Sir y Fflint Flintshire COUNTY COUNCIL

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

To: Cllr Brian Dunn (Chairman)

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

11 October 2016

Dear Councillor

You are invited to attend a meeting of the Organisational Change Overview & Scrutiny Committee which will be held at 10.00 am on Monday, 17th October, 2016 in the Delyn Committee Room, County Hall, Mold CH7 6NA to consider the following items

A G E N D A

1   APOLOGIES

Purpose: To receive any apologies.

2   DECLARATIONS OF INTEREST (INCLUDING WHIPPING DECLARATIONS)

Purpose: To receive any Declarations and advise Members accordingly.

3   MINUTES (Pages 3 - 6)

Purpose: To confirm as a correct record the minutes of 12 September 2016.

4   QUARTER 1 IMPROVEMENT PLAN MONITORING REPORT (Pages 7 - 22)

Report of Chief Executive and Chief Officers (Organisational Change) enclosed. Portfolio of the Cabinet Member for Corporate Management.

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

5   **FORWARD WORK PROGRAMME** (Pages 23 - 28)

Report of Member Engagement Manager enclosed.

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

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

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

The reports contain information relating to contemplated consultations or negotiations, in connection with any labour relations matters arising between the authority and employees of the authority. It is in the public interest for that information to remain exempt until after those negotiations have concluded.

6   **ALTERNATIVE DELIVERY MODELS - LEISURE AND LIBRARIES BUSINESS PLAN PROGRESS** (Pages 29 - 46)

Report of Chief Officer (Organisational Change) enclosed.

Purpose: To provide an update on progress of the establishment of an Employee Led Mutual including providing details of the recently completed technical piece of work on the business plan, legal structure and Tax and VAT issues

7   **ALTERNATIVE DELIVERY MODELS - FACILITIES MANAGEMENT, BUSINESS PLAN PROGRESS** (Pages 47 - 68)

Report of Chief Officer (Organisational Change) enclosed.

Purpose: To provide an update on progress of the establishment of a Local Authority Trading Company including providing details of the recent staff engagement

Yours faithfully

Peter Evans
Democracy & Governance Manager

ORGANISATIONAL CHANGE OVERVIEW & SCRUTINY COMMITTEE
12 SEPTEMBER 2016

Minutes of the meeting of the Organisational Change Overview & Scrutiny Committee of Flintshire County Council held at Holywell Leisure Centre, Fron Park Road, Holywell, CH8 7UZ, on Monday, 12 September 2016

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

APOLOGIES: Councillors Aaron Shotton (Leader of the Council, and Cabinet Member for Finance), Bernie Attridge (Cabinet Member for Environment), Kevin Jones (Cabinet Member for Waste Strategy, Public Protection and Leisure), Derek Butler (Cabinet Member for Economic Development), Chief Executive

CONTRIBUTORS: Councillor Chris Bithell, Cabinet Member for Education, Chief Officer (Organisational Change 1), Chief Officer (Organisational Change 2), Principal Museums Officer, and Principal Archivist. (For minute no.12) Mr. Chris Travers, Manager, Holywell Leisure Centre.

IN ATTENDANCE: Member Engagement Manager and Committee Officer

7. **MINUTES**

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

    RESOLVED:

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

8. **DECLARATIONS OF INTEREST**

         Councillors Chris Bithell, Andy Dunbobbin, Robin Guest and Brian Lloyd declared a personal interest in the following item:

         Item 4 – Community Resilience

9. **VARIATION IN ORDER OF BUSINESS**

         The Chairman indicated that there would be a change in the order of the agenda and the item on Museums and Archives would be brought forward.

10.   **MUSEUMS AND ARCHIVES**

        The Chair welcomed Sophie Fish, Principal Museums Officer, and Claire Harrington, Principal Archivist, to their first meeting of the Committee.

        The Chief Officer (Organisational Change 1) introduced the report, and gave a brief overview of the two services and how their size impaired their ability to make savings without having a real impact on service delivery. The Chief Officer then invited his colleagues to provide details of their respective services.

