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CYNGOR Sir y Fflint Flintshire COUNTY COUNCIL

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To: Cllr Dave Mackie (Chairman)

Councillors: Janet Axworthy, Marion Bateman, Sean Bibby, Geoff Collett, Ian Dunbar, Mared Eastwood, Veronica Gay, Ron Hampson, Dennis Hutchinson, Tudor Jones, Brian Lloyd, Mike Reece, Paul Shotton and David Wisinger

11 July 2017

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 July, 2017 in the Delyn Committee Room, County Hall, Mold CH7 6NA to consider the following items

A G E N D A

1	**APOLOGIES**
	Purpose: To receive any apologies.

2	**DECLARATIONS OF INTEREST (INCLUDING WHIPPING DECLARATIONS)**
	Purpose: To receive any Declarations and advise Members accordingly.

3	**MINUTES** (Pages 3 - 4)
	Purpose: To confirm as a correct record the minutes of the meeting on 12 June 2017.

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 affected and other unions to be discussed in public at this stage of the process.

4   **HOLYWELL LEISURE CENTRE COMMUNITY ASSET TRANSFER** (Pages 5 - 66)

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

Purpose: To provide the Committee with an update

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 affected and other unions to be discussed in public at this stage of the process.

5   **NEWYDD CATERING AND CLEANING ALTERNATIVE DELIVERY MODEL** (Pages 67 - 120)

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

Purpose: To provide the Committee with an update

The remaining items will be in open session:

6   **IMPROVEMENT PLAN 2016/17 OUTTURN REPORT** (Pages 121 - 140)

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

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

7   **FORWARD WORK PROGRAMME** (Pages 141 - 146)

Report of Democratic Services Manager

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

Yours sincerely

Robert Robins
Democratic Services Manager

<u>**ORGANISATIONAL CHANGE OVERVIEW & SCRUTINY COMMITTEE**</u>
<u>**12 JUNE 2017**</u>

Minutes of the meeting of the Organisational Change Overview & Scrutiny Committee of Flintshire County Council held in the Delyn Committee Room, County Hall, Mold, CH7 6NA on Monday, 12 June 2017.

<u>**PRESENT**</u>: **Councillor Dave Mackie (Chairman)**
Councillors: Janet Axworthy, Marion Bateman, Sean Bibby, Ian Dunbar, Mared Eastwood. Veronica Gay, Dennis Hutchinson, Tudor Jones, Brian Lloyd, Mike Reece, Paul Shotton and David Wisinger

<u>**SUBSTITUTION**</u>: Councillor David Cox (for Geoff Collett) and Andy Dunbobbin (for Ron Hampson)

<u>**CONTRIBUTORS**</u>: Councillor Ian Roberts, Cabinet Member for Education

<u>**IN ATTENDANCE**</u>: Democratic Services Manager and Committee Officer

1. <u>**APPOINTMENT OF CHAIR**</u>

    The Democratic Services 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 Dave Mackie had been appointed to this role by the Group, the Committee was asked to endorse the decision.

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

    That Councillor Dave Mackie be confirmed as the Chairman of the Committee.

2. <u>**APPOINTMENT OF VICE-CHAIR**</u>

    Councillor Paul Shotton nominated Councillor Sean Bibby as Vice-Chair of the Committee. This was seconded by Councillor David Wisinger.

    Councillor Veronica Gay nominated Councillor Tudor Jones and this was seconded by Councillor Dave Mackie.

    On being put to the vote Councillor Sean Bibby was appointed Vice-Chair of the Committee.

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

    That Councillor Sean Bibby be appointed Vice-Chair of the Committee.

3. **DECLARATIONS OF INTEREST**

Councillor Tudor Jones declared a personal interest as Chair of Trustees of Holywell Leisure Centre.

Councillor Mared Eastwood declared a personal interest as she was employed by Café Isa, Mynydd Isa, and was a member of a Working Group for a proposed community asset transfer in New Brighton.

Councillor Veronica Gay declared a personal interest as she worked as a volunteer at Sandy Lane Community Centre.

4. **MINUTES**

The minutes of the meeting held on 13 March 2017 were submitted.

Matters arising

Councillor Paul Shotton commented on the positive achievements gained by Cambrian Aquatics during the first year of operation.

