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To: Cllr Brian Dunn (Chairman)

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

22 July 2016

Dear Councillor

You are invited to attend a meeting of the Organisational Change Overview & Scrutiny Committee which will be held at 9.30 am on Thursday, 28th July, 2016 in the Delyn Committee Room, County Hall, Mold CH7 6NA to consider the following items

Members are asked to note the start time of the meeting.

A G E N D A

1 APOLOGIES

Purpose: To receive any apologies.

2 DECLARATIONS OF INTEREST (INCLUDING WHIPPING DECLARATIONS)

Purpose: To receive any Declarations and advise Members accordingly.

3 MINUTES (Pages 5 - 10)

Purpose: To confirm as a correct record the minutes of the meeting held on 28 June 2016.

4 PERFORMANCE REPORT 2015/16 (Pages 11 - 16)

Report of Member Engagement Manager - Cabinet Member for Corporate Management

Purpose: To provide analysis of the Council's progress towards national indicators set by the Welsh Government.

5 **IMPROVEMENT PLAN 2015/16 YEAR-END PROGRESS** (Pages 17 - 30)

Report of Member Engagement Manager -

Purpose: To enable Members to fulfil their scrutiny role in relation to performance monitoring.

6 **FORWARD WORK PROGRAMME (ORGANISATIONAL CHANGE)** (Pages 31 - 36)

Report of Member Engagement Manager -

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

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

The following item is considered to be exempt by virtue of Paragraph(s) 15 of Part 4 of Schedule 12A of the Local Government Act 1972 (as amended).

It is not good employment practice or in the public interest for matters the subject of consultation with employees effected and other unions to be discussed in public at this stage of the process.

7 **HOLYWELL LEISURE CENTRE COMMUNITY ASSET TRANSFER** (Pages 37 - 74)

Report of Chief Officer (Organisational Change), Chief Officer (Organisational Change.) - Cabinet Member for Waste Strategy, Public Protection and Leisure, Deputy Leader of the Council and Cabinet Member for Environment

Purpose: To review the Community Asset Transfer proposal from Holywell Community Leisure Centre Group

The following item is considered to be exempt by virtue of Paragraph(s) 15 of Part 4 of Schedule 12A of the Local Government Act 1972 (as amended).

It is not good employment practice or in the public interest for matters the subject of consultation with employees effected and other unions to be discussed in public at this stage of the process.

8 ALTERNATIVE DELIVERY MODELS (SOCIAL CARE, DAY CARE AND WORK OPPORTUNITIES) (Pages 75 - 104)

Report of Chief Officer (Organisational Change), Chief Officer (Organisational Change.), Chief Officer (Social Services) - Cabinet Member for Social Services, Deputy Leader of the Council and Cabinet Member for Environment

Purpose: To receive and update on progress to establish the Alternative Delivery Model

Yours faithfully



Peter Evans
Democracy & Governance Manager

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ORGANISATIONAL CHANGE OVERVIEW & SCRUTINY COMMITTEE **28 JUNE 2016**

Minutes of the meeting of the Organisational Change Overview & Scrutiny Committee of Flintshire County Council held in the Delyn Committee Room, County Hall, Mold, CH7 6NA on Tuesday, 28 June 2016

PRESENT: Councillor Brian Dunn (Chairman)

Councillors: Clive Carver, Chris Dolphin, Andy Dunbobbin, Robin Guest, Brian Lloyd, Dave Mackie, Mike Reece, Paul Shotton and Nigel Steele-Mortimer

ALSO PRESENT: Councillor Veronica Gay

APOLOGIES: Councillors Aaron Shotton, Leader of the Council, and Cabinet Member for Finance, Ian Dunbar and Paul Shotton. Chief Officer (Organisational Change 2)

CONTRIBUTORS: Councillor Bernie Attridge, Cabinet Member for Environment, Councillor Kevin Jones, Cabinet Member for Waste Strategy, Public Protection & Leisure; Councillor Chris Bithell, Cabinet Member for Education, Chief Executive, Chief Officer (Organisational Change 1), Corporate Finance Manager, Principal Leisure Services Officer, Finance Manager Community Services, and Principal Librarian,

IN ATTENDANCE: Member Engagement Manager and Committee Officer

1. APPOINTMENT OF CHAIR

The Member Engagement Manager advised that it had been confirmed at the Annual Meeting of the County Council that the Chair of the Committee should come from the Independent Alliance Group. As Councillor Brian Dunn had been appointed to this role by the Group, the Committee was asked to endorse the decision.

RESOLVED:

That Councillor Brian Dunn be confirmed as the Chairman of the Committee.

2. APPOINTMENT OF VICE-CHAIR

Councillor Andy Dunbobbin nominated Councillor Chris Dolphin as Vice-Chair of the Committee. This was duly seconded and supported by the Committee.

RESOLVED:

That Councillor Chris Dolphin be appointed Vice-Chair of the Committee.

3. DECLARATIONS OF INTEREST

There were no declarations of interest.

4. MINUTES

The minutes of the meeting held on 26 April 2016 were submitted.

Matters arising

Councillor Clive Carver raised a concern regarding the mobile library service in Hawarden. It was agreed that the Principal Librarian would address the matter following the meeting.