        The Principal Museums Officer reported that her service had a budget of £0.063m, with 0,8 of a full time equivalent, her own 4 day a week post. She explained how they had looked at a number of savings options, including linkage with an existing charity such as that at the Greenfield Valley or being part of the leisure and libraries employee led mutual. It looked as if the latter would be a more feasible home for the service.

        The Principal Archivist gave an insight into her service, which had recently received accreditation. The Flintshire Record Office had been established in the mid 1950s, and as the successor to the former Clwyd was a larger facility than might be expected for the current size of the Authority. A consultancy firm, Creative Cultures, had been commissioned, utilising a Welsh Government grant, to look at enhancing collaboration and reducing costs across the six North Wales authorities' archives functions. They would be looking at digitisation, locations of offices, buildings occupied, and staffing levels.

        Councillor Chris Bithell supported the approach being taken with both services. Members of the Committee evinced strong support for both services, commenting specifically on the role of volunteers in developing services and making suggestions for improvements. A Member asked whether the Flintshire Archives was maintaining records which could be disaggregated to other adjoining authorities which had established their own archives services after local government reorganization in 1996.

        Following discussion, the Chief Officer emphasised the enabling role of the Museums services, with the Principal Museums Officer commenting on some specific work relating to marine, colliery, and World War One history.

RESOLVED:

That the Committee supports the approach to ensuring sustainability of the Archives and Museums Services that aims to result in no major loss of service provision.

11.   **COMMUNITY RESILIENCE**

        The Chief Officer (Organisational Change 1) introduced his report on Community Resilience and the development of the Improvement Plan priority

and emerging partnership working. The Flintshire Public Services Board (FPSB) was bringing together key public agencies to develop a joint approach to improving community resilience. There was great emphasis on strengthening the social sector. The slides which had been used in a presentation to the FPSB were attached to the report for information Members were advised that three new Alternative Delivery Models would be established in 2017.

RESOLVED:

That the Committee supports the partnership approach to developing community resilience.

12. **HOLYWELL LEISURE CENTRE**

As the Committee had been given a short guided tour of the Leisure Centre prior to the start of the meeting, the Chair invited Members to ask questions of the Manager who was in attendance.

Councillor Robin Guest asked whether lessons had been learnt from the Community Asset Transfer process so far. Chris Travers, Leisure Centre Manager, agreed that the experience from the process of transferring Connah's Quay Swimming Pool had been invaluable, and detailed some specifics. He was enthusiastic about the future of Holywell Leisure Centre which would see the incorporation of the town library in 2017. He explained this would result in an increased footfall of around 50,000 people per annum, and would revitalise the Centre and meant that the café could be reopened. Members commented on issues such as signage and car parking provision, which the Leisure Centre Manager indicated would be considered.

13. **FORWARD WORK PROGRAMME**

The Member Engagement Manager introduced the report and drew attention to the items to be considered at the next meeting of the Committee on 17 October 2016. He also referred to the meeting of the Committee to be held on 21 November 2016 at Deeside Leisure Centre and said there would be a short tour of the building prior to the commencement of the meeting.

Councillor Dave Mackie commented on the recent correspondence which had been sent concerning play areas. The Chief Officer (Organisational Change 1) responded to the queries raised and explained that a further update on play areas would be provided to the Committee in January 2017.

Councillor Chris Dolphin commented on the availability of capital funding from Cadwyn Clwyd.

Following discussion the Member Engagement Manager asked Members for their feedback on the new report format, which had been in use for a year. Members indicated that they preferred it to the previous model.

RESOLVED:

That the Forward Work Programme be approved.

