

v)   liaise with other external organisations operating in the area, whether

national, regional or local, to ensure that the interests of local people are enhanced by collaborative working.

(b) **Scrutiny.** Overview and Scrutiny Committees may:

    i)   review and scrutinise the decisions made by and performance of the Cabinet and/or Committees and Council officers both in relation to individual decisions and over time;

    ii)   review and scrutinise the performance of the Council in relation to its policy objectives, performance targets and/or particular service areas;

    iii)   question members of the Cabinet and/or Committees and chief officers about their decisions and performance, whether generally in comparison with service plans and targets over a period of time, or in relation to particular decisions, initiatives or projects;

    iv)   make recommendations to the Cabinet and/or appropriate Committee and/or Council arising from the outcome of the Scrutiny process;

    v)   review and scrutinise the performance of other public bodies in the area and invite reports from them by requesting them to address the Overview and Scrutiny Committee and local people about their activities and performance; and

    vi)   question and gather evidence from any person (with their consent).

(c) **Finance.** Overview and Scrutiny Committees may exercise overall responsibility for the finances made available to them.

(d) **Annual report.** Overview and Scrutiny Committees must report annually to full Council through the Constitution Committee on their workings and make recommendations for future work programmes and amended working methods if appropriate.

(e) **Officers.** Overview and Scrutiny Committees may exercise overall responsibility for the work programme of the officers employed to support their work.

6.04 **Proceedings of Overview and Scrutiny Committees**

Overview and Scrutiny Committees will conduct their proceedings in accordance with the Overview and Scrutiny Procedure Rules set out in Part 4 of this Constitution.

FLINTSHIRE COUNTY COUNCIL

REPORT TO: ORGANISATIONAL CHANGE OVERVIEW &
                  SCRUTINY COMMITTEE

DATE: MONDAY 15TH JUNE, 2015

REPORT BY: MEMBER ENGAGEMENT MANAGER

SUBJECT: YEAR END IMPROVEMENT PLAN MONITORING
                  REPORT

1.00   PURPOSE OF REPORT

1.01   To note and consider elements of the 2014/15 Year End Improvement Plan Monitoring Report relevant to the Organisational Change Overview and Scrutiny Committee.

1.02   To note the following:-

- The levels of progress and confidence in meeting the Council's Improvement Priorities and their impacts including the milestones achieved.
- The measures which evidence achievement and the baseline data, and targets.
- The baseline risk assessment for the strategic risks identified in the Improvement Plan and the arrangements to control them.

2.00   BACKGROUND

2.01   The new style Improvement Plan adopted by Council in June 2013 which is aligned to the new three year Outcome Agreement, focuses on the priorities which are expected to have the most impact during 2014/15.

2.02   In addition to the Improvement Plan Monitoring Report, bi-annually performance highlight reports will be presented from the Chief Officers. These will be similar to those previously produced for quarterly reporting.

3.00   CONSIDERATIONS

3.01   The Improvement Plan Monitoring Report gives an explanation of the progress being made towards delivery of the impacts set out in the Improvement Plan.   The narrative is supported by measures 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.

3.02   For the Organisational Change Overview and Scrutiny Committee the following Improvement Plan sub-priority reports are attached at Appendix 1 and 2:-

- Organisational Change
- Asset Strategy

3.03   Analysis of performance against the Improvement Plan measures is undertaken using the RAG (Red, Amber and Green) status. This is defined as follows:-

Performance
- 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.

Outcome
- RED – equates to a forecast position of under-performance against target at year end.
- AMBER – equates to a forecast mid-position where improvement may have been made but performance will miss target at year end.
- GREEN – equates to a forecast position of positive performance against target at year end.

3.04   There are currently no high (RED) risk areas identified within the elements of the Improvement Plan Monitoring Report relevant to the Organisational Change Overview & Scrutiny Committee.

4.00   RECOMMENDATIONS

4.01   That the Committee consider the 2014/15 Year End Improvement Plan Monitoring Report, highlight concerns and feedback details of any challenge to the Corporate Resources Overview & Scrutiny Committee who are responsible for the overview and monitoring of performance.

5.00   FINANCIAL IMPLICATIONS

5.01   There are no specific financial implications for this report; however the Council's Medium Term Financial Plan is aligned to resource the priorities of the Improvement Plan.

6.00   ANTI POVERTY IMPACT

6.01   There are no specific anti poverty implications for this report, however poverty is a priority within the Improvement Plan 2014/15.

7.00   ENVIRONMENTAL IMPACT

7.01   There are no specific environmental implications for this report; however the environment is a priority within the Improvement Plan 2014/15.

8.00   EQUALITIES IMPACT

8.01   There are no equalities implications for this report.

9.00   PERSONNEL IMPLICATIONS

9.01   There are no personnel implications for this report.

10.00   CONSULTATION REQUIRED

10.01   Publication of this report constitutes consultation.

11.00   CONSULTATION UNDERTAKEN

11.01   The Chief Officer Team and the Performance Leads from across the Authority have contributed to help shape the new approach to reporting.

12.00   APPENDICES

12.01   Appendix 1 – Organisational Change
        Appendix 2 – Asset Strategy

LOCAL GOVERNMENT (ACCESS TO INFORMATION ACT) 1985 BACKGROUND DOCUMENTS
None.

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Priority:	Modern and Efficient Council
Sub-Priority:	**Organisational Change**
Impact:	**Managing services well to achieve our priorities**

What we said we would do in 2014/15 – Agree an organisational change programme that will: -

1. Implement the proposed future operating model for the Council.				
Progress Comment		**Progress RAG**	**G**	**Outcome RAG**	**G**

What we did in 2014/15:-
- Implemented a new corporate operating model on time and on budget by June 2014.
- Reviews of portfolio structures are progressing in support of the operating model.

What went well:-
- Chief Officers in post and new portfolios established.
- Transitional risk register periodically monitored. Risks effectively managed with no discernable direct impacts on service performance because of the operating model itself, Council governance or organisational change plans.
- The benefits of the new model have been tested externally by the WAO corporate assessment with positive feedback; subjective feedback within the Council and from external partners has also been positive.

What did not go so well:-
- Progress of phase 2 - structural changes are being phased over a longer period in line with available capacity.

Achievement will be measured through:
- Successful transition into the new operating model
- Streamlining the organisation

Achievement Milestones for strategy and action plans:
- Implementation of senior management structure phase 1 operating model on time and on budget by June 2014 - Complete
- Agreement of senior management phase 2 proposals in part, for implementation throughout 2014-15 by September 2014

Achievement Measures	Lead Officer	2013/14 Baseline Data	2014/15 Target	2016/17 Aspirational Target	2014/15 Outturn	Performance RAG	Outcome Performance Predictive RAG
Minimising service disruption and failure, which affects performance targets, during the transition phase of the new model	Chief Executive	65% Improvement plan targets met	75%	100%	**67%**	**A**	**A**
Overall annual efficiency savings from the implementation of the senior management structure (phase 1) of the operating model.		N/A	£0.460m	£0.600m	**£0.392m**	**A**	**A**

2. Integrate business units and consider alternative models				
Progress Comment		**Progress RAG**	**G**	**Outcome RAG**	**A**

What we did in 2014/15:-

- As part of the new operating model business units have been integrated to simplify and align service delivery points to facilitate streamlining of the business and delivery of efficiencies.
- The Council developed a new approach to business planning for the longer term that proposes alternative service delivery models where appropriate based on the aims of protecting services and being cost efficient:-
  - A proportion of the budget for 2015/16 is based on changes to / integration of service teams as part of the new business plan approach.
  - A two phase alternative delivery model (ADM) programme has been produced. Business cases have been prepared for the 12 prioritised services.
  - Feasibility studies are currently being prepared, 7 of which will be reported in June/July 2015 and the remaining 5 during the Autumn.

What went well:-
- The pace of progress in developing business plans to meet the 2015/16 funding gap.
- Business cases prepared for each of the 12 prioritised services. Feasibility of completion will be considered in June/July 2015 for 7 services with the remainder considered in the Autumn.

What did not go so well:-
- The amber RAG status for outcome reflects:
    o the collective concern that despite the fast pace the options may not deliver the required efficiencies in the time available due to the scale of budget challenge; and
    o that limited organisational capacity and capability will mean the programme will need to be staged so as to balance pace with a manageable scale of change.

