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To: Cllr Dave Mackie (Chairman)

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

13 March 2018

Dear Councillor

You are invited to attend a meeting of the Organisational Change Overview & Scrutiny Committee which will be held at 2.00 pm on Monday, 19th March, 2018 in the Caffi Isa, Mynydd Isa Library Community Centre, Mercia Drive, Mynydd Isa, Mold, CH7 6UH to consider the following items.

Members are asked to note the venue for the meeting and are asked to arrive at 1.15 p.m. for a short tour of the facilities prior to the start 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 - 12)

Purpose: To confirm as a correct record the minutes of the meetings held on 18 December 2017 and 29 January 2018.

4 **QUARTER 3 COUNCIL PLAN 2017/18 MONITORING REPORT** (Pages 13 - 26)

Report of Chief Officers (Organisational Change) - Cabinet Member for Corporate Management and Assets, Cabinet Member for Education

Purpose: To review the levels of progress in the achievement of activities, performance levels and current risk levels as identified in the Council Plan 2017/18.

5 **FORWARD WORK PROGRAMME** (Pages 27 - 32)

Report of Overview & Scrutiny Facilitator.

Purpose: To consider the current Forward Work Programme.

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

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

The report contains commercially sensitive information belonging to a third party and the public interest in not revealing the information outweighs the public interest in revealing the information.

6 **NEWYDD CATERING AND CLEANING PROGRESS REVIEW** (Pages 33 - 52)

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

Purpose: To review progress of NEWydd since establishment in 2017.

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

The report contains commercially sensitive information belonging to a third party and the public interest in not revealing the information outweighs the public interest in revealing the information.

7 **AURA LEISURE AND LIBRARIES PROGRESS REVIEW** (Pages 53 - 104)

Report of Chief Officer (Organisational Change), Chief Officer (Organisational Change) - Cabinet Member for Education

Purpose: To review progress of Aura since establishment in 2017.

Yours sincerely

A handwritten signature in black ink, appearing to read 'Robert Robins', with a horizontal line extending to the right.

Robert Robins
Democratic Services Manager

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ORGANISATIONAL CHANGE OVERVIEW & SCRUTINY COMMITTEE **18 DECEMBER 2017**

Minutes of the meeting of the Organisational Change Overview & Scrutiny Committee of Flintshire County Council held in the Delyn Committee Room, County Hall, Mold on Monday, 18 December 2017

PRESENT: Councillor Dave Mackie (Chairman)

Councillors: Sean Bibby, Geoff Collett, Ian Dunbar, Tudor Jones, Mike Reece, Paul Shotton and David Wisinger

SUBSTITUTES: Councillors: Hilary McGuill (for Mared Eastwood) and Kevin Hughes (for Veronica Gay)

APOLOGIES: Councillor: Marion Bateman. Chief Executive.

ALSO PRESENT: Councillors Patrick Heesom and Aaron Shotton attended as an observers.

CONTRIBUTORS: Councillor Ian Roberts, Cabinet Member for Education, and Chief Officer (Organisational Change 1), Chief Officer (Organisational Change 2), Play Development Officer, Public Open Space Officer, and Play Design Officer. (For Minute No.35) Assistant Director Play Wales

IN ATTENDANCE: Democratic Services Manager and Democratic Services Officer

33. DECLARATIONS OF INTEREST

None were received.

34. MINUTES

The minutes of the meeting held on 27 November 2017 were submitted.

RESOLVED:

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

35. PLAY WALES AND PLAY SUFFICIENCY

The Chief Officer (Organisational Change 1) presented the report to enable comment and discussion to take place prior to providing training for Members and staff in early 2018 to support the future development of play in Flintshire. He provided background information and advised that overall the Council had maintained a strong commitment to play despite the recent years of austerity. He introduced Janet Roberts, Play Development Officer, and Marianne Mannello, Assistant Director Play Wales, and invited them to give a presentation on Play Sufficiency in Flintshire. The main points of the presentation were as follows:

- the right to play
- Welsh Government's Play Sufficiency Duty
- what stops you from playing out
- celebrating success
- areas of concern
- opportunities
- priorities going forward

The Chair thanked the Assistant Director Play Wales and the Play Development Officer for their presentation.

Councillor Ian Dunbar commented on the importance of play schemes particularly during the Summer holiday period as not all families were able to take children away on holiday. He referred to the match funding programme and spoke of the difficulty experienced by Town and Community Councils who had a number of play schemes and play areas to fund and maintain. Councillor Dunbar also commented that some play areas were becoming dilapidated due to a lack of funding to improve and renew equipment and some of the 'older' play areas did not have adequate lighting. Councillor Dunbar asked if funding could be made available through Section 106 agreements with local developers.