RESOLVED:

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

5. **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 10.10am)

…………………………
Chairman

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of the Local Government Act 1972.

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CYNGOR Sir y Fflint Flintshire COUNTY COUNCIL

ORGANISATIONAL CHANGE OVERVIEW & SCRUTINY COMMITTEE

Date of Meeting	Monday, 17th July, 2017
Report Subject	Improvement Plan 2016/17 Outturn Report
Cabinet Member	Cabinet Member for Corporate Management and Assets
Report Author	Chief Officer (Organisational Change 1) Chief Officer (Organisational Change 2)
Type of Report	Operational

EXECUTIVE SUMMARY

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

This report presents the monitoring of progress at the end of the year for the Improvement Plan 2016/17 priority 'Modern and Efficient Council' relevant to the Organisational Change Overview & 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 end of year monitoring report for 2016/17 is another positive report with 100% of agreed actions being assessed as making good progress and 82% likely to achieve the desired outcome. In addition, 66% of the performance indicators met or exceeded target for the year. Risks are also being successfully managed with the majority being assessed as moderate (45%) or minor/insignificant (42%).

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

RECOMMENDATIONS

1	That the Committee consider the Improvement Plan 2016/17 outturn monitoring report 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 reports give an explanation of the progress being made toward 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 being controlled.
1.02	**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 (Red/Amber/Green) 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. Each 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).
1.03	In summary our overall progress against the high level activities is: - ACTIONS PROGRESS • We are making good (green) progress in 57 (100%) actions. ACTIONS OUTCOME • We have a high (green) level of confidence in the achievement of 47 (82%) action outcomes. • We have a medium (amber) level of confidence in the achievement of 10 action outcomes (18%). • None of our actions have a low (red) level of confidence in achievement of outcomes.
1.04	**Monitoring our Performance** Analysis of performance against the Improvement Plan performance indicators is undertaken using the RAG 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.
1.05		Analysis of current levels of quarterly performance where the data is currently available shows the following: - • 66 (66%) had achieved a green RAG status • 24 (26%) have an amber RAG status • 8 (8%) have a red RAG status **KPI Progress Status** ■ On Track ■ Monitor ■ Off Track Performance trends have identified that half of the measures have remained stable or improved on the previous year.
1.06		There are currently no quarterly performance indicators (PI's) which show a red RAG status for current performance, relevant to the Organisational Change Overview & Scrutiny Committee.
1.07		**Monitoring our Risks** Analysis of the current strategic risks identified in the Improvement Plan are as follows:- • 11 (22%) are insignificant (green) • 10 (20%) are minor (yellow) • 23 (45%) are moderate (amber) • 7 (13%) are major (red) • There are no severe (black) risks.

Risk Status

■ Insignificant ■ Minor ■ Moderate (Amber) ■ Major (Red)

| 1.08 | There are currently no high level (RED) risk areas identified for the Organisational Change Overview & Scrutiny Committee. |

2.00	**RESOURCE IMPLICATIONS**
2.01	There are no specific resource implications for this report.

3.00	**CONSULTATIONS REQUIRED / CARRIED OUT**
3.01	The Improvement Priorities are monitored by the appropriate Overview and Scrutiny Committees according to the priority area of interest.
3.02	Chief Officers have contributed towards reporting of relevant information.

4.00	**RISK MANAGEMENT**
4.01	Progress against the risks identified in the Improvement Plan are included in the report at Appendix 1. Summary information for the risks assessed as major (red) is covered in paragraphs 1.06 and 1.08 above.

5.00	**APPENDICES**
5.01	Appendix 1 – Improvement Plan 2016/17 Outturn Report – Modern and Efficient Council

6.00	LIST OF ACCESSIBLE BACKGROUND DOCUMENTS
6.01	**Improvement Plan 2016/17:** http://www.flintshire.gov.uk/en/Resident/Council-and-Democracy/Improvement-Plan.aspx **Contact Officer:** Robert Robins **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.
7.02	**Risks:** These are assessed using the improved approach to risk management endorsed by Audit Committee in June 2015. The new approach, includes the use of a new and more sophisticated risk assessment matrix which provides greater opportunities to show changes over time. **Risk Likelihood and Impact Matrix** _Impact Severity_ |	Unlikely (5%)	Very Low (15%)	Low (30%)	Significant (50%)	Very High (65%)	Extremely High (80%)
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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	 **Likelihood & Percentage of risk happening**
7.03	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.