Achievement will be measured through:
- Agreement of internal service functional mergers and re-alignments as a follow through of the operating model and senior management review implementation
- Agreed proposals for sustainable models for each of the services/functions listed for transformation
- Overall annual efficiency savings from combination of the above

Achievement Measures	Lead Officer	2013/14 Baseline Data	2014/15 Target	2016/17 Aspirational Target	2014/15 Outturn	Performance RAG	Outcome Performance Predictive RAG
Number of mergers/re-alignments achieved in functional areas		N/A	Between 5 and 8	Between 8 and 10	11	G	G
Number of sustainable models agreed for transformation (alternative delivery models)	Chief Executive	N/A	Between 3 and 5	Between 3 and 5	12 are in development	A	A
Overall annual efficiency savings from senior management phase 2 proposals (employees)		N/A	N/A	2015/16 £1.400m	£1.123m	N/A	N/A

Risk to be managed – Gaining workforce and trade union agreement and acceptance of the transition into the new operating model

Gross Score (as if there are no measures in place to control the risk)			Current Actions / Arrangements in place to control the risk	Net Score (as it is now)			Future Actions and / or Arrangement to control the risk	Manager Responsible	Risk Trend	Target Score (when all actions are completed / satisfactory arrangements in place)			
Likelihood	Impact	Gross Score		Likelihood	Impact	Gross Score				Likelihood	Impact	Gross Score	Target Date
(L)	(I)	(LxI)		(L)	(I)	(LxI)				(L)	(I)	(LxI)	
H	H	R	Organisational briefings and decision-making paths for the adoption and successful implementation of continuing change programmes. Capacity and capability to produce effective designs and plans is being met by prioritisation and the use of external support/ expert advisors where required. Continued development of the new approach to business planning along with the development and delivery of a Communications Strategy (including employee communications via a variety of mechanisms). Regular dialogue with trade unions via FJTUC and Service liaison meetings. Agreement to the 2015/16 budget proposals by Council (February 2015).	L	M	G	Agreement to commitments to alternative delivery models past the feasibility stage. Long-term decisions for services for 2016/17 onwards based on business plans.	Chief Executive	←→	L	L	G	Jan 15

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Risk Progress Summary for 2014/15

- As part of the new operating model business units have been integrated to simplify and align service delivery points to facilitate streamlining of the business and delivery of efficiencies.
- The Council developed a new approach to business planning involving for the longer term that proposes alternative service delivery models where appropriate based on the aims of protecting services and being cost efficient. A proportion of the budget for 2015/16 is based on changes to / integration of service teams as part of the new business plan approach.
- Employees have received regular progress updates on the financial position of the Council for the next few years and have been consulted with to help identify options for change and subsequently the proposals for change.
- A full consultation exercise was undertaken with Members prior to the 2015/16 budget being approved.
- Consultation has been undertaken with the Trade Unions via Flintshire's Joint Trade Union's Committee (FJTUC) and service liaison meetings.

Risk to be managed – Transitional risks of the operating model

Gross Score (as if there are no measures in place to control the risk)			Current Actions / Arrangements in place to control the risk	Net Score (as it is now)			Future Actions and / or Arrangement to control the risk	Manager Responsible	Risk Trend	Target Score (when all actions are completed / satisfactory arrangements in place)			
Likelihood	Impact	Gross Score		Likelihood	Impact	Gross Score				Likelihood	Impact	Gross Score	Target Date
(L)	(I)	(LxI)		(L)	(I)	(LxI)				(L)	(I)	(LxI)	
H	H	R	Transitional risk register is in place and frequently monitored to ensure risks are being managed.	L	L	G	No future actions.	Chief Executive	←→	L	L	G	Jul '14

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Risk Progress Summary for 2014/15
- Transitional risk register periodically monitored. Risks effectively managed with no discernible direct impacts on service performance because of the operating model itself, Council governance or organisational change plans.
- Effective management of transitional risks have been confirmed through our regulators and particularly the Corporate Assessment undertaken by Wales Audit Office.
- This risk is now closed.

APPENDIX 2

Priority:	Modern and Efficient Council
Sub-Priority:	Asset Strategy
Impact:	Having the right buildings in the right places for the right uses

What we said we would do in 2014/15:

1. Refresh the Asset strategy along-side capital planning
2. Reduce the number and review the usage of Council property assets
3. Further extend the use of agile working and so free up the amount of office and other space needed to deliver services.

| Progress Status: | | Progress RAG | G | Outcome RAG | G |

What we did in 2014/15:-

In relation to the Councils Asset Strategy, this has been refreshed however, a more fundamental positioning of this document is now being taken in that it will be combined with the Councils Capital Strategy. The new document, titled 'Capital Strategy and Asset Management Plan' will naturally link to the capital planning, capital receipt generation and capital resources generally and will be one a suite of documents which feed in and support the councils Medium Term Financial Plan.

Work continued to be progressed in relation to our overall strategy and intent of reducing the level of corporate accommodation. We are achieving this as part of our asset management strategy. Currently we are planning accommodation consolidation around phase four of County Hall with the overall intent that this will be mothballed. In addition to this we have closed our Connah's Quay Offices and demolition is now pending. I relation to other property changes the main library facility on the Mold Campus site has now closed and activity relating to the clearance of the building is underway.

Our Community Asset Transfer approach was launched in November 2014, meetings have been undertaken with a number of Town and Community Councils in order to discuss how best to support and progress transfers. We have engaged Flintshire Local Voluntary Council (FLVC) to assist and support organisations in developing business models and manage the process.

What went well:-
Work to build the new Holywell High School is now in progress with the levelled area from which to construct the main school prepared, good progress is being made. The buildings structural frame will soon start to be delivered to site with the overall intention that a weather tight envelope if concluded before the winter.

There has been intensive work around the development of Community Asset Transfers (CATs) with in excess of 65 expressions of interest being submitted for a range of assets and covering all town and community Council areas. A total of six Expressions of Interest have been cleared to proceed to stage two Business Modelling and will be panelled in June 2015.

Farm disposals continue to be progressed with some positive movement in sales over the last six months leading up to the end of the financial year. This activity has contributed positively to the Councils overall position in relation to its capital receipts.

What did not go so well:-
The external environment within which our property/land disposals operates in remains challenging as a direct result of the current economic climate.

In addition the current climate above is also impacting negatively on the work of the Design Consultancies which are primarily driven by capital programmes and funded through capital resources. These funding streams are reducing and action is being taken to mitigate exposure

Achievement will be measured through:
- Reducing maintenance and asset costs
- Increased joint use of assets with partners
- Carbon reduction
- Increased agile working
- Fewer Council owned and maintained property assets

Achievement Measures	Lead Officer	2013/14 Baseline Data	2014/15 Target	2016/17 Aspirational Target	2014/15 Outturn	Performance RAG	Outcome Performance Predictive RAG
CAM/001b (i) - Percentage of the total value of required maintenance to Priority 1 (Urgent) Works (*The lower the outturn figure the better the performance)*	Chief Officers – Organisational Change	1.4%	1.6%	2%	1.3%	G	G
CAM/001b (ii) - Percentage of the total value of required maintenance to Priority 2 (Essential) Works *The lower the outturn figure the better the performance)*		39.5%	42%	46%	39%	G	G
CAM/001b (iii) - Percentage of the total value of required maintenance to Priority 3 (Desirable) Works		59.1%	56.4%	52%	59.7%	G	G
EEFLM1 - Carbon Reduction Commitment - Reduce our carbon footprint through delivery of our Carbon Reduction Strategy (non domestic portfolio)	Chief Officer – Planning & Environment	1.51% (increase in year) 18.53% (cumulative reduction)	29% (cumulative reduction)	60% cumulative reduction by 2021	0.43% (reduction) 18.96 (cumulative reduction weather corrected)	A	A

Achievement Measures	Lead Officer	2013/14 Baseline Data	2014/15 Target	2016/17 Aspirational Target	2014/15 Outturn	Performance RAG	Outcome Performance Predictive RAG
Reduction in square meters of occupied office accommodation	Chief Officer Organisational Change	N/A – new measure	10%	30%	22%	G	G
Reduction in other operational assets (square meters) excluding schools		N/A – new measure	2%	5%	5.4%	G	G
Number of assets transferred to the community through Community Asset Transfer or other mechanism		2	2 - 4	8 - 10	3	G	G

Improvement Plan Progress
Year End 2014/15

CYNGOR
Sir y Fflint
Flintshire
COUNTY COUNCIL

Risk to be managed – Gaining public acceptance

Gross Score (as if there are no measures in place to control the risk)			Current Actions / Arrangements in place to control the risk	Net Score (as it is now)			Future Actions and / or Arrangement to control the risk	Manager Responsible	Risk Trend	Target Score (when all actions are completed / satisfactory arrangements in place)			
Likelihood	Impact	Gross Score		Likelihood	Impact	Gross Score				Likelihood	Impact	Gross Score	Target Date
(L)	(I)	(LxI)		(L)	(I)	(LxI)				(L)	(I)	(LxI)	
H	H	R	Services continue to be moved to web based transactions and other modes of channel shift which will reduce the reliance on face to face and telephone services reducing transaction costs and providing core face to face services through our Flintshire Connects facilities.

The website has been refreshed so as to make this more attractive and welcoming to users and promote increased web transactional activity.

We are reviewing the utilisation of buildings within Mold Campus site as part of the current business planning and budget setting process.

We have started to vacate phase four and relocate teams to phases one and | L | L | G | Continue to move services to remote access and web based transactions, to reduce transaction costs.