The Chief Officer (Organisational Change 1) advised that capital funding had been allocated last year to address all 'red' rated play areas to bring up to the required standard. He also explained that work was ongoing with Planning to look at revised guidance around planning policies and funding from developers for play areas.

Councillor Paul Shotton emphasised the need to promote outside play to young people and spoke of the long term health and wellbeing benefits which were to be gained. The Assistant Director Play Wales urged Town and Community Councils to support the development of play in the local community and to advocate ways for play development which were "outside the box" in terms of play provision. She concurred with the views expressed by Councillor Shotton and said that Play Wales would be working with colleagues across Wales to raise awareness of the importance of play. Councillor Shotton drew attention to the lottery funding which was available through the 'Our Backyard' scheme and explained that Connah's Quay Town Council had been successful in its bid for funding.

In response to a question from Councillor Brian Lloyd regarding the Parkour or Free Running, the Assistant Director of Play Wales commented that this was a specialist form of provision and she was not aware of a scheme in North Wales.

Councillor David Wisinger thanked officers for the report and acknowledged the progress which had been made in play provision, however, he expressed concern that a number of play areas were not "up to standard". The Chief Officer acknowledged the concerns and reiterated that capital

funding had been allocated in a 3 year programme to address those play areas which had a 'red' status. He explained that a significant number of play areas had been developed this year and gave an assurance that a mechanism was in place to deal with play provision.

Councillor Hilary McGuill suggested that more proactive links should be developed with schools to utilise the facilities which were already available and cited the use of school playgrounds and fields during out of school hours as an example. Councillor McGuill also suggested that the Authority and Town and Community Councils needed to be more creative around play provision and reiterated the need to "think outside the box" in terms of how play was delivered. She commented on the value of "free play" with recycled materials such as wood and cardboard and said that the Council could assist with the cost of disposing such items.

The Assistant Director Play Wales advised that a toolkit had been developed to assist schools and was available on the Play Wales website. Councillor Ian Roberts commented on the use of school grounds when a school was closed and referred to the issues of insurance liability and the management of risk which needed careful consideration beforehand.

In response to a query from Councillor Tudor Jones concerning the information provided in the assessment of play opportunities in Flintshire it was agreed that greater detail of movements needed to be provided in the Play Sufficiency statistics

The Chair thanked the Assistant Director of Play Wales and the Authority's officers for their attendance and input.

RESOLVED:

- (a) That the Committee supports the progress made by Flintshire in play provision and recommends that the Council considers supporting free play with recycled materials such as wood and cardboard and the costs of disposing of such items;
- (b) That greater detail of movements be provided in the Play Sufficiency statistics; and
- (c) That Marianne Manello of Play Wales and the Flintshire officers who had contributed to the item be thanked for their attendance and input.

36. FORWARD WORK PROGRAMME

The Democratic Services Manager presented the current Forward Work Programme for consideration.

RESOLVED:

- (a) That the Forward Work Programme as submitted be approved with amendments and that the Democratic Services Manager or Overview & Scrutiny Facilitator in consultation with the Chair and Vice Chair be authorised to vary the Forward Work Programme between meetings should this be necessary.
- (b) That a report on the Revised Planning Policy be submitted to the committee in due course

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

RESOLVED:

That the press and public be excluded for the remainder of the meeting for the following items by virtue of exempt information under paragraph(s) 14 of Part 4 of Schedule 12A of the Local Government Act 1972 (as amended).

38. CONNAH'S QUAY SWIMMING POOL – CAMBRIAN AQUATICS MID-YEAR PROGRESS REPORT 2017/18

The Chief Officer (Organisational Change 1) introduced a report to enable the Committee to consider progress for the first six months of 2017/18 and to make comments that would inform the development of the next Business Plan by Cambrian Aquatics for formal submission to the Council in early 2018. The Chief Officer provided background information and invited Simon Morgan, Chair of Cambrian Aquatics, to present a mid-year progress review.

RESOLVED:

- (a) That the progress of Cambrian Aquatics, the development of a Business Plan, and the continued support for this Community Asset Transfer be noted; and
- (b) That Simon Morgan, Chair of Cambrian Aquatics be thanked for his attendance and contribution to the meeting.

39. MEMBERS OF THE PUBLIC AND PRESS IN ATTENDANCE

There was one member of the press and no members of the public in attendance.