14.   **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 11.35am)

…………………………
Chairman

CYNGOR
Sir y Fflint
Flintshire
COUNTY COUNCIL

ORGANISATIONAL CHANGE OVERVIEW & SCRUTINY COMMITTEE

Date of Meeting	Monday 17th October 2016
Report Subject	Quarter 1 Improvement Plan Monitoring Report
Cabinet Member	Cabinet Member for Corporate Management
Report Author	Chief Executive Chief Officer – Organisational Change 1 Chief Officer – Organisational Change 2
Type of Report	Strategic

EXECUTIVE SUMMARY

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

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

Flintshire is a high performing Council as evidenced in previous Improvement Plan monitoring reports as well as in the Council's Annual Performance Reports. This Quarter 1 monitoring report for the 2016/17 Improvement Plan is also a positive report, with the majority of activities being assessed as making good progress 83% and likely to achieve the desired outcome 83%. In addition, 50% of the performance indicators met or exceeded target for the quarter. Risks are also being successfully managed with the majority being assessed as moderate (71%).

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

RECOMMENDATIONS

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

REPORT DETAILS

1.00	**EXPLAINING THE IMPROVEMENT PLAN MONITORING REPORT**
1.01	The Improvement Plan monitoring report gives and explanation of the progress being made towards the delivery of the impacts set out in the 2016/17 Improvement Plan. The narrative is supported by performance indicators and/or milestones which evidence achievement. In addition, there is an assessment of the strategic risks and the level to which they are controlled.
1.02	Analysis of performance against the Improvement Plan measures is undertaken using trend arrows. Analysis of trend performance (against previous quarters, or against the same quarter of the previous year for Quarter 1) is shown with an arrow; • To indicate upward trend ⇑ • To indicate downward trend ⇓ • To indicate no change ⇔
1.03	**Monitoring our Activities** Each of the sub-priorities have high level activities which are monitored over time. 'Progress' monitors progress against scheduled activity and has been categorised as follows: - • RED: Limited Progress – delay in scheduled activity; not on track • AMBER: Satisfactory Progress – some delay in scheduled activity, but broadly on track • GREEN: Good Progress – activities completed on schedule, on track A RAG status is also given as an assessment of our level of confidence at this point in time in achieving the 'outcome(s)' for each sub-priority. Outcome has been categorised as: - • RED: Low – lower level of confidence in the achievement of the outcome(s) • AMBER: Medium – uncertain level of confidence in the achievement of the outcome(s) • GREEN: High – full confidence in the achievement of the outcome(s)
1.04	In summary our overall progress against the high level activities is: - ACTIVITES PROGRESS • We are making good (green) progress in 10 (83%). • We are making satisfactory (amber) progress in 2 (17%). • We are making limited progress (red) in 0 (0%).

	ACTIVITIES OUTCOME • We have a high (green) level of confidence in the achievement of 10 (83%). • We have a medium (amber) level of confidence in the achievement of 2 (17%). • We have a low (red) level of confidence in the achievement of 0 (0%).
1.05	**Monitoring our Performance** Analysis of performance against the Improvement Plan performance indicators is undertaken using the RAG (Red, Amber Green) status. This is defined as follows: - • RED equates to a position of under-performance against target. • AMBER equates to a mid-position where improvement may have been made but performance has missed the target. • GREEN equates to a position of positive performance against target.
1.06	Analysis of current levels of performance for those PIs which are measured quarterly and where performance could be compared with target, shows the following: - • 1 (50%) had achieved a green RAG status • 0 (0%) had achieved an amber RAG status • 1 (50%) had achieved a red RAG status
1.07	Analysis of the trend for those indicators where performance could be compared with the Q1 period of 2015/16, shows: • 1 (50%) had improved • 0 (0%) had remained at the same level • 50 (50%) had downturned
1.08	**Monitoring our Risks** Analysis of the current risk levels for the strategic risks identified in the Improvement Plan is as follows: - • 0 (0%) is insignificant (green) • 0 (0%) are minor (yellow) • 5 (71%) are moderate (amber) • 2 (29) are major (red) • 0 (0%) are severe (black)
1.09	There are currently no high level (RED) risk areas identified for the Organisational Change Overview & Scrutiny Committee.

2.00	RESOURCE IMPLICATIONS
2.01	The Council's Medium Term Financial Plan is aligned to resource the priorities of the Improvement Plan.
2.02	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	Overview and Scrutiny Committees have been involved in quarterly performance progress reports. The Audit Committee receives twice yearly Improvement Plan risk reports.