RESOLVED:

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

5. COUNCIL FUND REVENUE BUDGET 2017/18

The Chief Executive introduced the report which provided an update on the financial forecast for 2017/18 financial year together with the budget pressures and the proposed efficiencies for the Organisational Change Portfolio in the third and final year of the current business planning cycle. He reminded Members that the original forecast for 2017/18 had set a likely gap between the total spending requirement and anticipated income of £13.7m. This gap was the total which had to be found in efficiencies, service cost reductions and income growth as part of annual budget planning. The forecast had been revised at regular intervals, responding to budget developments at national and local levels. This meant that the latest forecast presented a working deficit of £8.1 m between the forecast gap and the combined total of working, corporate and service portfolio efficiency proposals of £6.3m which could be found.

The Chief Executive went on to explain that the Cabinet had endorsed the developing portfolio business plans and corporate financial stewardship plans for early consultation with the Overview & Scrutiny Committees. Two meetings, with Corporate Resources on 16 June 2016 and Social & Health Care on 27 June 2016, had already been held.

In continuing the presentation, the Chief Officer (Organisational Change 1) commented on the efficiencies summary for 2017/18 within the portfolio which amounted to Facilities Management £0.126m; Property £0.382m and Leisure and Libraries £0.435m, a total of £0.943m. This was to be achieved by the realisation of a number of efficiency targets, such as the Alternative Delivery Models (ADM) for Facilities Management, Leisure and Libraries. The Chief Executive commented on the resilience statements which had been provided for each service. He emphasised to the Committee

that going beyond the current proposals would mean unacceptable reductions in service.

An extensive discussion followed during which Members raised a number of concerns and queries which were dealt with as appropriate by the Cabinet Members present or by the Officers. The Chairman welcomed the opportunity for the Overview & Scrutiny Committees to be involved in “early stage” proposals and the questions which Members asked.

Councillor Robin Guest, echoing the “underfunded Council” arguments which had been put forward on a number of occasions, commented that Flintshire was a county of small towns and communities, unlike its nearer neighbour where services were concentrated in one large town. Because of the replication of Council facilities and services across a number of localities, there was a danger that attempts to continue a uniform provision would impair the service for all. He was concerned that the current model would not succeed indefinitely, which would have a major impact on the area.

Councillor Guest went on to urge colleagues not to overlook the repercussions of concentrating savings on back office rather than frontline functions because all of those ‘back office’ services were provided to sustain the whole, and reduction in them has repercussions across the organisation. He went on to conclude that the savings were based on the Alternative Delivery Models and Community Asset Transfers (CATs) and sought assurance that these projects would continue to be both robust and timely.

The Chief Executive provided reassurance as far as he was able on service-budget planning. He suggested that progress reports on CATs and ADMs should be brought back to the Committee in due course. Councillor Kevin Jones, as the Cabinet Member with responsibility for Leisure, commented on the successful transfer of Connah’s Quay swimming pool to Cambrian Aquatics and the excellent prospects for a similar transfer of Holywell to a local group. He emphasised that there was a great deal of ‘buy in’ from employees who were very positive about being able to have the freedom to generate income and adjusting to public needs. He was confident that this could be achieved. The aim was to retain as many localised leisure services for Flintshire as possible.

Councillor Bernie Attridge, the Deputy Leader, welcomed the comments made by Councillor Guest and explained that the reason for early consultation with Overview & Scrutiny was to enable meaningful public and stake holder consultation and engagement to be carried out during the Autumn.

Councillor Nigel Steele-Mortimer asked for clarification about the reference to school meals and sought assurance that this had been properly thought through. He also asked whether there were alternative proposals – effectively a “plan b”. In response, the Chief Executive explained that the exercise had been to separate the planned initiatives from possible future choices which would take services below their resilience threshold. If the Authority were to make further cuts beyond the portfolio business plans, there would be serious consequences, which had been identified within the

presentation slides. He reiterated that it was necessary to appraise Members of the actual position.

RESOLVED

That the Committee supports and endorses the proposals for the Organisational Change Business Plan cost pressures and proposed efficiencies for 2017/18.

6. PLANS FOR PROPERTY, ESTATES AND FACILITIES MANAGEMENT SERVICES

The Chief Executive gave a progress report for Organisational Change 2 which had within its Portfolio Facilities Management; Design and Property Maintenance and Valuation and Estates Services. He explained that progress with development of the Alternative Delivery Model for Facilities Management continued to make good progress, with the Transition Board formed, a Risk Register developed and with initial staff consultation events scheduled for the following month. The ADM for Facilities Management was an independent trading company with a TECKAL exception to trade. The advantage to this was that the Company which would be wholly owned by the Council would not be confined to work for the Authority, but could seek work in the commercial sector.

Councillor Mike Reece made a reference to the Asset Transfer of Bagillt Library for which the Chief Executive thanked him, indicating that this would be pursued outside the meeting. Councillor Clive Carver asked for details of the “intelligent client” approach and went on to seek an update on the Council owned St David’s Park offices which were currently leased to Unilever. The Chief Executive gave an update.

RESOLVED

- (a) That the Committee note the progress of Service Development within Property Services and Facilities Management; and
- (b) That further reports back be made in due course.

7. PLANS FOR LEISURE, LIBRARIES , AND CULTURAL SERVICES

The Chief Officer (Organisational Change 1), gave an overview and then suggested that the Principal Librarian and Principal Leisure Services Manager should provide an update for their respective areas. The Principal Librarian commented on the development of a sustainable Libraries infrastructure for the future and work on the designated hub libraries in Mold, Holywell, Connah’s Quay, Deeside Leisure Centre, Buckley and Flint. For rural libraries the feasibility of Community Asset Transfers was being assessed.

The Principal Leisure Services Manager detailed the Alternative Delivery Model proposals for Leisure, which included the transfer of Connah’s

Quay Swimming Pool and Holywell Leisure Centre with the remainder of the facilities initially being part of the proposed ADM.