8.00	CAMMS – An explanation of the report headings
	Actions Action – Each sub-priority have high level activities attached to them to help achieve the outcomes of the sub-priority. Lead Officer – The person responsible for updating the data on the action. Status – This will either be 'In progress' if the action has a start and finish date or 'Ongoing' if it is an action that is longer term than the reporting year. Start date – When the action started (usually the start of the financial year). End date – When the action is expected to be completed. % complete - The % that the action is complete at the time of the report. This only applies to actions that are 'in progress'. An action that is 'ongoing' will not produce a % complete due to the longer-term nature of the action. Progress RAG – Shows if the action at this point in time is making limited progress (Red), satisfactory progress (Amber) or good progress (Green). Outcome RAG – Shows the level of confidence in achieving the outcomes for each action. **Measures (Key Performance Indicators - KPIs)** Pre. Year Period Actual – The period actual at the same point in the previous year. If the KPI is a new KPI for the year then this will show as 'no data'. Period Actual – The data for this quarter. Period Target – The target for this quarter as set at the beginning of the year. Perf. RAG – This measures performance for the period against the target. It is automatically generated according to the data. Red = a position of under performance against target, Amber = a mid-position where improvement may have been made but performance has missed the target and Green = a position of positive performance against the target. Perf. Indicator Trend – Trend arrows give an impression of the direction the performance is heading compared to the period of the previous year: • A 'downward arrow' always indicates poorer performance regardless of whether a KPI figure means that less is better (e.g. the amount of days to deliver a grant or undertake a review) or if a KPI figure means that more is better (e.g. number of new jobs in Flintshire). • Similarly an 'upward arrow' always indicates improved performance. YTD Actual – The data for the year so far including previous quarters. YTD Target – The target for the year so far including the targets of previous quarters. Outcome RAG – The level of confidence of meeting the target by the end of the year. Low – lower level of confidence in the achievement of the target (Red), medium – uncertain level of confidence in the achievement of the target (Amber) and high-full confidence in the achievement of the target (Green). **Risks** Risk Title – Gives a description of the risk. Lead Officer – The person responsible for managing the risk. Supporting Officer – The person responsible for updating the risk. Initial Risk Rating – The level of the risk at the start of the financial year (quarter 1). The risks are identified as follows; insignificant (green), minor (yellow), moderate (amber), major (red) and severe (black).

<u>Current Risk Rating</u> – The level of the risk at this quarter.

<u>Trend Arrow</u> – This shows if the risk has increased (upward arrow), decreased (downward arrow) or remained the same between the initial risk rating and the current risk rating (stable arrow).

<u>Risk Status</u> – This will either show as 'open' or 'closed'. If a risk is open then it is still a relevant risk, if the risk is closed then it is no longer a relevant risk; a new risk may be generated where a plan or strategy moves into a new phase.

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Annual Performance 2016/17 Progress Report Modern and Efficient Council

Flintshire County 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	67.00%	GREEN	GREEN

ACTION PROGRESS COMMENTS:
An activity plan for 2017 has been developed with a key group of social enterprises that aims to provide leadership and further support to the sector. • The plan includes two specific contracts that will be targeted to the sector. • Business support and dragons den sessions for the sector. • A new business award in business week specific to the social enterprise sector. • The development of a community benefits policy for Flintshire. This is a three year plan which aims to be complete by 31st March 2018 and is currently 2/3rds of the way through and on target.

Last Updated: 26-Apr-2017

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	AMBER

ACTION PROGRESS COMMENTS:
Encouraging volunteers and active citizens is a longer-term programme. Initially there is the volunteering policy which has been shared with the Public Services Board (PSB). Work on volunteering is being developed jointly by public sector partners under the "community resilience" priority of the Board. Evaluation will take place at the end of the year on take up of the policy and use of volunteers by services. This will then complete work on this initial element of encouraging volunteers. The amber rating reflects the longer-term nature of achieving this outcome.