(The meeting started at 10.00 am and ended at 12.16 pm)

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Chairman

ORGANISATIONAL CHANGE OVERVIEW & SCRUTINY COMMITTEE
29 JANUARY 2018

Minutes of the meeting of the Organisational Change Overview & Scrutiny Committee of Flintshire County Council held in the Delyn Committee Room, County Hall, Mold on Monday, 29 January 2018

PRESENT: Councillor Dave Mackie (Chairman)

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

ALSO PRESENT:

Members of Social & Health Care Overview & Scrutiny Committee invited to attend for Agenda Item 4: Councillors: Carol Ellis, Andy Dunbobbin, Kevin Hughes, Mike Lowe, Hilary McGuill and Martin White

Councillor Patrick Heesom attended as an observer

CONTRIBUTORS: Councillor Aaron Shotton, Leader and Cabinet Member for Finance; Councillor Christine Jones, Cabinet Member for Social Services; Chief Officer (Organisational Change 1); Chief Officer (Organisational Change 2); Senior Manager - Integrated Services and Lead Adults; and Commissioning Manager

IN ATTENDANCE: Overview & Scrutiny Facilitator and Democratic Services Officer

40. DECLARATIONS OF INTEREST

None were received.

41. FORWARD WORK PROGRAMME

The current Forward Work Programme was presented for consideration. Following detailed work on Alternative Delivery Models (ADMs) and Community Asset Transfers (CATs) over the past few years, three emerging key priorities had been identified. The Chief Officers (Organisational Change) provided an overview of those priorities within their respective areas:

Community Resilience

Councillor Paul Shotton welcomed 'social prescribing' initiatives where signposting to groups and activities could promote healthy living and help reduce pressures on the Ambulance Service.

The Chief Officer (Organisational Change 1) said that the aim of this priority was to maximise opportunities for community resilience by working with public sector partners. The 'social prescribing' element involved creating

pathways outside formal social care settings to encourage residents to access a network of opportunities and help prevent health issues.

Additional information was provided by the Senior Manager - Integrated Services on the development of the Single Point of Access to support GPs by signposting to various community activities. She also referred to planned work on the Aging Well Plan.

The Chairman said that GPs could do more to refer individuals to healthy initiatives and activities such as local walking groups.

The Chief Officer (Organisational Change 2) gave examples of new technology which could be used to assist vulnerable people in their own homes.

On the latter point, Councillor Ellis said that detailed explanation would be required on the use of such devices. She pointed out that some wards had a significant number of older residents and that it would be helpful for local Members to be given a nominated officer contact with whom they could refer issues.

Digital and Customer Services Strategy

In response to concerns from some Members, the Chief Officer (Organisational Change 1) clarified that the aim of the Digital Strategy was to encourage and improve digital contact for those who wanted it. The digital customer overview appended to the report demonstrated the creation of the customer account. This approach would help to improve opportunities for other individuals who preferred more traditional means of contact, for example by telephone or face to face. Assurance was given that these options would continue to be available to meet the needs of all customers.

Councillor Gay spoke about the role of 'community agents' which she felt could be explored for Flintshire. In response to concerns about the lack of Wi-fi in public buildings, the Chief Officer agreed to look into provision at Douglas Place in Saltney. He said that future development of public buildings should take account of Wi-fi provision for members of the public. Whilst the Council had no control on the Broadband rollout programme, customers would still be able to access the Council by telephone or face to face contact.

Councillor McGuill asked if the expansion of digital services would mean extended working hours for officers. The Chief Officer said that the expectations of residents would need to be identified to establish how these could be reasonably met.

Council's Property Asset Rationalisation Programme

Councillor Lloyd suggested that plans for County Hall be deferred until a decision by Welsh Government on local government reorganisation. The Chief Officer (Organisational Change 2) said that action was necessary as the significant maintenance liability on the building meant that the current position

was unsustainable. Following the closure of phases 3 and 4 of the building, careful planning was needed to achieve the right model of a modern and flexible work environment.

In response to questions from Councillor Ellis, the Chief Officer said that planning was in the early stages and would involve significant work on cultural change. Over the coming weeks, there would be consultation with the workforce and Trade Unions to feed into the overarching strategy.

Councillor Reece asked about the possible use of space at Theatr Clwyd and was informed that this would be considered as part of the Masterplan for the County Hall site.

Following a query by Councillor Bibby, it was explained that whilst areas of asbestos in County Hall had been recorded, 'disruptive testing' during the demolition process was likely to identify further issues.

RESOLVED:

- (a) That the Forward Work Programme as submitted be approved; and
- (b) That the Overview & Scrutiny Facilitator, in consultation with the Chair of the Committee, be authorised to vary the Forward Work Programme between meetings as the need arises.