The Chief Officer (Organisational Change 1) reported that the theatre was in the second year of making efficiencies which totalled £0.350m through cost reductions, reductions in the number of performances and increases in income. A sustainable staffing structure with key appointments to Artistic Director and Executive Director had now been put in place. Within the Museums and Archives Services, it was recognised that these were small scale and were being viewed in terms of regional collaboration. He emphasised that Flintshire's Archive Service was recognised as a leader in North Wales and had achieved a formal accreditation which other authorities had not yet reached.

Members went on to ask a number of questions about the approach to digitisation within the Archives service and whether Town & Community Councils had agreed to support the Connah's Quay pool Cambrian Aquatics initiative. Councillor Robin Guest referred to the statistics which had been included within the efficiency statement which showed that library membership in Flintshire had increased by 5% over 2 years at a time when overall UK library membership had fallen by 4%. In addition 99% of library users had rated Flintshire libraries as either good or very good. Both sets of statistics were extremely pleasing

In responding to Members' questions, the officers thanked Councillor Guest for his comments and explained that whilst there was no further news about Town & Community Council contributions for Connah's Quay Swimming Pool, Sports Wales had made a grant in the region of £20 – 25k and commented on the feasibility of Big Lottery Fund funding which would provide capital investment.

Councillor Chris Dolphin commented that the smaller community councils were currently addressing the issue of the transfer of play areas in their respective areas and that once this had been worked through, they may then be able to consider supporting their local swimming pool and leisure centres financially.

RESOLVED

That the Committee endorses the progress of service development within the Libraries Leisure and Cultural Services.

8. FORWARD WORK PROGRAMME

The Member Engagement Manager introduced the Forward Work Programme and drew attention to the item on ADM Social Care which was to be considered at the next meeting of the Committee on 28 July 2016.

RESOLVED:

- (a) That the Forward Work Programme be approved; and

- (b) That the Member Engagement Manager, in consultation with the Chair and Vice-Chair be authorised to vary the work programme between meetings.

9. MEMBERS OF THE PUBLIC AND PRESS IN ATTENDANCE

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

(The meeting started at 10.00am and ended at 11.30pm)

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Chairman



ORGANATIONAL CHANGE OVERVIEW & SCRUTINY COMMITTEE

Date of Meeting	Thursday 28 th July, 2016
Report Subject	Performance Report 2015/16
Cabinet Member	Cabinet Member for Corporate Management
Report Author	Member Engagement Manager
Type of Report	Strategic

EXECUTIVE SUMMARY

This is the first of two reports relating to the Council's performance during 2015/16. This first report provides an analysis of the Council's progress towards the national indicators that are set by Welsh Government.




Improvements against last year's trends and achievement of targets is visible for most service areas represented by national data sets. Data has yet to be externally validated; however, initial indications are positive.

The Annual Performance Report will be produced in September for Cabinet and County Council approval. All national data will have been validated by this time and the Council's comparative performance position in Wales will be known.

RECOMMENDATIONS

1	That the Committee consider the Performance Report 2015/16, highlight concerns and feedback details of any challenge to the Corporate Resources Overview & Scrutiny Committee which is responsible for the overview and monitoring of performance.
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REPORT DETAILS

1.00	ANALYSIS OF NATIONAL INDICATOR TRENDS AND ACHIEVEMENT OF TARGETS
1.01	The two groups of national performance indicators set nationally are collected and reported upon by each local authority; these include the National Strategic Indicators (set by Welsh Ministers) and the Public Accountability Measures. Data against these is submitted in May to the Local Government Data Unit for validation and a final set is published in September alongside comparative positions of other councils.
1.02	<p>The attached Appendix 1 provides trend analysis from last year and progress against target for the indicators relevant to the Organisational Change Overview & Scrutiny Committee. Where a trend analysis is not shown indicates that the indicator may have changed over time and is not comparable. Similarly, where a target RAG status is not shown it is because it is not appropriate to set a target, but trends are monitored instead.</p> <p>Analysis of trend performance (2015/16 against previous years) is shown with an arrow:</p> <p style="text-align: center;">  : to indicate upward trend  : to indicate downward trend  : to indicate stability / no change </p> <p>Analysis of progress of performance against target is shown using the RAG (Red, Amber Green) status. This is defined as follows: -</p> <ul style="list-style-type: none"> • RED equates to a position of under-performance against target. • AMBER equates to a mid-position where targets have been missed by a set variable amount. • GREEN equates to a position of positive performance against target.
1.03	<p>Our own internal analysis of these two sets of data show that:</p> <ul style="list-style-type: none"> • 57.2% (24) of indicators show improved performance • 7.1% (3) of indicators have stayed the same – already at 100% • 35.7% (15) of indicators have worsened performance – most by only a small margin. • 53.8% (22) of indicators met or exceeded target (Green) • 41.4% (17) of indicators missed target by a marginable amount (Amber) • 4.8% (2) of indicators under-performed against target
1.04	Good performance has been noted in the following area where both trend has improved and target met or exceeded:

	<ul style="list-style-type: none"> Physical activity participants in local authority sport and leisure centres <p>Indicators where trend has not shown an improvement and/or targets have been missed significantly (i.e. RED) include the following.</p> <ul style="list-style-type: none"> Library visits (trend) <p>Narrative is provided in the appendix against each indicator to explain the performance over the year.</p>
1.05	<p>Consistently good performance has been recognised in the draft Annual Improvement Report for 2014/15 produced by the Auditor General for Wales. The current draft refers to:</p> <p><i>“The Council’s performance relative to other councils in Wales improved significantly. The proportion of indicators where performance was better than the national average improved from 51 per cent in 2013-14 to 62 per cent in 2014-15 and a higher proportion of national indicators were in the top half – 60 per cent in 2014-15 compared to 54 per cent in 2013-14. Data from the National Survey for Wales reinforces this view of relative performance. The Council was one of only three councils in Wales where public perceptions about the quality of services did not deteriorate between 2013-14 and 2014-15. This moved the Council up from seventh out of 22 to second in 2014-15, for that specific aspect of the survey.”</i></p> <p>The final Annual Improvement Report will be reported to Cabinet and other relevant Committees in July.</p>
1.04	<p>A review of the set of National Strategic Indicators (NSIs) and Public Accountability Measures (PAMs) during 2016/17 is being co-ordinated by the Welsh Local Government Association (WLGA). This is to explore options for a new performance framework for the new municipal term set within the context of the new National Wellbeing indicators.</p>

2.00	RESOURCE IMPLICATIONS
2.01	Resources to produce the progress and trend analysis reports has reduced significantly through the use of the CAMMS system.

3.00	CONSULTATIONS REQUIRED / CARRIED OUT
3.01	<p>Overview and Scrutiny Committees have been involved in quarterly performance progress reports.</p> <p>The Audit Committee receives twice yearly Improvement Plan risk reports.</p>

4.00	RISK MANAGEMENT
4.01	Risks are one of the key elements in the Improvement plan and are reported upon quarterly.
4.02	Other performance or project risks aligned to service and business plan priorities are also captured. Consistency of approach for data validation continues to be a risk when comparing across other authorities. Our trend performance however can be strongly relied on showing year on year progress using our consistent approaches for data collection and validation.

5.00	APPENDICES
5.01	Appendix 1: Performance Progress Report 2015/16 Part 1: National Strategic Indicators and Public Accountability Measures – relevant to the Organisational Change Overview & Scrutiny Committee.

6.00	LIST OF ACCESSIBLE BACKGROUND DOCUMENTS
6.01	None. Contact Officer: Robert Robins, Member Engagement Manager Telephone: 01352 702320 E-mail: Robert.robins@flintshire.gov.uk

7.00	GLOSSARY OF TERMS
7.01	<u>National Strategic Indicators (NSIs):</u> statutory indicators set by Welsh Ministers
7.02	<u>Public Accountability Measures:</u> local authority owned measures designed to contribute to public accountability
7.03	<u>Welsh Local Government Association (WLGA):</u> represents the interests of local government and promotes local democracy in Wales. It represents the 22 local authorities in Wales and the 3 fire and rescue authorities; 3 national park authorities are associate members. The WLGA's primary purposes are to promote better local government and its reputation and to support authorities in the development of policies and priorities which will improve public services and democracy.



Performance Progress Report 2015/16

Part 1: National Strategic Indicators (NSI) and Public Accountability Measures (PAM) – Appendix 1


Flintshire County Council

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Print Date: 15-Jun-2016

Modern and Efficient Council

KPI Title	Previous Year Actual	Actual	Performance Indicator Trend	Target	Performance RAG
LCL/001: the number of visits to Public Libraries during the year, per 1,000 population	4990.64	4535.31	↓	5000	 AMBER
<p>Lead Officer: Pennie Corbett - Principal Librarian Reporting Officer: Paula Jones - Business Operations Officer Aspirational Target: 5000.00 Progress Comment: The number of library visits per 1000 population has decreased from 4867 in 2014-15 to 4535 in 2015-16. Libraries opening hours decreased by 18% . Visitor numbers decreased by 6.6%. Physical visits decreased by 8% and attendance at events by 13% reflecting the reduced hours of opening however, virtual visits increased by 10%.</p> <p>The relocation of library services at Hawarden, Mancot and Queensferry from unsustainable buildings to the new Deeside Library facility within Deeside Leisure Centre will see an increase in Opening hours so trend should be to increase physical visits. Deeside Library opened on 29 February and has welcomed 14,416 visitors in total over the last three months (March, April and May) into the library.</p> <p>Last Updated: 14-Jun-2016</p>					

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KPI Title	Previous Year Actual	Actual	Performance Indicator Trend	Target	Performance RAG
LCS/002: 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	9738.74	9744.32	↑	9739	 GREEN
<p>Lead Officer: Ian Bancroft - Chief Officer - Organisational Change 1 Reporting Officer: Paul Jones - Leisure Manager Business Improvement Aspirational Target: 9739.00 Progress Comment: The number of visits to Flintshire County Councils Sport & Leisure Centres during 2015/16 where the visitor was participating in physical activity increased from the previous year. The counties learn to swim programme proved to be particularly popular resulting in a high increase of participants</p> <p>Last Updated: 14-Jun-2016</p>					



ORGANISATIONAL CHANGE OVERVIEW & SCRUTINY COMMITTEE

Date of Meeting	Thursday 28 th July, 2016
Report Subject	Improvement Plan 2015/16 Year-end Progress
Cabinet Member	Cabinet Member for Corporate Management
Report By	Member Engagement Manager
Type of Report	Strategic

EXECUTIVE SUMMARY

The Improvement Plan 2015/16 was adopted by the Council in June 2015. This report presents the monitoring of progress for the fourth quarter/year end of 2015/16 focusing on the areas of under performance relevant to the Organisational Change Overview & Scrutiny Committee.