Last Updated: 04-May-2017

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	90.00%	GREEN	GREEN

ACTION PROGRESS COMMENTS:

Leisure and Libraries, Facility Management and Social Care Work Opportunities had the final implementation plans agreed at Cabinet during December 2016 and March 2017. Set up of each of the new delivery models is planned as follows: • Facilities Management on the 1st May 2017 • Libraries and Leisure on the 1st July 2017 • Social Care Learning Disability Service on the 3rd July

Last Updated: 04-May-2017

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	70.00%	GREEN	GREEN

ACTION PROGRESS COMMENTS:

For 2016/17 we have ten Community Asset Transfers that are either complete or nearing legal completion (plus an additional 3 that are not quite at this stage but will be soon and an additional 2 that have been completed with schools and communities as Transfer of Control Agreements rather than Asset Transfers, if these are included it makes a total of 15 in 2016/17). To support existing transfers four monitoring visits have been completed with the remainder planned early in 2017/18. This is a three year plan which aims to be complete by 31st March 2018 and is currently two thirds of the way through and on target.

Last Updated: 04-May-2017

Performance Indicators

KPI Title	Previous Year Actual	Actual	Performance Indicator Trend	Target	Performance RAG
IP8.1.1.1M01 The number of new social enterprises developed	5	11	↑	3	🟢🔴🔴 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: Holywell Leisure Centre, Toe to Toe, Connah's Quay Nomads have formed a new social enterprise to take on Connah's Quay Youth Centre and Buckley Boxing Club has formed a new social enterprise to take on Bistre Youth and Community Centre. Flintshire Counselling established to provide affordable counselling services to citizens who cannot access mainstream provision. Beyond the Boundaries, a beauty salon developed specifically to create work and training opportunities for young people with disabilities. Emotional Learning Foundation, aims to fundamentally change the way in which education is delivered with primary schools in order to educate young people to accept and deal with their emotions, both positive and negative. Art and Soul Tribe have developed to address the issue of bullying and use an alternative Fashion show to convey their messages. Cambria Band provide the opportunity for local people to learn to play instruments and become involved with social activities relating to the celebration of local events and activities. Pepperpot Childcare, this will be an inclusive wrap around childcare venture operating in Deeside. It will create 19 jobs, as well as training and work placement opportunities. Trelogan Community Centre, manage a community building in the centre of the community for the benefit of local residents

Last Updated: 16-May-2017

KPI Title	Previous Year Actual	Actual	Performance Indicator Trend	Target	Performance RAG
IP8.1.1.1M02 The number of social enterprises supported to thrive and prosper (support meetings held with Social Enterprises)	12	24	⬆	7	🟢🟤🔴 GREEN

Lead Officer: Ian Bancroft - Chief Officer - Organisational Change 1
Reporting Officer: Mike Dodd - Social Enterprise Development Lead Officer
Aspirational Target:
Progress Comment: A wide range of business support, advice and guidance has been provided to 24 social enterprises operating within Flintshire over the last year, the beneficiaries of this support are:
• Holywell Leisure Centre
• Toe to Toe
• Connah's Quay Nomads
• Buckley Boxing Club
• RainbowBiz
• West Flintshire Community Enterprises
• Groundwork North Wales
• Flintshire Counselling CIC
• Mold Rugby Club
• The Clocktower
• Beyond the Boundaries CIC
• Emotional Learning Foundation CIC
• Amser Babi Cymraeg
• BREW
• Parkfields community Centre
• Neighbourhood Economics
• Art and Soul Tribe CIC
• Cambria Band CIC

Last Updated: 16-May-2017

KPI Title	Previous Year Actual	Actual	Performance Indicator Trend	Target	Performance RAG
IP8.1.1.2M01 Number of volunteers directly placed into volunteering placements	541	548	↑	N/A	**N/A**

Lead Officer: Ian Bancroft - Chief Officer - Organisational Change 1
Reporting Officer: Ian Bancroft - Chief Officer - Organisational Change 1
Aspirational Target:
Progress Comment: Flintshire Local Voluntary Council directly placed at least 548 individuals into new placements in 2016/17

Last Updated: 25-Apr-2017

KPI Title	Previous Year Actual	Actual	Performance Indicator Trend	Target	Performance RAG
IP8.1.1.4M01 The level of efficiencies alternative delivery models (ADMs) have supported	0	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: 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.