Ensure Connects have capability for remote transaction and bill payment. In addition to the above our

Provision of alternative facilities to ensure that service delivery and accessibility to services by our | Chief Officer Organisational Change | ↔ | L | L | G | Jun' 14 |

Gross Score (as if there are no measures in place to control the risk)			Current Actions / Arrangements in place to control the risk	Net Score (as it is now)			Future Actions and / or Arrangement to control the risk	Manager Responsible	Risk Trend	Target Score (when all actions are completed / satisfactory arrangements in place)			
Likelihood	Impact	Gross Score		Likelihood	Impact	Gross Score				Likelihood	Impact	Gross Score	Target Date
(L)	(I)	(LxI)		(L)	(I)	(LxI)				(L)	(I)	(LxI)	
			two. A design is currently being considered which will ensure that phase one reception provides a better facility for our customers The old reference library has been partially vacated. The building is scheduled to be vacated by the end of the summer. CAT policy was re-launched on 3rd Nov 2013 and all Town and Community Councils have been advised of available assets in their areas. Meetings with a number of Town and Community Councils have taken place to present and explain process and support them moving forward, this will continue. FLVC appointed to monitor initial applications and assist with business				customers is maintained. In connection with CATs we have reviewed a number of expressions of interest submitted by interested groups, and cleared these for groups to develop their business cases. We will be moving these business cases forward to formal panel where they will be reviewed and a recommendation made to Cabinet on the basis of the outcome of the panel.						

Gross Score (as if there are no measures in place to control the risk)			Current Actions / Arrangements in place to control the risk	Net Score (as it is now)			Future Actions and / or Arrangement to control the risk	Manager Responsible	Risk Trend	Target Score (when all actions are completed / satisfactory arrangements in place)			
Likelihood	Impact	Gross Score		Likelihood	Impact	Gross Score				Likelihood	Impact	Gross Score	Target Date
(L)	(I)	(LxI)		(L)	(I)	(LxI)				(L)	(I)	(LxI)	
			modelling by groups. Resources continue to be allocated for collation of asset information in relation to the CAT process and to enable legal completion within a satisfactory timescale.				Update report to be prepared for submission to Cabinet on the progress being made regarding CATs and capital support requirements.						

Risk Progress Summary for 2014/15
No increases in risk for the period covered by this reporting period.

The net score is based on the position that the rationalisation programme is being delivered, CATs are in progress Expressions of Interest being progressed and panels arranged for the next 12 months.

Improvement Plan Progress
Year End 2014/15

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Risk to be managed – **How we can invest and ensure we have the capacity to implement the strategy**

Gross Score (as if there are no measures in place to control the risk)			Current Actions / Arrangements in place to control the risk	Net Score (as it is now)			Future Actions and / or Arrangement to control the risk	Manager Responsible	Risk Trend	Target Score (when all actions are completed / satisfactory arrangements in place)			
Likelihood	Impact	Gross Score		Likelihood	Impact	Gross Score				Likelihood	Impact	Gross Score	Target Date
(L)	(I)	(LxI)		(L)	(I)	(LxI)				(L)	(I)	(LxI)	
H	H	R	Rationalisation delivery team already in place and work under way to reduce the amount of office space we occupy. Work under way to demolish former council offices in Connah's Quay, thereby eliminating any further running costs.

Engagement with partner organisations to support Flintshire Connects.

We have funding which will continue to support the project and this will ensure that the project risks are managed and | L | L | G | No further actions at this time.

Move to demolish the building in the summer of 2015 and then consider site redevelopment/regeneration options.

Meeting with LSB partners to be arranged to determine their future accommodation requirements and ability to jointly work together on property relation regeneration or | Chief Officer Organisational Change | ↔ | L | L | G | Apr '16 |

			progress continues to be made.			accommodation sharing initiatives.						

Risk Progress Summary for 2014/15
No increases in risk for the period covered by this reporting period.

The net score is based upon the premise that the funding is in place to deliver aspects of the rationalisation programme, and that projects are moving forward.

Sir y Fflint
Flintshire
CYNGOR
COUNTY COUNCIL

Risk to be managed – Gaining workforce agreement and acceptance of agile working practices

Gross Score (as if there are no measures in place to control the risk)			Current Actions / Arrangements in place to control the risk	Net Score (as it is now)			Future Actions and / or Arrangement to control the risk	Manager Responsible	Risk Trend	Target Score (when all actions are completed / satisfactory arrangements in place)			
Likelihood	Impact	Gross Score		Likelihood	Impact	Gross Score				Likelihood	Impact	Gross Score	Target Date
(L)	(I)	(LxI)		(L)	(I)	(LxI)				(L)	(I)	(LxI)	
H	H	R	Engagement with Managers and their teams continues, working with them to increase the levels of agile working through the provision of new hardware (primarily laptops) and software (running systems through Citrix) to facilitate and support remote access. Document management has made good progress linked to and supporting new ways of working. Work continues towards decant of phase 4. Detailed project plan developed. We are seeking a solution around a low cost no	L	M	G	We will be considering how best to manage document storage on the basis that the storage of such documents will move from essentially hard copy paperwork to electronic media. This will require system storage capacity increases to accommodate memory use. A phased decant plan is being finalised around the phase 4 decent with the majority of services decanting into phase	Chief Office Organisational Change	↔	L	M	G	Jun '14

Improvement Plan Progress
Year End 2014/15

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Gross Score (as if there are no measures in place to control the risk)			Current Actions / Arrangements in place to control the risk	Net Score (as it is now)			Future Actions and / or Arrangement to control the risk	Manager Responsible	Risk Trend	Target Score (when all actions are completed / satisfactory arrangements in place)			
Likelihood	Impact	Gross Score		Likelihood	Impact	Gross Score				Likelihood	Impact	Gross Score	Target Date
(L)	(I)	(LxI)		(L)	(I)	(LxI)				(L)	(I)	(LxI)	
			cost approach utilising as much furniture as possible to make this work. The new flexi policy has been launched which is a key element in the further support of agile working										

Risk Progress Summary for 2014/15
No increases in risk for the period covered by this reporting period.

The new score is currently based on the premise that work is progressing in relation to decanting phase 4, that agile and mobile working is embedded within the organisation and that policies and procedures for supporting and managing agile and mobile working are developed.

Risks to be managed: Ensuring that buildings are used effectively to match our priorities.

(This risk was previously reported under the Carbon Control and Reduction Improvement Plan Sub-priority)

Gross Score (as if there are no measures in place to control the risk)			Current Actions / Arrangements in place to control the risk	Net Score (as it is now)			Future Actions and / or Arrangement to control the risk	Manager Responsible	Risk Trend	Target Score (when all actions are completed / satisfactory arrangements in place)			
Likelihood	Impact	Gross Score		Likelihood	Impact	Gross Score				Likelihood	Impact	Gross Score	Target Date
(L)	(I)	(LxI)		(L)	(I)	(LxI)				(L)	(I)	(LxI)	
H	H	R	Work continues to reduce paperwork and document storage through Electronic Data Management We continue to review the use of our estate and are currently delivering plans to work towards the closure of phase 4 County Hall and considering the future use of the main reference library on the County Hall campus site. We are seeking a solution around a low cost no cost approach utilising as much existing	L	M	G	Ongoing engagement with teams so that relocation does not impact on service delivery We will commence a review of our commercial and industrial estate during the course of the financial year in order to explore a number of	Chief Officer Organisational Change	↔	L	L	G	Apr '16

Improvement Plan Progress
Year End 2014/15

CYNGOR
Sir y Fflint
Flintshire
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| | | | furniture as possible to make this work.

Continue to roll out agile working and enable staff to work in an agile or mobile way. Continue to support services in the adoption of new working ways

Continue to ensure that services and teams are located/ co-located to maximise efficiencies. | | | scenarios e.g., is this portfolio core business, maintenance liabilities and income generation, opportunities to create regeneration opportunities in the future. | | | | | |

Risk Progress Summary for 2014/15
No increases in risk for the period covered by this reporting period.

The net score is based on the position that the buildings are used effectively and ongoing challenge work around those assets likely to become surplus continue to be progressed.

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FLINTSHIRE COUNTY COUNCIL

REPORT TO: **ORGANISATIONAL CHANGE OVERVIEW & SCRUTINY COMMITTEE**

DATE: **MONDAY 15TH JUNE, 2015**

REPORT BY: **MEMBER ENGAGEMENT MANAGER**

SUBJECT: **YEAR END CHIEF OFFICER PERFORMANCE REPORTS**

1.00   PURPOSE OF REPORT

1.01   To consider the 2014/15 Year End Service Performance Reports produced at Chief Officer level for their respective portfolios.

2.00   BACKGROUND

2.01   The new style Improvement Plan adopted by Council in June 2013 which is aligned to the new three year Outcome Agreement, focuses on the priorities which are expected to have the most impact during 2014/15.

2.02   In addition to the Chief Officer performance reports, bi-annually Improvement Plan Monitoring Reports will be presented to Overview & Scrutiny Committees according to the priority area of interest.

3.00   CONSIDERATIONS

3.01   Copies of the detailed Year End Chief Officer Performance Reports are attached at Appendix 1 – Organisational Change (1) and Appendix 2 – Organisational Change (2).

3.02   The contents of the Chief Officer reports include:-

- areas of positive performance;

- areas of concern;

- the Council Improvement Priorities that are not set as an in-year priority;

- progress for key projects and collaborative areas of work;

- risk summaries;

- reporting against findings from internal and external regulatory bodies e.g. Wales Audit Office, Care and Social Services Inspectorate Wales or Estyn; and

- performance against the statutory national performance indicators (NSIs and PAMs).