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

RECOMMENDATION

1	That the Committee consider the 2015/16 Improvement Plan 2015/16 Year-end Progress Report, highlight concerns and feedback details of any challenge to the Corporate Resources Overview & Scrutiny Committee which is responsible for the overview and monitoring of performance.
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REPORT DETAILS

1.00	EXPLAINING THE IMPROVEMENT PLAN 2015/16 YEAR-END PROGRESS REPORTS
1.01	The Improvement Plan monitoring report gives an explanation of the progress being made towards the delivery of the impacts set out in the 2015/16 Improvement Plan. The narrative is supported by performance indicators and/or milestones which evidence achievement. In addition, there is an assessment of the strategic risks and the level to which they are controlled.
1.02	The detailed sub-priority report, shown at Appendix 1, is in a new format, which has been generated from the new performance management solution, CAMMS.
1.03	<p>CAMMS has been purchased to provide benefits which include:</p> <ul style="list-style-type: none"> • efficiencies by reducing duplication and data entry; • a single version of the truth; • improved visibility and accountability for performance and programme / project management objectives; including an audit trail; and • dynamic, exception based reporting with dashboards and standard reports.
1.04	<p>Analysis of performance against the Improvement Plan measures is undertaken using the RAG (Red, Amber and Green) status. This is defined as follows:-</p> <p><u>Performance</u></p> <ul style="list-style-type: none"> • 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. <p><u>Outcome</u></p> <ul style="list-style-type: none"> • 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.
1.05	The high level (RED) risk area identified for the Organisational Change Overview & Scrutiny Committee, is as follows:-
1.05.1	<p>The capacity and capability of the organisation to implement necessary changes.</p> <p>The extensive programme to consider alternative delivery models across a</p>

	range of services has impacts on resources across portfolios and support services. This risk is now easier to mitigate as Cabinet has determined the 5 services that are establishing new alternative delivery models. These decision were completed in May 2016. As a result resource and support plans have now been developed to ensure there is capacity and capability in place to deliver new models by 2017.
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2.00	RESOURCE IMPLICATIONS
2.01	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.

3.00	CONSULTATIONS REQUIRED / CARRIED OUT
3.01	The Chief Officer Team and the Performance Leads from across the Authority have contributed to help shape the new approach to reporting.

4.00	RISK MANAGEMENT
4.01	Progress against the risks identified in the Improvement Plan have been reported on for quarter 4/year end and the detail is included in the report at Appendix 1.

5.00	APPENDICES
5.01	Appendix 1 – Improvement Plan 2015/16 Year-end Progress Report – Modern and Efficient Council (Organisational Change).

6.00	LIST OF ACCESSIBLE BACKGROUND DOCUMENTS
6.01	<p><u>Improvement Plan 2015/16</u></p> <p>http://www.flintshire.gov.uk/en/Resident/Council-and-Democracy/Improvement-Plan.aspx</p> <p>Contact Officer: Robert Robins Member Engagement Manager</p> <p>Telephone: 01352 702320</p> <p>E-mail: robert.robins@flintshire.gov.uk</p>

7.00	GLOSSARY OF TERMS
7.01	Improvement Plan – the document which sets out the annual priorities of the Council. It is a requirement of the Local Government (Wales) Measure 2009 to set Improvement Objectives and publish an Improvement Plan.
7.02	CAMMS – is an integrated planning, risk management and programme/project management and reporting software. It was purchased in April 2015 and work to commence implementation began in May; focusing initially on the Council’s Improvement Plan and the Portfolio of Social Services. The link below provides further information about CAMMS. http://cammsgroup.com/



Annual Performance Progress Report



Flintshire County Council



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Print Date: 05-Jul-2016



Actions

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
8.1.1.1 Develop the Community and Social Sector through developing and growing social enterprises in Flintshire, in turn supporting and creating new forms of local business	Ian Bancroft - Chief Officer - Organisational Change 1	In Progress	01-Apr-2015	31-Mar-2016	35.00%	 GREEN	 AMBER
<p>ACTION PROGRESS COMMENTS: The Community Asset Transfer (CAT) scheme and Alternative Delivery Model (ADM) programme will result in development of new or stronger community organisations and social enterprises. A number of these should be 'starting up' in 2016. 8.1.1.5 details progress on Community Asset Transfers including the number nearing completion. The ADM programme has proposals for 5 services to develop ADMs by 2017. With final business plans and transition plans having being robustly considered and scrutinised a number of risks that will need to be addressed in transition could affect the timescale for outcome, hence the change of the outcome RAG to Amber. The 35% complete relates to this being a three year plan of work.</p> <p>Last Updated: 03-May-2016</p>							

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
8.1.1.2 Encourage volunteers and active citizens	Ian Bancroft - Chief Officer - Organisational Change 1	In Progress	01-Apr-2015	31-Mar-2016	80.00%	 AMBER	 GREEN
<p>ACTION PROGRESS COMMENTS: Work has started in a number of services to develop and implement localised approaches to volunteering. The aim will be to take best practice to these approaches from best practices from elsewhere to finalise a volunteering policy. The Policy will include the following documents: A Policy Framework; A Guide for Volunteers, A Guide for Supervisors of Volunteers and an Application to Volunteer form. These documents are now finalised and ready for launch in May 2016</p> <p>Last Updated: 03-May-2016</p>							

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
8.1.1.4 Design and implement alternative delivery models to sustain important services to meet future need	Ian Bancroft - Chief Officer - Organisational Change 1	In Progress	01-Apr-2015	31-Mar-2016	50.00%	 GREEN	 AMBER
ACTION PROGRESS COMMENTS: Feasibility studies have been completed for 5 services, estimating a 5 year saving in these services as a result of delivering alternative models. Final business plans have been presented to cabinet with agreement to establish 2 new models of delivery in Facility Management and Adult Social Care. Leisure and Libraries will go back to Cabinet in May. Last Updated: 03-May-2016							