Last Updated: 25-Apr-2017

KPI Title	Previous Year Actual	Actual	Performance Indicator Trend	Target	Performance RAG
IP8.1.1.4M02 The number of services sustained through delivery via alternative models	0	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: 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.

Last Updated: 25-Apr-2017

KPI Title	Previous Year Actual	Actual	Performance Indicator Trend	Target	Performance RAG
IP8.1.1.5M01 The number of public assets transferred to the community	No Data	10	N/A	15	AMBER

Lead Officer: Neal Cockerton - Chief Officer - Organisational Change 2
Reporting Officer: Dawn Holt - Alternative Delivery Models and Transforming Social Services Programme Manager
Aspirational Target:
Progress Comment: For 2016/17 we have ten Community Asset Transfers that are either complete or nearing legal completion (plus an additional 3 that are not quite at this stage but will be soon and an additional 2 that have been completed with schools and communities as Transfer of Control Agreements rather than Asset Transfers, if these are included it makes a total of 15 in 2016/17).

Last Updated: 25-Apr-2017

KPI Title	Previous Year Actual	Actual	Performance Indicator Trend	Target	Performance RAG
IP8.2.1.3M01 The percentage reduction in the floor space (m2) of office accommodation occupied	22	34	↑	25	GREEN

Lead Officer: Neal Cockerton - Chief Officer - Organisational Change 2
Reporting Officer: Lisa McLellan - Asset Manager
Aspirational Target:
Progress Comment: The relocation of services from phase 4 to phases 1 and 2 has freed up an additional 3571 sqm within County Hall. The cumulative total vacated space is 5579sqm which equates to 34% of the baseline figure.

Last Updated: 05-Apr-2017

KPI Title	Previous Year Actual	Actual	Performance Indicator Trend	Target	Performance RAG
IP8.2.1.3M02 Reduction in the running costs of corporate accommodation.	19.9	31	↑	25	🟢 GREEN

Lead Officer: Neal Cockerton - Chief Officer - Organisational Change 2
Reporting Officer: Lisa McLellan - Asset Manager
Aspirational Target:
Progress Comment: During this year the running costs of the remaining corporate accommodation was £1,324,861. This equates to a 31% reduction from the baseline figure. So the equivalent figure for 2016/17 is a reduction of £604,139.00.

Last Updated: 10-Apr-2017

KPI Title	Previous Year Actual	Actual	Performance Indicator Trend	Target	Performance RAG
IP8.2.1.3M03 Agile working - desk provision as a percentage of staff (County Hall)	98	87	↑	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. The 87% figure denotes a higher achievement than the target figure of 89% and is a result of a desk ratio of 819 desks to 944 staff.

Last Updated: 10-Apr-2017

RISKS

Strategic Risk

RISK TITLE	LEAD OFFICER	SUPPORTING OFFICERS	INITIAL RISK RATING	CURRENT RISK RATING	TREND ARROW	RISK STATUS
The capacity and appetite of the community and social sectors.	Ian Bancroft - Chief Officer - Organisational Change 1	Dawn Holt - Alternative Delivery Models and Transforming Social Services Programme Manager	Amber	Green	⬇	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: For 2016/17 we have ten Community Asset Transfers that are either complete or nearing legal completion (plus an additional 3 that are not quite at this stage but will be soon and an additional 2 that have been completed with schools and communities as Transfer of Control Agreements rather than Asset Transfers, if these are included it makes a total of 15 in 2016/17). In addition 5 services have now been agreed by Cabinet to progress into 3 Alternative Delivery Models. This demonstrates the capacity and appetite of the community and social sectors to work with the council to sustain important services for local communities.

Last Updated: 26-May-2017

RISK TITLE	LEAD OFFICER	SUPPORTING OFFICERS	INITIAL RISK RATING	CURRENT RISK RATING	TREND ARROW	RISK STATUS
The willingness of the workforce and Trade Unions to embrace change.	Ian Bancroft - Chief Officer - Organisational Change 1	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: Detailed work has taken place with staff and trade unions on the asset transfers and the five services that are establishing Alternative Delivery Models. In each case an agreed position has been reached with staff and trade unions which demonstrates their appetite to work co-operatively on this agenda.