3.03   Analysis of performance against the Improvement Targets and NSIs is undertaken using the RAG (Red, Amber and Green) status. This is defined as follows:-

- RED – equates to a position of unacceptable performance

- AMBER – equates to a mid position where the performance has not achieved target but is within an acceptable level

- GREEN – equates to meeting or exceeding target

3.04   The indicator which showed a high (RED) status against target was:-

3.04.1 **Portfolio: Organisational Change (2)**
Operational Risk – Reduction of future workloads resulting in the need to review service team structures and resource levels

This fee income generating service is likely to see significant reduction in future funding made available for schemes and as a direct result a reduction in fee generation. Consideration in therefore being given to the future direction and structure of these Architectural & Design Consultancy Service. This includes consideration of alternative delivery models.

4.00   RECOMMENDATIONS

4.01   That the Committee consider the 2014/15 Year End Service Performance Reports produced by the Chief Officers, highlight and monitor poor performance and feedback details of any challenge to the Corporate Resources Overview & Scrutiny Committee who are responsible for the overview and monitoring of performance.

5.00   FINANCIAL IMPLICATIONS

5.01   None as a result of this report.

6.00   ANTI POVERTY IMPACT

6.01   None as a result of this report.

7.00   ENVIRONMENTAL IMPACT

7.01   None as a result of this report.

8.00   EQUALITIES IMPACT

8.01   None as a result of this report.

9.00   PERSONNEL IMPLICATIONS

9.01   None as a result of this report.

10.00 **CONSULTATION REQUIRED**

10.01 Publication of this report constitutes consultation.

11.00 **CONSULTATION UNDERTAKEN**

11.01 Not applicable.

12.00 **APPENDICES**

12.01 Appendix 1 – Organisational Change (1)
Appendix 2 – Organisational Change (2)

LOCAL GOVERNMENT (ACCESS TO INFORMATION ACT) 1985
BACKGROUND DOCUMENTS
None.
Contact Officer: Robert Robins
Telephone: 01352 702320
Email: robert.robins@flintshire.gov.uk

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Year End Chief Officer Report

Report Author: Chief Officer - Organisational Change 1 (Ian Bancroft)
Report Date: April 2015
Report Period: April 2014 to March 2015

Introduction

The Chief Officer report is produced on a half yearly basis and provided to Cabinet Members for review and assurance focusing on the 'business as usual'. The reports are provided for Overview and Scrutiny Committees as part of their Forward Work Programmes. Chief Officer reports complement the Improvement Plan monitoring reports.

Chief Officer reports are exception reports which summarise the key information Members should be aware of, including both good and poor performance. Emerging issues / operational risks are also detailed. The reports are split into three distinct sections: -

1. Performance Overview - this section is used to give an overview of the progress being made towards delivery of key plans for the services which include those Improvement Prioritieswhich do not have an in year focus i.e. these are not reported within the quarterly Improvement Plan monitoring. It is also used to highlight good news and key issues (including operational risks) arising. In addition, summary progress is given for key projects and collaborative areas of work.

2. Internal and External Regulatory Reports - this section summarises regulatory work reported in the half year and its outcomes and intended actions arising from recommendations.

3. Corporate Reporting - this section summarises the performance in relation to corporate issues i.e. Sickness absence, Complaints

Plus supporting appendices: -

Appendix 1- Performance Indicators - summary table of the key performance indicators used to manage the services. In addition, any NSI and PAM (statutory PIs) reported by the services are included.

Appendix 2 - High level (red) operational risk detail - completed full risk templates for those risks currently assessed as high (red).

Section 1 - Performance Overview

This report covers the following areas:

(1)   Functions
- Libraries and Arts
- Leisure Services
- Museums and Archives

(2)   Projects
- Clwyd Theatr Cymru
- Alternative Delivery Models
- Community Assets

Areas of Positive Performance

1.   Libraries

Key Strategic Objective: To provide a relevant and responsive library service for Flintshire's communities

1.1   There is currently only one National Strategic Indicator for Libraries. NSI LCL/001 records the number of visits to Public Libraries during the year, per 1,000 population. For 2014/15, the recorded figure is 4,990.64   visits   per 1,000 population:

$$\frac{764,765^*}{153,240^{**}} \quad \text{x } 1,000 \quad = \quad 4,990.64$$

*Numerator: the number of recorded visits to Flintshire's public libraries.
**Denominator: 2013 mid-year population estimate for Flintshire.

1.2   User surveys have been conducted in accordance with the Welsh Public Library Standards. In total, Flintshire has received 1,366 responses from adults and 295 responses from children. Whilst the full survey analysis report is not due to be published until April 2015, the following headline statistics are available:

Question: Overall, what do you think of this library?
- Very Good (80%)
- Good (16%)
- Adequate (2%)
- Poor (0%)
- Not Applicable or No Response (2%)

Question: What do you think about the choice of books in your library?
- Very Good (55%)

- Good (35%)
- Adequate (7%)
- Poor (0.3%)
- Not Applicable or No Response (2.7%)

Question: What do you think of the standard of customer care in your library?
- Very Good (85%)
- Good (12%)
- Adequate (1%)
- Poor (0%)
- Not Applicable or No Response (2%)

1.3　　The current partnership with Communities 2.0, to provide digital assistance to residents, is to continue post-April 2015.

1.4　　From March 2015, some *Flintshire Connects* services will be provided from Mold Library, with a payment kiosk replacing Mold Cash Office.

Key Strategic Objective: To inspire a community of readers and learners

1.5　　A 'Go Batty' children's event was held on 31 October 2014. The event was attended by 800 children who participated in eight activities including reading sessions with two authors, magic shows, crafts and competitions.

1.6　　The second phase of the Welsh Government funded 'Every Child a Library Member' scheme was rolled out to all Year 4 children during February-March 2015. Children participating in school visits to the libraries in Buckley, Flint and Holywell saw a presentation by local author, Damien Harvey.

Key Strategic Objective: To provide and promote a suitable collection of resources to meet the needs of Flintshire's communities

1.7　　In line with the national 'Ageing Well in Wales' programme, and the development of dementia supportive communities, the Libraries' service is engaged in partnership working with Adult Social Care to provide locations and booked facilities for reminiscence sessions. Furthermore, libraries' staff have received 'Dementia Friendly' training.

Key Strategic Objective: To provide opportunities for lifelong learning and self-development

1.8　　In March 2015, workshops (organised by the Arts, Culture & Events Team) for people over 16 years of age took place at Broughton, Holywell and Mold Libraries as part of 'Shakespeare Week'. A total of 30 people participated in the workshops.

1.9　　Further cultural events which have taken place in libraries include:

- Pennant lecture
- Author evenings (one via the Welsh medium)
- Three events at Mold Library during the Daniel Owen Festival
- Art exhibitions in the galleries at Buckley, Flint and Holywell Libraries (organised by the Arts, Culture & Events Team)
- In commemoration of the centenary of World War I, there has been a World War I exhibition at Buckley Library and a poppy craft session at Mold Library
- 'Rhymetime' sessions at seven libraries throughout the year, including bilingual sessions at Mold
- Children's activities in 'hub' libraries during school holiday periods
- A family session to support 'The Big Draw' at Flint Library (in partnership with the Arts, Culture & Events Team)
- School visits to Buckley and Holywell Libraries on World Book Day attracted 320 participants.

2.   Arts, Culture and Events

Key Strategic Objective: Participation, Presentation and Partnerships

2.1   *Shaking Up Shakespeare*
Between 23 March and 2 April 2015, Drama Director, Janys Chambers, workedwith children and adults from across Flintshire investigating 'Shakespearefor Beginners'. Over 150 pupils from Ysgol Bryn Pennant, Ysgol Gronant,YsgolGwynedd, Flint, Ysgol Estyn and Ysgol Bryn Deva participated invisual art, combat performance, drama, and music workshops.

2.2   *Helfa Gelf Open Studios*
In September 2014, 37 artists from 18 studios in Flintshire participated in 'Helfa Gelf', the North Wales Open Studios initiative which runs in partnership with all five mainland local authorities, together with Anglesey Art Week. Helfa Gelf has been running in Flintshire for the past five years. This year's visitor figures were the highest yet for the County, with 1,673 people visiting our artists over each weekend in September.

2.3   *Tour of Britain Cycle Challenge*
In September 2014, the Tour of Britain visited North Wales for a second time, with Stage 2 of the race passing through Wrexham, Flintshire and Denbighshire prior to the stage finish in Conwy. Hundreds of people lined the High Street in Mold to witness Sir Bradley Wiggins and Mark Cavendish speed past. In 2015, the race will be passing through Mold and Buckley Town Centres.

Key Strategic Objective: Participation, Presentation and Policies

2.4   On 26 October 2014, as part of the Daniel Owen Festival, renowned North Wales' artist, Keith Bowen, facilitated a workshop to create chalk pastel still

life drawings. The day included a demonstration by Bowenexploring the many possibilities of the medium of chalk pastel and related mixed medias whilst working around a still life arranged composition.Each of the 19 adult participants had the opportunity to create their own artwork as part of the workshop.