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

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

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

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

7.02	**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.
7.03	**Headings: 'Pre. Year Period Actual':** Performance Indicators are compared back to the same quarter of the previous reporting year.
7.04	**Trend Arrows:** An upward trend arrow doesn't necessarily mean an improvement in performance and nor does a downward trend necessarily mean a reduction in performance. The trend arrows relate to the target set, so if a target is, for example, to reduce sickness absence and the reported actual is less than the previous quarter, a downward trend arrow would be generated, even though the performance has actually improved because less people are off sick. The improved performance will be shown in the RAG status (as detailed below) as green.
7.05	**Risk Matrix:** Risks are now assessed using the improved approach to risk management endorsed by Audit Committee in June 2015. Paragraph 6.03 contains a link to the Audit Committee report which outlines the new approach, including the use of a new and more sophisticated risk assessment matrix which provides greater opportunities to show changes over time.

Risk Likelihood and Impact Matrix

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

The new approach to risk assessment was created in response to recommendations in the Corporate Assessment report from the Wales Audit Office and Internal Audit.

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Q1 Performance Progress Report – Appendix 1 - Modern and Efficient Council

Flintshire County Council

Print Date: 06-Oct-2016

8 Modern and Efficient Council

Actions

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
8.1.1.1 Develop the Community and Social Sectors through developing and growing social enterprises in Flintshire, in turn supporting and creating new forms of local business	Ian Bancroft - Chief Officer - Organisational Change 1	In Progress	01-Apr-2016	31-Mar-2017	45.00%	GREEN	GREEN

ACTION PROGRESS COMMENTS:
Alternative Delivery Models Programme (ADMs) is contributing to developing new and stronger social enterprises in Flintshire. The programme transferring 5 services to ADM's by 2017 is now in its second year of the three year plan. This year implementation plans are in place for 2 new organisations, and there is 1 implementation plan for strengthening an existing social sector organisation. 8 Community Asset Transfers (CATs) were completed or are in final stages of legal completion for end March 2016, with a further 4 progressing at an earlier stage. Further detail on the CATs programme is at 8.1.1.5. At this stage of the 3 year programme a 45% completion rate is assured.

Last Updated: 08-Sep-2016

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
8.1.1.2 Encourage volunteers and active citizens	Ian Bancroft - Chief Officer - Organisational Change 1	In Progress	01-Apr-2016	31-Mar-2017	90.00%	GREEN	GREEN

ACTION PROGRESS COMMENTS:
The policy for active citizenship and volunteering is complete ready for adoption. An implementation plan with scalable targets is being developed. In advance of a formal policy the Council has worked with communities to develop community capacity around ADMs and CATs as reported elsewhere in this performance report.

Last Updated: 08-Sep-2016

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
8.1.1.4 Design and implement alternative delivery models (ADM's) to sustain important services to meet future need	Ian Bancroft - Chief Officer - Organisational Change 1	In Progress	01-Apr-2016	31-Mar-2017	60.00%	GREEN	GREEN

ACTION PROGRESS COMMENTS:
The Leisure and Libraries Business Plan Employee Mutual has been approved by Cabinet. Implementation plans for the 5 community Alternative Delivery Models are being worked up and are due for completion by December 2016 (Cambrian Aquatics, Café Isa, Mancot Community Library, Connah's Quay Nomads and New Beginnings).

Last Updated: 08-Sep-2016

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
8.1.1.5 Empower communities to run and manage facilities in their locality through Community Asset Transfers CAT's)	Ian Bancroft - Chief Officer - Organisational Change 1	In Progress	01-Apr-2016	31-Mar-2017	25.00%	GREEN	GREEN

ACTION PROGRESS COMMENTS:
So far this year 12 community asset transfers are progressing through detailed work and have been through stage two sign of their business plan. This means they are on target for completion during the year. These contribute towards the overall target of 15. Progress will continue over the year with other business plans being signed off to add to the 12. The significant transfer of Holywell Leisure Centre is one of these 12 transfers.