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
8.1.1.5 Empower communities to run and manage facilities in their locality through Community Asset Transfers	Ian Bancroft - Chief Officer - Organisational Change 1	In Progress	01-Apr-2015	31-Mar-2016	35.00%	 GREEN	 AMBER
ACTION PROGRESS COMMENTS: Eight assets have been transferred or are currently in the final stages of legal completion. These include - Gwernymynydd Village Hall - Trelogan Community Centre - Mynydd Isa Community centre and Library - Mancot Library - Connahs Quay Swimming Pool - Bagillt War Memorial - Gwespyr Pipay Area - Connahs Quay Allotments To date 103 expressions of interest have been received in total relating to 208 assets. We are on target for the time period that has elapsed, but the risks are quite high for achieving the desired outcomes by the end of the three year plan, hence the amber outcome RAG status. Last Updated: 03-May-2016							

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
8.2.1.3 Rationalise the Council's use of corporate accommodation	Lisa McLellan - Asset Manager	In Progress	01-Apr-2015	31-Mar-2018	17.00%	 AMBER	 GREEN
ACTION PROGRESS COMMENTS: The Council has been working through this activity on a number of levels as follows:- - the intensification of use of our office accommodation, County Offices Flint being a good example of such use; - the demolition of accommodation no longer fit for purpose. The most recent asset in this area is Connahs Quay Offices which have now been demolished, - the rationalisation of space. The current work around this relates to County Hall and work to consolidate services into Phases 1 and 2. Delays in the works being undertaken by contractors to meet fire regulations will result in some service moves (from Phase 4 to Phase 1), being delayed until the first quarter of 2016/17. Last Updated: 16-Feb-2016							

Performance Indicators

KPI Title	Previous Year Actual	Actual	Performance Indicator Trend	Target	Performance RAG
IP8.1.1M01 The number of new social enterprises developed	1	5	↑	2	 GREEN

Lead Officer: Ian Bancroft - Chief Officer - Organisational Change 1

Reporting Officer: Mike Dodd - Social Enterprise Development Lead Officer

Aspirational Target: 3.00

Progress Comment: 1 social enterprise established with within the Communities First Area with targeted support and in addition 4 across Flintshire as a whole that have been developed through the Community Asset Transfer programme. The 5 are listed below.

- Cambrian Aquatics
- Cafe Isa
- Mancot Community Library
- Connahs Quay Nomads
- New Beginnings

Last Updated: 14-Jun-2016

KPI Title	Previous Year Actual	Actual	Performance Indicator Trend	Target	Performance RAG
IP8.1.1M02 The number of social enterprises supported to thrive and prosper	7	12	↑	7	 GREEN

Lead Officer: Ian Bancroft - Chief Officer - Organisational Change 1

Reporting Officer: Mike Dodd - Social Enterprise Development Lead Officer

Aspirational Target:

Progress Comment: Of which 7 were supported in Communities First areas and these include

- New Beginnings
- Pepperpot Childcare
- Rainbow Biz
- Parkfields Community Association
- West Flintshire Community Enterprises
- New 'Mindfulness' social enterprise
- Number 1 Health Strength Performance CIC

and an additional five were supported across Flintshire as whole a number of these through through the Community Asset Transfer programme

- Flintshire counselling
- Cambrian Aquatics
- Cafe Isa
- Mancot Community Library
- Connahs Quay Nomads

Last Updated: 14-Jun-2016

KPI Title	Previous Year Actual	Actual	Performance Indicator Trend	Target	Performance RAG
IP8.1.1M03 Number of volunteers in volunteering placements	480	541	↑	N/A	N/A

Lead Officer: Ian Bancroft - Chief Officer - Organisational Change 1


Reporting Officer: Louise Mackie - Policy & Performance Support Officer

Aspirational Target:

Progress Comment: Flintshire Local Voluntary Council directly placed at least 541 individuals into new placements in 2015/16

Last Updated: 14-Jun-2016

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KPI Title	Previous Year Actual	Actual	Performance Indicator Trend	Target	Performance RAG
IP8.1.1M05 The level of efficiencies alternative delivery models (ADMs) have supported	No Data	0	N/A	0	 GREEN

Lead Officer: Ian Bancroft - Chief Officer - Organisational Change 1


Reporting Officer: Dawn Holt - Alternative Delivery Models and Transforming Social Services Programme Manager


Aspirational Target:


Progress Comment: Target not applicable - Business Plans completed during 15/16 identifying £2m savings from 2017/18. Moving into transition phase ready for April 2017 implementation.