Key Strategic Objective: Advocacy, Participation, Presentation, Partnerships and Policies

2.5   *Events Organiser's Guide and Seminar*
On 24 March 2015, an Events Organiser seminar was held at the Stamford Gate in Holywell, in partnership with the FCC Regeneration section, to launch the publication of the County Council's Events Organiser's Guide. Over 40 events organisers from across the County attended, alongside speakers from the County Council's Licensing, Press, Arts & Events, Regeneration, and Health & Safety service areas.

2.6   *Criw Celf Bach and Criw Celf*
Criw Celf Bach is an art club for children aged 7-11 years held across North Wales. The programme offers children the opportunity to create art, alongside professional artists, during monthly art workshops. Sessions allow for the playful exploration of art materials, techniques and themes. The Arts, Culture & Events Manager co-ordinated this project within Flintshire, with artist, Honor Pedican, delivering the workshops which took place at the Holywell Art and Craft Mill and saw 18 young people participating in each session.

Criw Celf originated in Gwynedd in 2007 and has developed into a partnership between all North Wales' local authorities making it the first pan-North Wales visual art project targeted at more able and talented young artists. There were two Criw Celf groups held this year, with 23 new Criw Celf students in Group 1 and 21 returning students from 2014 in Group 2. The students worked with three artists (there were two full day sessions with each one) using a diverse range of media.

3.   **Leisure Services**

Key Strategic Objective: Increasing participation in physical activity and enabling the Flintshire Community to develop its potential in sport

3.1   There is currently only one National Strategic Indicator for Leisure Centres. NSI LCS/002 records the number of visits to Local Authority Sport & Leisure Centres during the year where the visitor will be participating in

physical activity, per 1,000 population. For 2014/15,the recorded figure is 9,738.74 visits per 1,000 population:

$$\frac{1,492,365^*}{153,240^{**}} \times 1,000 = 9,738.74$$

Numerator: the number of recorded visits to Flintshire leisure centres to participate in physical activity.
**Denominator: 2013 mid-year population estimate for Flintshire.*

Physical activityparticipation in2014/15 was -2.85% down on 2013/14. However, the following temporaryclosures were significant to the reduced footfall:

- Deeside Ice Rink: Closed 13 April to 5 May 2014
- Mold Leisure Centre ATP: Closed 24 November 2014 to Year End (31 March 2015)
- Buckley Swimming Pool: Closed 15 December 2014 to 2 January 2015
- Holywell Swimming Pool: Closed 2-16 February 2015

In a national context, www.dataunitwales.gov.ukpublished the 2013/14 outturn in relation to NSI LCS/002. With a total of 10,057 visits per 1,000 population, Flintshire was ranked 2nd out of the six Metropolitan Authorities and 5th in Wales overall for 2013/14.

3.2   The annual performance of the *Active Flintshire* Sports Development Team has been reported to Sport Wales, the main funding partner, via a 35-page progress update on the aims and objectives of the 2014/15 Sport & Leisure Business Plan. This detailed report on core-funded and non-core funded programmes and projects is available to view upon request.

3.3   In January 2015, Active Flintshire (Sports Development Team) won 'Local Authority Contribution of the Year' at the Tennis Wales Awards for the second successive year. The award recognises Active Flintshire's success in setting up new junior clubs in Buckley and Holywell and in supporting Penyffordd, delivering 'up skilling' courses to school teachers, qualifying young leaders to support tennis sessions in schools and the community, and facilitating tennis roadshows to over 2,500 children in the County's schools.

3.4   *Active Flintshire* has worked in collaboration with Welsh Athletics and Deeside AmateurAthletics Club to secure a £15,000 development grant to operate two local satellite clubs and to facilitate some local park runs. This successful outcome followed a joint review by *Active Flintshire* and the National Governing Body (Welsh Athletics) of existing club links and competition opportunities which gave rise to concerns about limited participation opportunities for keen young athletes.

3.5   In November 2014, the Care and Social Services Inspectorate Wales

(CSSIW) published its inspection report for 'Quayplay', the well-established children'splay setting which operates from Connah's Quay Sports Centre during thefive weeks of theschool summer holidays.

During summer 2014, 481 children were registered at Quayplay. The average daily attendance was 145 children, with circa 45% aged under 8 years of age. 21 children with disabilities were successfully supported to attend Quayplay via the accompanying 'Buddy' scheme.

Overall, the CSSIW's report is very positive with the Inspectorate Advisor observing that Quayplay 'provides a good play environment and quality of life for the children' and that both children and parents are benefitting from a setting which is well managed. The Advisor was 'very impressed' with the standards for health and safety at the venue.

A full copy of the inspection report is available to view at www.cssiw.org.uk

3.6   In October 2014, Leisure Services wrote to Welsh Government advising on progress in relation to Schedule 1 of Flintshire's Play Sufficiency Action Plan 2014/15.

In December 2014, Leisure Services received a letter from the Families First Project Boardconfirming that the Play Development Team has secured continued funding at the current level for the period April 2015 to   March   2016, thereby ensuring the provision of the summer play scheme   programme in 2015.

Key Strategic Objective: Quality Management of Leisure Facilities

3.7   During Quarter 4 2014/15, training was completed with staff based at two swimming pool sites (Holywell and Mold) to provide the direct debit payment option for parents whose children attend swimming lessons. (Buckley and Connah's Quay pools were previously the only two sites to offer direct debit for swimming lessons). With effect from Week 3 of the current course (which commenced 16 March), parents at Holywell and Mold will be able to pay for the next ten-week course (commencing 25 May) via thedirect debit method.

3.8   In January 2015, Afon Spa at Deeside Leisure Centre was awarded 'Top Rated' status by Wahanda (a web-based company which promotes the merits of health, beauty and wellness). The Wahanda rating is determined by customers that have visited the venue and reported back on their experience. In its 'Congratulations' letter, Wahanda advised that 'Only a select number of venues achieve this rating, so this is a fantastic accomplishment.'

In March 2015, Afon Spa secured its highest level of monthly income since opening in January 2012.

3.9   At Year End 2014/15, 446 individual customers had used the on-line

booking and payment facility (excluding ten pin bowling and Afon Spa customers) since its launch in February 2012. This compares with 196 individual customers at Year End 2012/13 and 328individual customers at Year End 2013/14.

Key Strategic Objective: Renewal of the County's leisure provision

3.10 The improvement scheme for children's play areas based upon a match-funding agreement between the County Council and Town & Community Councils has resulted in the County Council contributing £105k in 2014/15 towards the development of 16 play areas. At Year End, improvement works to 13 play areas had been completed with the remaining three sites (Argoed, River View in Connah's Quay and St. David's in Higher Kinnerton) due to be completed during Quarter 1 2015/16.

3.11 Waste Recycling Environmental Limited (WREN) is responsible for distributing the Landfill Communities Fund money for eligible community, conservation and heritage projects. In November 2013, Leisure Services secured WREN grant funding for two projects: a grant of up to £75k towards the costs of the wheeled play area at Fron Park, Holywell, and a grant of up to £24,246 towards the costs of the play area in Flint Mountain.

Work commenced on both schemes during Quarter 4 2014/15, with both sites opening to the public in March 2015.

4.   Museums and Archives

4.1   *Connah's Quay Heritage Displays*
In November 2014, a successful 'Take Over Day' pilot event was held with the Gifted and Talented Year 5 and 6 pupils from Brookfield Primary School. The pupils chose the theme of World War II, selecting objects from the museum store and displaying the items in the new heritage area. It is hoped that the event will extend to the museums in Buckley and Mold next year, working with different schools over a two-week period.

As part of the 'Connecting Connah's Quay with its Heritage' partnership project with Connah's Quay Town Council, a group of young adults from Connah's Quay High School have been working with a local social media company to develop an oral history project. The students have been researching the topics of working at the John Summers' factory and the history of the River Dee. Their work will appear on sound posts across the Connah's Quay district later in 2015.

Another group of pupils have taken the same history themes and are developing a number of moveable art works which will form part of the Connah's Quay Festival parade in July 2015.

4.2   *Greenfield Valley*
The Greenfield Valley Museum and Heritage Park received28,585 visitors

during 2014. The total number of season passes(1,034) broke the 1,000 barrier for the first time, with a 9%increase on the 2013 figure. The passes continue to provide excellent value for money, offering large families unlimited entryto events and activities for £34. The activity programme for 2014 included 138 events with something held on each day during all school holidays. The number of schools' visits grew by 3% overall.

4.3 The Greenfield Valley Uncovered Heritage Lottery Funddevelopment project (£67k) was completed in March 2015 withthe accompanying submission of the final Stage 2 application fora £1.3 millionre-development of the site. The project has been developed andenhanced over the past 12 months with a newActivity and Interpretation Plan, a comprehensive ConservationPlan and detailed design works for both the construction and interpretation elements. If the bid is successful, works willcommence in September 2015, with the main phase due forcompletion for thestart of the season in Easter 2016.

Flintshire Record Office (FRO) Key Priority 1: Accommodation to provide i) an adequate quantity of BS5454-compliant storage ii) improved public facilities, and iii) DDA compliance throughout

4.4 There is planned CyMAL (Museums, Archives and Libraries Wales) activity to address these and other archives' issues across North Wales. FRO is currently working with CyMAL to achieve a regional solution (an alternative delivery model for FRO).