Last Updated: 08-Sep-2016

Performance Indicators

KPI Title	Pre. Year Period Actual	Period Actual	Period Target	Perf. RAG	Perf. Indicator Trend	YTD Actual	YTD Target	Outcome RAG
IP8.1.1M01 The number of new social enterprises developed	5	1	2	RED	↓	1	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: Trelogan Community centre, part of the FCC CAT programme

Last Updated: 02-Sep-2016

KPI Title	Pre. Year Period Actual	Period Actual	Period Target	Perf. RAG	Perf. Indicator Trend	YTD Actual	YTD Target	Outcome RAG
IP8.1.1M02 The number of social enterprises supported to thrive and prosper (support meetings held with Social Enterprises)	12	9	7	GREEN	↓	9	7	GREEN

Lead Officer: Ian Bancroft - Chief Officer - Organisational Change 1
Reporting Officer: Mike Dodd - Social Enterprise Development Lead Officer
Aspirational Target:
Progress Comment: social enterprises supported include; West Flintshire Community Enterprises, Parkfields Community Association, Rainbow Biz, Emotional Learning Foundation CIC, Beyond the Boundaries, Mold Rugby Club, Flintshire Counselling and The Clocktower

Last Updated: 02-Sep-2016

KPI Title	Pre. Year Period Actual	Period Actual	Period Target	Perf. RAG	Perf. Indicator Trend	YTD Actual	YTD Target	Outcome RAG
IP8.1.2M01 Number of volunteers directly placed into volunteering placements	541	No Data	N/A	**N/A**	**N/A**	No Data	N/A	●●● GREEN

Lead Officer: Ian Bancroft - Chief Officer - Organisational Change 1
Reporting Officer: Chris Phillips - Strategic Performance Lead
Aspirational Target:
Progress Comment:

KPI Title	Pre. Year Period Actual	Period Actual	Period Target	Perf. RAG	Perf. Indicator Trend	YTD Actual	YTD Target	Outcome RAG
IP8.1.4M01 The level of efficiencies alternative delivery models (ADMs) have supported	0	No Data	0	●●●	**N/A**	No Data	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:

KPI Title	Pre. Year Period Actual	Period Actual	Period Target	Perf. RAG	Perf. Indicator Trend	YTD Actual	YTD Target	Outcome RAG
IP8.1.4M02 The number of services sustained through delivery via alternative models	0	No Data	0	●●●	**N/A**	No Data	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: The alternative delivery models in leisure and libraries, facilities management, and adult social care are due to be established in the year 2017-18, hence no target or actual will be shown this year. Implementation plans for each of these models are due to be complete be December 2016.

Last Updated: 07-Sep-2016

KPI Title	Pre. Year Period Actual	Period Actual	Period Target	Perf. RAG	Perf. Indicator Trend	YTD Actual	YTD Target	Outcome RAG
IP8.1.5M01 The number of public assets transferred to the community	8	No Data	10	RED	⬇	0	15	GREEN

Lead Officer: Neal Cockerton - Chief Officer - Organisational Change 2
Reporting Officer: Lisa McLellan - Asset Manager
Aspirational Target:
Progress Comment: 12 asset transfers have reached stage 2 completion, but none legally completed in quarter 1. We are currently on target to complete 15 by the end of the financial year. The Community Asset Transfers (CAT'S), which include (Connah's Quay Cricket Club, Mold Rugby Club, Connah's Quay Community Centre, Mostyn Maes Playing Fields, Mostyn Bowling Club, Holywell Leisure Centre, Nant Mawr Community Centre, Holywell Library, Trelawnydd Playing Area, Broughton Youth Centre
Glanrafon (Mold) - digihub, Broughton Play Care)

Last Updated: 08-Sep-2016

KPI Title	Pre. Year Period Actual	Period Actual	Period Target	Perf. RAG	Perf. Indicator Trend	YTD Actual	YTD Target	Outcome RAG
IP8.2.3M01 The percentage reduction in the floor space (m2) of office accommodation occupied	19.9	No Data	25		N/A	No Data	25	AMBER