Last Updated:


KPI Title	Previous Year	Actual	Performance	Target	Performance
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	Actual		Indicator Trend	RAG
IP8.1.1M06 The number of services sustained through delivery via alternative models	0	0	↔	 GREEN
Lead Officer: Ian Bancroft - Chief Officer - Organisational Change 1 Reporting Officer: Dawn Holt - Alternative Delivery Models and Transforming Social Services Programme Manager Aspirational Target: Progress Comment: Target not applicable - 5 services sustained through 3 ADMs from 2017/18 Last Updated:				

KPI Title	Previous Year Actual	Actual	Performance Indicator Trend	Target	Performance RAG
IP8.1.1M07 The number of public assets transferred to the community	4	8	↑	5	 GREEN
Lead Officer: Neal Cockerton - Chief Officer - Organisational Change 2 Reporting Officer: Lisa McLellan - Asset Manager Aspirational Target: Progress Comment: 8 Community Asset Transfers completed or in final stages of legal completion. Other applications are at various stages of maturity. The 8 Assets:- Connahs Quay Allotments, South Site Gwernymyndd Village Hall Connahs Quay Swimming Pool Mancot Library Trelogan Village Hall Gwespyr Play Area Bagillt War Memorial Myndd Isa Community Centre and Library Last Updated: 14-Jun-2016					

KPI Title	Previous Year Actual	Actual	Performance Indicator Trend	Target	Performance RAG
IP8.2.1M14 The percentage reduction in the floor space (m2) of office accommodation occupied	No Data	19.9	N/A	20	 RED
<p>Lead Officer: Neal Cockerton - Chief Officer - Organisational Change 2 Reporting Officer: Lisa McLellan - Asset Manager Aspirational Target: Progress Comment: Reflects the closure of Connahs Quay Offices, reducing floor space at Flint and disposal of the Reference Library in Mold Campus.</p> <p>Last Updated: 14-Jun-2016</p>					




KPI Title	Previous Year Actual	Actual	Performance Indicator Trend	Target	Performance RAG
IP8.2.1M15 Reduction in the running costs of corporate accommodation	No Data	19.9	N/A	20	 GREEN
<p>Lead Officer: Neal Cockerton - Chief Officer - Organisational Change 2 Reporting Officer: Lisa McLellan - Asset Manager Aspirational Target: Progress Comment: Relates to Connahs Quay Offices, Mold reference library, rationalisation/office moves at County Hall and increased space utilisation in Flint Offices</p> <p>Last Updated: 14-Jun-2016</p>					




KPI Title	Previous Year Actual	Actual	Performance Indicator Trend	Target	Performance RAG
IP8.2.1M16 Agile working - desk provision as a percentage of staff (County Hall)	No Data	No Data	N/A	98	
<p>Lead Officer: Neal Cockerton - Chief Officer - Organisational Change 2 Reporting Officer: Lisa McLellan - Asset Manager Aspirational Target: Progress Comment: Relates to County Hall</p> <p>Last Updated: 14-Jun-2016</p>					




RISKS




Strategic Risk

RISK TITLE	LEAD OFFICER	SUPPORTING OFFICERS	INITIAL RISK RATING	CURRENT RISK RATING	TREND ARROW	RISK STATUS
The capacity and appetite of the community and social sectors	Ian Bancroft - Chief Officer - Organisational Change 1	Dawn Holt - Alternative Delivery Models and Transforming Social Services Programme Manager	Amber	Yellow	↓	Open
<p>Potential Effect: No increase in the number and strength in community and social sectors, which in turn will mean no increase in the support to local communities to help them become more resilient.</p> <p>Management Controls:</p> <p>Progress Comment: This has now resulted in 8 Community Assets being transferred or in final stages of legal completion. The 8 Assets are: Connahs Quay Allotments, South Site Gwernymydd Village Hall Connahs Quay Swimming Pool Mancot Library Trelogan Village Hall Gwespyr Play Area Bagillt War Memorial Myndd Isa Community Centre and Library</p> <p>Last Updated: 14-Jun-2016</p>						

ISK TITLE	LEAD OFFICER	SUPPORTING OFFICERS	INITIAL RISK RATING	CURRENT RISK RATING	TREND ARROW	RISK STATUS
The willingness of the workforce and trade unions to embrace change	Ian Bancroft - Chief Officer - Organisational Change 1	Dawn Holt - Alternative Delivery Models and Transforming Social Services Programme Manager				Open
<p>Potential Effect: No increase in strength of community and social sectors and few asset transfers of Alternative Delivery Models established.</p> <p>Management Controls:</p> <p>Progress Comment: Alternative Delivery Model (ADM) work in a number of services has resulted in completed business plans which managers have lead the development of and where appropriate engaged staff. The next phase of work will further engage the workforce in transition phase leading to implementation. Meetings with Unions have agreed a fortnightly meeting to update on ADMs and services are putting in place full staff engagement plans.</p> <p>Last Updated: 27-Apr-2016</p>						

RISK TITLE	LEAD OFFICER	SUPPORTING OFFICERS	INITIAL RISK RATING	CURRENT RISK RATING	TREND ARROW	RISK STATUS
Market conditions which the new alternative delivery models face	Ian Bancroft - Chief Officer - Organisational Change 1	Dawn Holt - Alternative Delivery Models and Transforming Social Services Programme Manager				Open
<p>Potential Effect: New Alternative Delivery Models will see a decrease in income and ultimately be un-sustainable.</p> <p>Management Controls:</p> <p>Progress Comment: No changes from Q3to Q4.</p> <p>Completed Alternative Deliver Model (ADM) business plans contain some initial considerations of market conditions but further more detailed planning market analysis work will be completed in the transitional phase for those business plans approved by Cabinet. Final Community Asset Transfer (CAT) plans are on the whole progressing. At the end of this, planning market analysis work will be tested with CATs.</p> <p>Last Updated: 27-Apr-2016</p>						