Flintshire Record Office (FRO) Key Priority 2: Accreditation - achieve accredited status by March 2015

4.5 In order to be accredited, an archive repository must prove to a national panel that it operates to a certain standard, is sustainable, and has a realistic plan for future improvement. Archive repositories all over the UK are applying to this new, national process (which has been operating for some years for museums) for the first time. FRO is the first archive repository in North Wales to achieve accreditation.

Flintshire Record Office (FRO) Key Priority 3: Increase outreach activity - hold four 'one off' events during 2014/5

4.6 FRO has held the following four 'one off' events:
- Workshop on using maps for research
- Bookbinding workshop
- World War I event
- Medieval day

4.7 FRO successfully produced and sold Christmas cards based on 1950s Buckley pantomime programme covers.

4.8 FRO completed a grant funded project to conserve and digitise the Erddig

Family Book. The Erddig archive is a very important and well used collection. The Family Book is one of the gems of the collection and FRO plans, now the preparatory work is done, to work with the owner of the collection, the National Trust, to use the digital images in the context of the house and its activities.

4.9   FRO held 'Little Time Traveller' events in December 2014 to introduce young children to history and archives.

Areas of Concern

1.   Libraries

Key Strategic Objective: To provide a relevant and responsive library service for Flintshire's communities

1.1   The housebound service is now provided by libraries' staff and delivery drivers rather than by specialist staff. This change to service will be monitored for customer satisfaction and its impact on the Libraries' service.

Key Strategic Objective: To ensure services are well managed and efficient, with high levels of customer service provided by courteous and knowledgeable staff

1.2   From 1 March 2015, Mold Library staff are carrying out some *Flintshire Connects* duties, including supporting customers with Council payments. Whilst training has been received, the Library Manager will monitor the impact of these additional duties on other library service users.

2.   Leisure

Key Strategic Objective: Quality Management of Leisure Facilities

2.1   At Mid-Year, the service reported that its expenditure was on target for the first six months of 2014/15. Despite the temporary facility closures outlined above (see Item 3.1), which impacted negatively upon both income and usage, at Year End the service was on budget.

3.Flintshire Record Office

Flintshire Record Office (FRO) Key Priority 1: Accommodation to provide i) an adequate quantity of BS5454-compliant storage ii) improved public facilities, and iii) DDA compliance throughout

3.1   In March 2015, parish registers were sent to *DeepStore* to add to the bound volumes of newspapers already there. The increasing use of commercial storage is a growing strain on the service budget.

Improvement Plan (none in year priorities)

- Festivals, community arts and events (see Item Nos. 2.1-2.6 of Areas of Positive Performance)
- Level of use of libraries (see Item Nos. 1.1-1.8 of Areas of Positive Performance and 1.1-1.2 of Areas of Concern)
- Creative and expressive arts (see Item Nos. 2.1-2.6 of Areas of Positive Performance)
- Childhood obesity and healthy lifestyles through increasing participation in youth sport (see Item Nos. 3.2-3.4 of Areas of Positive Performance)
- Participation in sport and use of leisure centres (see Item No. 3.1 of Areas of Positive Performance)
- Informal and formal play (see Item Nos. 3.5, 3.6, 3.10& 3.11 of Areas of Positive Performance)

Key Projects

1.   Clwyd Theatr Cymru

1.1   A Business Plan has been developed and agreed by the Board that addresses the reduction in budget required by the Council.This is also reflected in the application to the Arts Council for Wales for continuation of client status, the result of which will be known this Summer.

1.2   Appointment of a new Artistic Director, after the retirement of Terry Hands, is well underway with an announcement due in May/June 2015.

2.   Alternative Delivery Models

2.1   Six services, supported and coordinated by Organisational Change, are currently working on feasibility studies to be considered by Members in July 2015. These include feasibility studies for leisure and libraries. An all Member seminar is planned for the end of June to raise awareness about this work prior to feasibility studies being considered.   A further three services are due to be considered in Autumn 2015.

3.   Community Assets

3.1   Well over a hundred expressions of interest for Community Asset Transfer have been received which shows an initial success in gaining interest in this scheme. First Business Models from applicants will be considered between June-September. By this stage, we will know how many assets have been agreed to be transferred which will provide a significant milestone in the scheme.

4.   Arts, Culture and Events (ACE)

4.1   Internal Partnerships:
- 'Shaking Up Shakespeare' - partnership working between the ACE, Libraries and Education service areas
- Events Organiser's Seminar - partnership working between the ACE and Regeneration service areas

4.2   Helfa Celf, Criw Celf and the Tour of Britain (Stage 2) are all pan-North Wales partnerships between the six local authorities.

5.   Leisure

5.1   *Active Flintshire's* collaboration with Welsh Athletics and Deeside Amateur Athletics Club to secure a £15,000 development grant to operate two local satellite clubs and to facilitate some local park runs.

Summary of Operational Risks (from the above sections)

Risk Type	Risk Ref. and Description	Net Risk Score	Risk Trend	Target Risk Score & Date
Operational	Reduction in capacity of libraries' management team leading to reputational risk around delivery deliver on national initiatives	A	↔	Unknown
Operational	Insurance claim for temporary closure of Deeside Ice Rink (Easter 2014, £64k)	A	↓	G TBC
Operational	Potential reduction or end of *Families First* grant funding to support delivery of the 2015 summer play scheme programme (currently £81k)	A	↓	G TBC
Operational	Closure of Mold Leisure Centre's ATP on health & safety grounds due to inability to meet cost of replacement floodlighting (£56k)	A	↓	G TBC

Section 2 - Internal and External Regulatory Reports

Report: *Library User Survey 2014 (requirement for Welsh Public Library Standards WPLS QI 1)*
Date Finalised: (To Be Finalised 20 April 2015)
Conclusion:
Recommendations:
<u>Summary</u>*(see Item No. 1.1 of Areas of Positive Performance)*
Full survey analysis due 20 April 2015
1,357 adult returns (English)
9 adult returns (Welsh)
295 child returns (English)
0 child returns (Welsh)

Flintshire Record Office (FRO) Key Priority 2: Accreditation - achieve accredited status by March 2015 *(see Item No. 4.5 of Areas of Positive Performance)*

Summary Excerpt from National Panel's Accreditation Report:
'The Panel congratulated Flintshire Archives on their performance, which showed strong service delivery in all areas. The Panelspecifically welcomed the service's commitment to achieving and retaining Accreditation in the long term. They highlightedparticularly the well-planned and effective use of volunteers to feed into service development. The service's admirable record inconservation, supporting wider professional training and development and making possible regionalimprovements, was also singledout for praise.'

Section 3 - Corporate Reporting

Complaints Handling (Source: Corporate Complaints Database)

	Total No. of Complaints Received	No. of Complaints Responded to within 10 working days	No. of Complaints Not Responded to within 10 working days	% Responded to within 10 working days	% Not Responded to within 10 working days
Quarter 1	6	6	0	100%	0%
Quarter 2	10	8	2	80%	20%
Quarter 3	2	2	0	100%	0%
Quarter 4	9	7	2	77.78%	22.22%
Org. Change 1	**Full Year Outcome**			**85.19%**	**14.81%**

The portfolio recognises its need to improve the registering of complaint responses into the corporate system for there have been instances whereby an officer response has been sent to a complainant but the complaint has not been signed off on the

system.

Sickness Absence (Source: I-Trent)

Organisational Change 1 (Community)

Average Number of Days Available (Q2, 3 & 4 only)	52,079
FTE Days Lost	2,530
Absence Rate	4.86%
Days Lost per FTE	11.08

Work is currently being progressed within the portfolio to ensure work patterns/shift times and the contracted hours of each individual are reflected accurately in iTrent, particularly in light of recent service reviews.

Employee Turnover (Source: I-Trent)

Organisational Change 1 (Community)

SECTION	Q1	Q2	Q3	Q4
Archives	n/a	9.52%	10.53%	0%
Clwyd Theatr Cymru	n/a	1.33%	8.11%	7.32%
Leisure	n/a	2.60%	2.53%	1.44%
Libraries & Arts	n/a	7.46%	0%	3.10%

Employee Appraisals (Source: I-Trent)

On the basis that only permanent contracted employees receive a formal appraisal, there are 82 annual appraisals or six-monthly reviews recorded in iTrent. There is a total of 451 permanent positions within the portfolio, therefore, the percentage of appraisals recorded as completed in iTrent is 18.18%.

SECTION	PERMANENT POSTS	COMPLETED APPRAISALS	COMPLETION %
Archives	11	0	0%
Clwyd Theatr Cymru	67	1	1.49%
Leisure	303	49	16.17%
Libraries & Art	70	32	45.71%

Though the statistics produced by iTrent suggest a poor level of completion within the portfolio, in reality, a significantly higher number of appraisals have been completed. For example, the Archives section has confirmed 100% appraisal completion for 2014/15. The portfolio recognises its need to improve the transference of completed records into iTrent.

Data Protection Training (Source: I-Trent)

There is a total of 276 Position Reference Numbers recorded in iTrent that are deemed to require Data Protection training. Within iTrent, 119 portfolio employees have completed some form of Data Protection training, therefore, the completion

percentage is 43.12%.