Lead Officer: Neal Cockerton - Chief Officer - Organisational Change 2
Reporting Officer: Lisa McLellan - Asset Manager
Aspirational Target:
Progress Comment:

KPI Title	Pre. Year Period Actual	Period Actual	Period Target	Perf. RAG	Perf. Indicator Trend	YTD Actual	YTD Target	Outcome RAG
IP8.2.3M02 Reduction in the running costs of corporate accommodation.	19.9	No Data	25		N/A	No Data	25	AMBER

Lead Officer: Neal Cockerton - Chief Officer - Organisational Change 2
Reporting Officer: Lisa McLellan - Asset Manager
Aspirational Target:
Progress Comment: Will cover on-going rationalisation work at County Hall and further work at Flint Offices

Last Updated: 14-Jun-2016

KPI Title	Pre. Year Period Actual	Period Actual	Period Target	Perf. RAG	Perf. Indicator Trend	YTD Actual	YTD Target	Outcome RAG
IP8.2.3M03 Agile working - desk provision as a percentage of staff (County Hall)	No Data	No Data	89		N/A	No Data	89	GREEN

Lead Officer: Neal Cockerton - Chief Officer - Organisational Change 2
Reporting Officer: Lisa McLellan - Asset Manager
Aspirational Target:
Progress Comment: Relates to County Hall

Last Updated: 14-Jun-2016

RISKS

Strategic Risk

RISK TITLE	LEAD OFFICER	SUPPORTING OFFICERS	INITIAL RISK RATING	CURRENT RISK RATING	TREND ARROW	RISK STATUS
The capacity and appetite of the community and social sectors.	Ian Bancroft - Chief Officer - Organisational Change 1	Dawn Holt - Alternative Delivery Models and Transforming Social Services Programme Manager	Amber	Amber	↔	Open

Potential Effect: No increase in the number and strength in community and social sectors which in turn will limit the capacity for communities to assist in community asset transfer and other programmes.
Management Controls: Careful business planning and capacity development with community partners.
Progress Comment: Building on the Community Asset Transfers from 2015/16 12 further applications are being progressed. In addition 5 ADM's are in progress, see section 8.1.1.4.

Last Updated: 08-Sep-2016

RISK TITLE	LEAD OFFICER	SUPPORTING OFFICERS	INITIAL RISK RATING	CURRENT RISK RATING	TREND ARROW	RISK STATUS
The willingness of the workforce and Trade Unions to embrace change.	Ian Bancroft - Chief Officer - Organisational Change 1	Dawn Holt - Alternative Delivery Models and Transforming Social Services Programme Manager	Red	Green	↓	Open

Potential Effect: Organisational change objectives cannot be met.
Management Controls: Careful service and business planning with inclusivity of Trade Union and workforce input.
Progress Comment: Organisational change programmes are broadly on time and on budget.

Last Updated: 08-Sep-2016

RISK TITLE	LEAD OFFICER	SUPPORTING OFFICERS	INITIAL RISK RATING	CURRENT RISK RATING	TREND ARROW	RISK STATUS
Market conditions which the new alternative delivery models face.	Ian Bancroft - Chief Officer - Organisational Change 1	Dawn Holt - Alternative Delivery Models and Transforming Social Services Programme Manager	Amber	Amber	↔	Open

Potential Effect: New Alternative Delivery Models will see a decrease in income and could be un-sustainable.
Management Controls: Realistic business plans and an increased commercialism of new organisations (e.g leisure and libraries), underpinned by sufficient financial acumen.
Progress Comment: Completed Alternative Deliver Model (ADM) business plans contain some initial considerations of market conditions. More detailed planning market analysis work is being completed in the transition phase for those business plans approved by Cabinet. Final Community Asset Transfer (CAT) plans are on the whole progressing.