Last Updated: 26-Apr-2017

RISK TITLE	LEAD OFFICER	SUPPORTING OFFICERS	INITIAL RISK RATING	CURRENT RISK RATING	TREND ARROW	RISK STATUS
Market conditions which the new alternative delivery models face.	Ian Bancroft - Chief Officer - Organisational Change 1	Dawn Holt - Alternative Delivery Models and Transforming Social Services Programme Manager	Amber	Green	⬇	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: Final diligence on all 5 services establishing ADM's is nearing completion. This has included final market assessments which demonstrate each of the three new ADM's can compete and co-operate in the markets they are entering.

Last Updated: 25-Apr-2017

RISK TITLE	LEAD OFFICER	SUPPORTING OFFICERS	INITIAL RISK RATING	CURRENT RISK RATING	TREND ARROW	RISK STATUS
Limitations on public funding to subsidise alternative models.	Ian Bancroft - Chief Officer - Organisational Change 1	Dawn Holt - Alternative Delivery Models and Transforming Social Services Programme Manager	Red	Green	⬇	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: Final diligence work for each of the three new Alternative Delivery Models shows that the level of public funding available in the foreseeable future is adequate to support the new companies.

Last Updated: 26-May-2017

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: Work on Alternative Delivery Models and Community Asset Transfers will result by early 2017 in four new large social enterprises operating in Flintshire. These include: Cambrian Aquatics, Holywell Leisure Centre, Flintshire Leisure and Libraries, HF Trust. These organisations strengthen the social enterprise sector in Flintshire and will enable through their learning and sharing of co-operative practice the sector to deal with issues in early stages of social enterprise start up. This will add to the work of the social enterprise sector working group which has a plan to support the sector during 2017.

Last Updated: 26-May-2017

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	Dawn Holt - Alternative Delivery Models and Transforming Social Services Programme Manager	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: Monitoring of Community Asset Transfer (CAT) achievements in their first year has started. This includes meeting with each organisation discussing their financial situation and achievement of community benefits. At this stage no significant risks of failure has been identified.

Last Updated: 15-May-2017

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Sir y Fflint
Flintshire
COUNTY COUNCIL

ORGANISATIONAL CHANGE OVERVIEW & SCRUTINY COMMITTEE	

Date of Meeting	Monday 17 July, 2017
Report Subject	Forward Work Programme
Cabinet Member	Not applicable
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 Democratic Services Manager, in consultation with the Chair and Vice-Chair of the Committee be authorised to vary the Forward Work Programme between meetings, as the need arises.

REPORT DETAILS

1.00	EXPLAINING THE FORWARD WORK PROGRAMME
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 Democratic Services 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 2017/18

DATE	SUBJECT	O&S FOCUS	REPORT FROM
Monday 25th September 2017 10.00 am	**Council Plan 2017-23**	To consider and endorse specific targets set within the Council Plan 2017-23, plus national performance indicators.	Chief Executive
	Social Care ADM Review (members of the Social & Healthcare Overview & Scrutiny Committee could be invited to attend for this item)	Monitoring and assurance	Ian Bancroft/Neal Cockerton
	Leisure & Libraries Alternative Delivery Model Review	Monitoring and assurance	Ian Bancroft and Neal Cockerton
	Quarter 1 improvement plan monitoring Report	Monitoring and assurance	Ian Bancroft /Neal Cockerton
	Forward Work Programme	Development and approval	Robert Robins
Monday 18th December 2017 10.00 am	**'Other' Community asset transfers review**	Monitoring and assurance	Ian Bancroft/Neal Cockerton
	Quarter 2 Improvement Plan Monitoring report	Monitoring and assurance	Neal Cockerton/Ian Bancroft
	Forward Work Programme	Development and approval	Robert Robins

Monday 29th January 2018 10.00 am	**Connah's Quay Swimming Pool Community Asset transfer review**	Monitoring and assurance	Neal Cockerton/Ian Bancroft
	Forward work programme	Development and approval	Robert Robins
Monday 19th March 2018 2.00 pm	**Quarter 3 improvement Plan Monitoring Report**	Monitoring and assurance	Neal Cockerton/Ian Bancroft
	Forward Work programme	Development and approval	
			Robert Robins
Monday 14th May 2018 10.00 am			
Monday 25th June 2018 2.00 pm			