Again, though the statistics produced by iTrent suggest a poor level of completion within the portfolio, in reality, there has been a higher completion rate. The portfolio recognises its need to improve the transference of completed records into iTrent.

Equality and Welsh Language

List the Equalities and Welsh Language Impact Assessments: -
(1) Started/Work in Progress
(2) Completed during the period (1 April 2014-31 March 2015)

Equality Impact Assessments have been completed for all proposals within the Leisure Business Plan 2015/16 and the Libraries' Business Plan 2015/16.
An Equality Impact Assessment has been completed for the proposed re-location of library services in Hawarden, Mancot and Queensferry to a new library within Deeside Leisure Centre in 2016/17.

Percentage of employees who have completed the Equalities Monitoring / Diversity Audit (Source: I-Trent)

Portfolio Employee Gender

Female	61.35%
Male	38.43%
Not Stated	0.22%

Disabled Portfolio Employees

Yes	2.92%
No	59.78%
Not Stated	37.30%

Portfolio Employee Ethnicity

White	64.04%
BME	0.45%
Not Stated	35.51%

Percentage of employees who have completed the Welsh Language Skills Audit (Source: I-Trent)

On the basis that only permanent contracted employees should complete the Audit, there are 160 completed records in iTrent. There is a total of 451 permanent positions within the portfolio, therefore, the percentage of Audit completion is 35.48%.

List the work areas / functions where diversity of customers is monitored

Libraries
- The libraries management system does not collect information on the diversity of library customers. Customer diversity information will be requested via the Welsh Public Library Standards Survey 2014-17.

Leisure Services
- Registration for an actif card requests information from customers in relation to ethnicity, religion, marital status, disability and preferred language. The submission of this information is optional but where it is provided it is recorded onto the leisure management system database.
- Bilingual customer information leaflets produced by Stonewall Cymru and entitled *What's it got to do with me? / Beth yw'r pwynt?* are available on reception desks and explain to customers the importance of data collection by public sector organisations.
- actif plus one is a disability equality scheme which permits a personal assistant to have free access to our leisure facilities when supporting a disabled customer. A total of 129 disabled customers have 'signed up' for the actif plus one subscription since the launch of the scheme in 2009 (an increase of 7 since the Mid-Year Report 2014/15).
- The Sports Development Team monitors diversity as part of its Dragon Sport school and holiday club programme.
- The Play Unit monitors and evaluates the diversity of all children attending the summer play scheme programme (July-August 2014).
- During summer 2014, the Play Unit, in partnership with Urdd Gobaith Cymru, delivered three play schemes through the medium of Welsh at Ysgol Bro Carmel, St. Richard Gwyn High School, Flint, and Ysgol Maes Garmon, Mold. The three-week schemes had a combined recorded attendance of 947, with 174 registered children recording an average figure of 5.4 visits each.
- Between May-July 2014, Urdd Gobaith Cymru consulted parents and children on play services in Flintshire. In considering feedback received, Urdd Gobaith Cymru recognises that it has 'work to do to increase the number of children that are aware of our services as well as Play Flintshire (supported by the Urdd) to increase their services and profile for Welsh speaking children… In summary the FCC Play team and the Urdd should continue to work collaboratively to ensure that our Welsh speaking children are offered the clubs and activities they require through the medium of Welsh' (October 2014).

Describe any initiatives undertaken to increase the use of the Welsh Language

- Children's swimming lessons taught through the Welsh medium.
- Bilingual Rhymetime sessions held fortnightly at Mold Library.
- Children's activities conducted through the Welsh medium at Mold Library

(including 'Parti Magi Ann') were attended by 7 children.

Appendix 1 - Performance Indicators

Key

R	Target significantly missed or likely to be missed by a significant margin
A	Target missed or likely to be missed but within an acceptable level
G	Target achieved / exceeded or on track to be achieved / exceeded

The RAG status of the indicators for the half year position are summarised as follows: -

R	0	**A**	1	**G**	1

Note 1 – NSI = National Statutory Indicator   PAM = Public Accountability Measure

Note 2 – Change (Improved / Downturned) is based on comparison with the previous reporting period. Where it is more appropriate to compare performance with the same period in the previous year this should be stated in the commentary.

Indicator	NSI / PAM (Note 1)	Annual Outturn 2013/14	Annual Target 2014/15	Year End Outturn 2014/15	Target RAG	Change e.g. Improved / Downturned (Note 2)	Commentary
LCL/001(b): The number of visits to Public Libraries during the year, per 1,000 population	NSI	5,314.73 Visits per 1,000	5,500 Visits per 1,000	4,991 Visits per 1,000	A	Downturn (explained in commentary)	Virtual visits increasing but data collection method changed in 2013/14 which led to a decrease from 2012/13. This decrease was also reflected in 2014/15.
LCS/002(b): The number of visits to local authority sport and leisure centres during the year per 1,000 population where the visitor will be participating in physical activity	NSI	10,056.59 Visits per 1,000	9,700 Visits per 1,000	9,738.74 Visits per 1,000	A	Downturn (explained in commentary)	Physical activityparticipation in 2014/15 was - 2.85% down on 2013/14. However, the temporary closures of the ice rink (13 April-6 May 2014), Mold's ATP (24 November 2014-still closed at 31 March 2015), Buckley's Swimming Pool (15 December 2014-2 January 2015) and Holywell's Swimming Pool (2-16 February 2015) were significant to the reduced footfall.

Appendix 2 – High Level (Red) Net Risks

Risk to be managed – Not Applicable - No Red Risks

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APPENDIX 2

Year End Chief Officer Report

Report Author: Chief Officer – Organisational Change (Neal Cockerton)
Report Date: April 2015
Report Period: 01 October 2014 to 31 March 2015

Introduction
The Chief Officer report is produced on a half yearly basis and provided to Cabinet Members for review and assurance focusing on the 'business as usual'. The reports are provided for Overview and Scrutiny Committees as part of their Forward Work Programmes. Chief Officer reports compliment the Improvement Plan monitoring reports.

Chief Officer reports are exception reports which summarise the key information Members should be aware of, including both good and poor performance. Emerging issues / operational risks are also detailed. The reports are split into three distinct sections: -

1. Performance Overview - this section is used to give an overview of the progress being made towards delivery of key plans for the services which include those Improvement Prioritieswhich do not have an in year focus i.e. these are not reported within the quarterly Improvement Plan monitoring. It is also used to highlight good news and key issues (including operational risks) arising. In addition, summary progress is given for key projects and collaborative areas of work.

2. Internal and External Regulatory Reports - this section summarises regulatory work reported in the half year and its outcomes and intended actions arising from recommendations.

3. Corporate Reporting - this section summarises the performance in relation to corporate issues i.e. Sickness absence, Complaints

Plus supporting appendices: -

Appendix 1- Performance Indicators - summary table of the key performance indicators used to manage the services. In addition, any NSI and PAM (statutory PIs) reported by the services are included.

Appendix 2 - High level (red) operational risk detail - completed full risk templates for those risks currently assessed as high (red).

Section 1 - Performance Overview

This report covers the following functional areas:
- Highways Engineering Consultancy
- Facilities Services
- Catering and Cleaning Services
- Property Maintenance and Design Services
- Valuation and Estate Services
- CCTV

Areas of Positive Performance

All services have performed positively during the period covering within this report.

The new Holywell High School is now on site and good progress is being made with the construction of the facility. Currently site preparation works (groundwork's) are in progress and the site is being levelled and prepared for the construction of the buildings structural frame.

There has been intensive work around the development of Community Asset Transfers (CATs) with in excess of 67 expressions of interest being submitted for a range of assets covering 22 Community or Town Councils. 58 of the Expressions of Interest have been cleared to proceed to Business Modelling.

Farm disposals continue to be progressed with some positive movement in sales over the last six months leading up to the end of the financial year. This activity has contributed positively to the Councils overall position in relation to capital receipts.

Business Planning around the development of Alternative Delivery Models is continuing with work around feasibility being drawn to a conclusion. This work will then provide an overall assessment of viability and frame management decisions on moving forwards with range of models.

The Catering Service has been working hard to promote and support the Healthy Eating agenda on our schools with new menus and increased promotion and awareness raising activity with children.

Work is in progress in relation to the current CCTV system from the perspective of creating a more efficient, targeted and responsive service for the future. This work is looking at the current system, camera network and monitoring centre as well as re-procuring the monitoring service.

Work is currently in progress around the development of a combined Capital Strategy and Asset Management Plan. This document will form one of a number of key strategic documents which will support the Medium Term Financial Strategy.

Areas of Concern

The external environment within which our property/land disposals operates in remains challenging as a direct result of the current economic climate.

In addition the current climate above is also impacting negatively on the work of the Design Consultancies which are primarily driven by capital programmes and funded through capital resources. These funding streams are reducing and action is being taken to mitigate exposure

Improvement Plan (no in year priorities)

Not Applicable

Key Projects

As noted above the Holywell School development and Community Asset Transfers are two major work streams that are currently being progressed.

The Holywell development is reaching a stage where the main structural frame will soon begin to be formed, the intention being that this creates a watertight envelope before the onset of winter.