Last Updated: 08-Sep-2016

RISK TITLE	LEAD OFFICER	SUPPORTING OFFICERS	INITIAL RISK RATING	CURRENT RISK RATING	TREND ARROW	RISK STATUS
Limitations on public funding to subsidise alternative models.	Ian Bancroft - Chief Officer - Organisational Change 1	Dawn Holt - Alternative Delivery Models and Transforming Social Services Programme Manager	Red	Amber	↓	Open

Potential Effect: Alternative Delivery Models become unsustainable as it cannot meet costs with reduced funding from the Council.
Management Controls: Properly plan for reduced levels of council funding for each Alternative Delivery Model and contingency plans.
An agreed funding model where the Council subsidises the ADM's over a limited period is built into the MTFS.
Progress Comment: 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. Welsh Government have now launched their ADM action plan.

The amber rating is due to the transitional arrangements currently in place. Once the transition period expires and the organisations are stable the risk will reduce to a green status.

Last Updated: 08-Sep-2016

RISK TITLE	LEAD OFFICER	SUPPORTING OFFICERS	INITIAL RISK RATING	CURRENT RISK RATING	TREND ARROW	RISK STATUS
Newly established Social Enterprises fail in their early stages of development	Ian Bancroft - Chief Officer - Organisational Change 1	Dawn Holt - Alternative Delivery Models and Transforming Social Services Programme Manager, Mike Dodd - Social Enterprise Development Lead Officer	Amber	Amber	↔	Open

Potential Effect: New social enterprises are not sustainable and go into liquidation
Management Controls: i) Business development to the sector supported by the Council.
ii) Monitoring of performance of new Social Enterprise delivery.
iii) New network of social enterprise taking responsibility for increasing strength of the sector.
Progress Comment: i) Business development work is on going, ii) Monitoring of new Community Asset Transfers will be starting this year and reported by March 2017, iii) The Social Enterprise Sector working group has had it's first meeting.

Last Updated: 09-Sep-2016

RISK TITLE	LEAD OFFICER	SUPPORTING OFFICERS	INITIAL RISK RATING	CURRENT RISK RATING	TREND ARROW	RISK STATUS
Newly established Community Asset Transfers fail in their early stages of development	Neal Cockerton - Chief Officer - Organisational Change 2		Amber	Green	↔	Open

Potential Effect: New social enterprises are not sustainable and go into liquidation
Management Controls: Business development support for the sector; monitoring and management of performance of new Social Enterprise delivery; new network of social enterprises taking responsibility for self-help.
Progress Comment: Business development work is on going. Monitoring of new Community Asset Transfers starting this year for reporting by March 2017.

The Social Enterprise Sector working group is now active.

Last Updated: 08-Sep-2016

ORGANISATIONAL CHANGE OVERVIEW & SCRUTINY COMMITTEE

Date of Meeting	Monday 17 October, 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	In identifying topics for future consideration, it is useful for a 'test of significance' to be applied. This can be achieved by asking a range of questions as follows: 1. Will the review contribute to the Council's priorities and/or objectives? 2. Is it an area of major change or risk? 3. Are there issues of concern in performance? 4. Is there new Government guidance of legislation? 5. Is it prompted by the work carried out by Regulators/Internal Audit?

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

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

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

5.00	APPENDICES
5.01	Appendix 1 – Draft Forward Work Programme

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

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

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

DATE	SUBJECT	O&S FOCUS	REPORT FROM
Monday 21st November 2016 10.00am Deeside Leisure Centre	Holywell Leisure Centre ADM final implementation plan Community Asset Transfer Review Childcare ADM proposal for the Pepperpot Forward Work Programme	Information/assurance Information/assurance Information/assurance Development	Ian Bancroft Neal Cockerton/Ian Bancroft Ina Bancroft/Neal Cockerton Robert Robins
Friday, 9th December 2016 2pm County Hall	*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*	Consultation	
Monday 9th January 2017 10am Venue to be determined.	Q2/Mid year monitoring Report Play update Forward Work Programme	Monitoring/assurance Information/assurance Development	Robert Robins Ian Bancroft Robert Robins
Friday, 13th January 2017 2pm County Hall	*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.		
Monday, 6th February 2017 10am Venue to be determined.	Forward Work Programme	Development	Robert Robins
Monday, 13th March 2017 10am Venue to be determined.	Q 3 Improvement monitoring report Forward Work Programme	Development	Robert Robins

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