RISK TITLE	LEAD OFFICER	SUPPORTING OFFICERS	INITIAL RISK RATING	CURRENT RISK RATING	TREND ARROW	RISK STATUS
Limitations on public funding to subsidise alternative models	Ian Bancroft - Chief Officer - Organisational Change 1	Dawn Holt - Alternative Delivery Models and Transforming Social Services Programme Manager				Open
<p>Potential Effect: Alternative Delivery Models become unsustainable as it can't meet costs with reduced funding from the Council.</p> <p>Management Controls: Properly plan for reduced levels of council funding for each Alternative Delivery Model and to have worse case scenario plans for both ADM and council if funding decreases to unsustainable levels.</p> <p>Progress Comment: The "Is the Feeling Mutual" report published on behalf of Welsh Government identified the need to support Alternative Delivery Models (ADMs) and Community Asset Transfers (CATs) with national support and resource. The Action Plan for this work has been published for consultation and identified some funding to support local authorities and new ADMs. As a Council we responded stating the need for this funding to be put in place quickly to help offset this risk. Welsh Government have now launched their ADM action plan and we will know after elections what level of funding this may or may not provide to support the work.</p> <p>Last Updated: 27-Apr-2016</p>						

RISK TITLE	LEAD OFFICER	SUPPORTING OFFICERS	INITIAL RISK RATING	CURRENT RISK RATING	TREND ARROW	RISK STATUS
The capacity and capability of the organisation to implement necessary changes	Helen Stappleton - Chief Officer - People and Resources	Sharon Carney - Lead Business Partner				Open
<p>Potential Effect:</p> <p>Management Controls:</p> <p>Progress Comment: The extensive programme to consider alternative delivery models across a range of services will continue to impact on available resources across portfolios and support services. Support services will need to be prioritised for those services progressing to the feasibility stage, although the numbers progressing to feasibility at this time is lower than originally anticipated. Additional/external support may be needed to support the services and support services as we near the commissioning stage.</p> <p>Last Updated: 01-Jun-2016</p>						



ORGANISATIONAL CHANGE OVERVIEW & SCRUTINY COMMITTEE

Date of Meeting	Thursday 28 July, 2016
Report Subject	Forward Work Programme
Cabinet Member	N / A
Report Author	Member Engagement Manager
Type of Report	Operational

EXECUTIVE SUMMARY

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

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

RECOMMENDATION

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

REPORT DETAILS

1.00	EXPLAINING THE FORWARD WORK PROGRAMME
1.01	Items feed into a Committee's Forward Work Programme from a number of sources. Members can suggest topics for review by Overview & Scrutiny Committees, members of the public can suggest topics, items can be referred by the Cabinet for consultation purposes, or by County Council or Chief Officers. Other possible items are identified from the Cabinet Work Programme and the Improvement Plan.
1.02	<p>In identifying topics for future consideration, it is useful for a 'test of significance' to be applied. This can be achieved by asking a range of questions as follows:</p> <ol style="list-style-type: none">1. Will the review contribute to the Council's priorities and/or objectives?2. Is it an area of major change or risk?3. Are there issues of concern in performance?4. Is there new Government guidance of legislation?5. Is it prompted by the work carried out by Regulators/Internal Audit?
2.00	RESOURCE IMPLICATIONS
2.01	None as a result of this report.
3.00	CONSULTATIONS REQUIRED / CARRIED OUT
3.01	Publication of this report constitutes consultation.
4.00	RISK MANAGEMENT
4.01	None as a result of this report.
5.00	APPENDICES
5.01	Appendix 1 – Draft Forward Work Programme
6.00	LIST OF ACCESSIBLE BACKGROUND DOCUMENTS
6.01	<p>None.</p> <p>Contact Officer: Robert Robins Member Engagement Manager</p> <p>Telephone: 01352 702320</p> <p>E-mail: robert.robins@flintshire.gov.uk</p>

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

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

DATE	SUBJECT	O&S FOCUS	REPORT FROM
Monday, 12 th September 2016 10.00am Meeting to be held at Holywell Leisure centre	Museums and Archives - update on progress in these services covering Heritage Lottery fund work at Greenfield and Lottery bid for Bailey Hill	Information/assurance	Ian Bancroft
	Community Resilience - an overview in relation to work on this priority from the improvement plan	Information/assurance	Ian Bancroft/Neal Cockerton
	Forward Work Programme	Development	Robert Robins
Monday, 17 th October 2016 10.00am County Hall	Leisure and Libraries ADM	Information/assurance	Ian Bancroft
	Facilities Management ADM	Information/assurance	Neal Cockerton
	Forward Work Programme	Development	Robert Robins
Monday 21 st November 2016 10.00am Deeside Leisure Centre	Holywell Leisure Centre ADM final implementation plan	Information/assurance	Ian Bancroft
	Childcare ADM proposal for the Pepperpot	Information/assurance	Neal Cockerton/Ian Bancroft
	Forward Work Programme	Development	Robert Robins
Friday, 9 th December 2016 2pm County Hall	<i>Budget Consultation Meeting</i> <i>At the Annual Meeting, when the schedule of</i> <i>meetings for 2016/17 was approved, we had</i> <i>identified the specific slots for budget meetings for all</i> <i>committees in both December and January. A</i>	Consultation	

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

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	<i>decision will be made at a later stage as to which are to be used</i>		
Monday 9 th January 2017 10am Venue to be determined.	Forward Work Programme	Development	Robert Robins
Friday, 13 th January 2017 2pm County Hall	<i>Budget consultation Meeting At the Annual Meeting, when the schedule of meetings for 2016/17 was approved, we had identified the specific slots for budget meetings for all committees in both December and January. A decision will be made at a later stage as to which are to be used.</i>		
Monday, 6 th February 2017 10am Venue to be determined.	Forward Work Programme	Development	Robert Robins
Monday, 13 th March 2017 10am Venue to be determined.	Forward Work Programme	Development	Robert Robins

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