As advised above the preparation of a Capital Strategy and combined Asset Management Plan is a key piece of work which is currently in progress.

Collaboration / Partnership Working

As reported previously the joint working to develop a collaborative contract framework has been completed and is now being used across North Wales to deliver the 21st Century Schools programme. This was used to appoint the Constructors for the new all through school in Holywell.

Summary of Operational Risks (from the above sections)

Risk Type	Risk Ref. and Description	Net Risk Score	Risk Trend	Target Risk Score & Date	Status Open / Closed
Operational	Future workloads reducing with resultant need to review service team structure and resource levels	Red	↔	Green March 2016	Open

Report: Property Repairs and Maintenance
Date Finalised: November 2014 (report reference EN0530U1)
Conclusion: Reasonable assurance that the controls upon which the organisation relies to manage this area are suitably designed, consistently applied and effective.
Recommendations: 3 x medium, 3 x low

Summary

These are not formal recommendations that impact our overall opinion, but used to highlight a suggestion or idea that management may want to consider.

Areas of good practice:

Allofthepropertymaintenancestaff,whohadmanagedthecontracts Whichformedpartofourtesting sample hadattendedtheContractProcedureRulestrainingsessionsundertakenbyProcurementduringNovember2013.

CPRshavebeencompliedwithinrelationtoobtainingthecorrectnumberofquotationsortenders basedoninitialestimatesofthevalueofthework.

Therewasnoevidenceofcontractvalue"splitting"toavoidhavingtoundertakethetenderingprocess,however, therewasevidenceofsmallerjobstotallingbelow£10k,andnotthereforerequiringaformaltender,beingsubdividedbetweencontractors.

Anytendersexaminedabove£100kincluded"MostEconomicallyAdvantageousTender"(MEAT)termswithpriceandqualityweightingbeingclearlyhighlighted.Evaluationofthesetenders hadbeenundertakenusingtheprocessrecommendedbyProcurement.

All tendershadbeenopenedbytwoofficers,at least one of whom was independent of the process.

Key areas for improvement:

Whereinitialestimates indicatetheworkisvaluedatnear£10kitwouldbeprudenttoconsiderobtainingmorethanone quotationtoensurevalueformoneyisachieved.

Separateaspectsofworksofthesamedisciplinehavebeendividedbetweencontractorsforjobsvaluedatbelow£10k.Quotationshavebeenobtainedforeachaspect, however, theuseoflotswithintendersshouldbeconsideredtoallowcontractorstobidforthewholecontr

actalongwithindividuallotstoensurebestvalueisobtained.Procurementhaveindicatedthe yareavailabletoobtainfurtheradviceonthisissue.

Theuseofframework agreementsshouldbeconsideredforworks ofasimilarnature.

EnsureallcontractorsarefullyawareoftherequirementsforsubmissionforMEATtenders.

Section 3 - Corporate Reporting

Complaints Handling (Source: Corporate Complaints Database)

Portfolio	Total Number of Complaints Received	No. of Complaints Responded to within 10 working days	No. of Complaints Not Responded to within 10 working days	% Responded to within 10 working days	% Not responded to within 10 working days
Organisational Change (NC)			Full Year Outcome:	75.00%	25.00%
Q1	0	0	0		
Q2	0	0	0		
Q3	1	1	0	100.00%	0.00%
Q4	2	1	0	50.00%	50.00%

Sickness Absence (Source: I-Trent)

In reviewing the levels of sickness absence the absence rate as at the 29 April 2015 was 4.65% equating to 10.6 days lost per full time equivalent member of staff. In relation to this there has been and remain a number of staff who have been absent for long periods due to debilitating illnesses. The services are working with these individuals and our Occupational Health Service to find solutions and assist them in a return to work where possible.

Employee Turnover (Source: I-Trent)

Turnover for the year equated to 30% with a number of staff leaving through redundancy or retirement. Overall stability within the service areas has remained relatively high with the main area of movement in Facilities Services which provides cleaning, catering and Security services.

Employee Appraisals (Source: I-Trent)

A total of eight are recorded on the system, however, it is known that the number actually undertaken is much higher. On investigation it has been noted that data has not been added to thei-Trent data base from which the reported are produced. This matter has been raised with relevant service managers.

Data Protection Training (Source: I-Trent)

A total of 33 staff have received mandatory data protection training across a range of services.

Equality and Welsh Language

Percentage of employees who have completed the Equalities Monitoring / Diversity Audit (Source: I-Trent)
68.92% (286 staff out of 415)

Appendix 1 - Performance Indicators

No statutory performance indicators.

Appendix 2 – High Level (Red) Net Risks

Risk to be managed

Gross Score (as if there are no measures in place to control the risk)			Current Actions / Arrangements in place to control the risk	Net Score (as it is now)			Future Actions and / or Arrangement to control the risk	Manager Responsible	Risk Trend	Target Score & Date (when all actions are completed / satisfactory arrangements in place)			
Likelihood	Impact	Gross Score		Likelihood	Impact	Gross Score				Likelihood	Impact	Gross Score	Date
(L)	(I)	(LxI)		(L)	(I)	(LxI)				(L)	(I)	(LxI)	
H	H	R	Reviewing services and developing business plans around future models of delivery for those fee generating services	H	M	R	Consideration of new future service models to reduce risk to council. This is being progressed through the development of Alternative Delivery Models (ADMs)	Chief Officer (Organisational Change)	↑	L	M	A	2015/16 onwards

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FLINTSHIRE COUNTY COUNCIL

REPORT TO: ORGANISATIONAL CHANGE OVERVIEW & SCRUTINY COMMITTEE

DATE: MONDAY 15TH JUNE , 2015

REPORT BY: MEMBER ENGAGEMENT MANAGER

SUBJECT: FORWARD WORK PROGRAMME

1.00 PURPOSE OF REPORT

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

2.00 BACKGROUND

2.01   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 Strategic Assessment of Risks & Challenges.

2.02   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. Are there issues of weak or poor performance?
3. How, where and why were the issues identified?
4. Do local communities think the issues are important and is there any evidence of this? Is there evidence of public dissatisfaction?
5. Is there new Government guidance or legislation?
6. Have inspections been carried out?
7. Is this area already the subject of an ongoing review?

3.00 CONSIDERATIONS

3.01   Overview & Scrutiny presents a unique opportunity for Members to determine the Forward Work Programme of the Committees 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.

3.02   Where it is possible it is suggested that meetings could take place outside County Hall. For instance, a meeting featuring a report about the theatre could be held at the theatre, or for a community asset transfer, the meeting could be held in the building under discussion.

4.00   RECOMMENDATIONS

4.01   That the Committee considers the draft Forward Work Programme attached as Appendix 1 and approve/amend as necessary.

5.00   FINANCIAL IMPLICATIONS

5.01   None as a result of this report.

6.00   ANTI POVERTY IMPACT

6.01   None as a result of this report.

7.00   ENVIRONMENTAL IMPACT

7.01   None as a result of this report.

8.00   EQUALITIES IMPACT

8.01   None as a result of this report.

9.00   PERSONNEL IMPLICATIONS

9.01   None as a result of this report.

10.00   CONSULTATION REQUIRED

10.01   N/A.

11.00   CONSULTATION UNDERTAKEN

11.01   Publication of this report constitutes consultation.

12.00   APPENDICES

12.01   Appendix 1 – Forward Work Programme

LOCAL GOVERNMENT (ACCESS TO INFORMATION ACT) 1985 BACKGROUND DOCUMENTS
None.
Contact Officer: Robert Robins
Telephone: 01352 702320
Email: robert_robins@flintshire.gov.uk

Organisational Change Overview & Scrutiny Committee
Indicative Forward Work Programme 2015/16

DATE	SUBJECT	O&S Focus	REPORT FROM
Monday 29th June 2015 2.00 p.m. – 4pm	Alternative Delivery Model Workshop (All Members invited)	Information	
Tuesday 21st July 2015 2.00pm	Community Asset transfer Forward Work Programme		Chief Officer Organisational Change Member Engagement Manager
Monday 28th September 10.00 a.m.	Clwyd Theatre Cymru (to be confirmed; meeting may be at the theatre and if so, will start with a short tour) Alternative Delivery Model Forward Work Programme	Information Development	CO-OC CO-OC MEM
Monday 2nd November 2015 10.00 a.m.	Forward Work Programme		
Monday 7th December 2015 10.00 a.m.	Forward Work Programme		
Monday 11th January 2016 10.00 a.m.	Forward Work Programme		

Organisational Change Overview & Scrutiny Committee
Indicative Forward Work Programme 2015/16

Friday 15th January 2016	Budget Consultation meeting		
Friday 26th January 2016	Budget Consultation meeting		
Monday 15th February 2016 10.00 a.m.	Forward Work Programme		
Monday 14th March 2106 10.00 a.m.	Forward Work Programme		
Monday 11th April 2016 10.00 a.m.	Forward Work Programme		
Monday 16th May 2016 10.00 a.m.	Forward Work Programme		
Monday 13th June 2016 10.00 a.m.	Forward Work Programme		
Monday 11th July 2016 10.00 a.m.	Forward Work Programme		