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

RESOLVED:

That the press and public be excluded from the meeting as the following item was considered to be exempt by virtue of paragraph 14 of Part 4 of Schedule 12A of the Local Government Act 1972 (as amended).

43. ALTERNATIVE DELIVERY MODELS UPDATE (SOCIAL CARE - LEARNING DISABILITY DAY CARE AND WORK OPPORTUNITIES)

The Chief Officer (Organisational Change 1) introduced an update report on progress in establishing an Alternative Delivery Model (ADM) for Learning Disability Day Care and Work Opportunities.

The Senior Manager - Integrated Services and Lead Adults gave a reminder that the aim of the ADM was to establish a sustainable service by commissioning an experienced provider with social values. She spoke about the role of the Transition Board in overseeing the project and involvement by service users and their families to ensure due diligence on the completion of the contract.

Councillor Aaron Shotton expressed his appreciation for the work undertaken by officers and Members. He said that the Council had recognised

the importance of continuing to invest in this valued service, which was not a statutory duty. The ADM would help support the development of the new facility which was to replace the existing learning disability day centre at Glanrafon in Queensferry.

Members commended the report and said that progress should be reported to Overview & Scrutiny.

In response to questions, the officers provided clarification on a range of issues including access to grant funding, the selection process for the service provider and terms of the contract. The Commissioning Manager referred to the transparent approach to financial matters of the partnership and agreed to provide a separate response on the value of the contract. The Senior Manager said that arrangements for rota visits would require consideration by the Transition Board.

Councillor Christine Jones paid tribute to the efforts of the team and both Chief Officers during the process, and the all-inclusive approach involving service users, Trade Union colleagues and employees.

The Committee supported the Chairman's proposal for a slight amendment to the recommendation to reflect the points raised.

RESOLVED:

- (a) That the Committee notes the Council's wishes to continue to support the service and recognises the efforts made by staff; and
- (b) That the Committee notes progress made to date, and supports progress made in the implementation of the Alternative Delivery Model for Social Care - Learning Disability Day Care and Work Opportunities.

44. MEMBERS OF THE PUBLIC AND PRESS IN ATTENDANCE

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

(The meeting started at 10am and ended at 11.50am)

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Chairman



ORGANISATIONAL CHANGE OVERVIEW & SCRUTINY COMMITTEE

Date of Meeting	Monday, 19 th March 2018
Report Subject	Quarter 3 Council Plan 2017/18 Monitoring Report
Cabinet Member	Cabinet Member for Corporate Management and Assets; and Cabinet Member for Education
Report Author	Chief Officer (Organisational Change 1) Chief Officer (Organisational Change 2)
Type of Report	Operational

EXECUTIVE SUMMARY

The Council Plan 2017/23 was adopted by the Council in September 2017. This report presents the monitoring of progress at the end of Quarter 3 of 2017/18 for the Council Plan priority 'Connected Council' relevant to the Organisational Change Overview & Scrutiny Committee.

Flintshire is a high performing Council as evidenced in previous Council Plan monitoring reports as well as in the Annual Performance Reports. This monitoring report for the 2017/18 Council Plan is a positive report, with 81% of activities being assessed as making good progress, and 69% likely to achieve the desired outcome. Performance indicators show good progress with 84% meeting or near to period target. Risks are also being successfully managed with the majority being assessed as moderate (67%) or minor (10%).

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 3 Council Plan 2017/18 Monitoring Report to monitor under performance and request further information as appropriate.
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REPORT DETAILS

1.00	EXPLAINING THE COUNCIL PLAN 2017/18 MONITORING REPORT
1.01	The Council Plan monitoring reports give an explanation of the progress being made toward the delivery of the impacts set out in the 2017/18 Council 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	This is an exception based report and detail therefore focuses on the areas of under-performance.
1.03	<p>Monitoring our Activities</p> <p>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: -</p> <ul style="list-style-type: none"> • 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 <p>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: -</p> <ul style="list-style-type: none"> • 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	<p>In summary our overall progress against the high level activities is: -</p> <p>ACTIVITIES PROGRESS</p> <ul style="list-style-type: none"> • We are making good (green) progress in 47 (81%). • We are making satisfactory (amber) progress in 11 (19%). <p>ACTIVITIES OUTCOME</p> <ul style="list-style-type: none"> • We have a high (green) level of confidence in the outcome achievement of 43 (74%). • We have a medium (amber) level of confidence in the outcome achievement of 15 (26%). • No activities have a low (red) level of confidence in their outcome achievement.
1.05	<p>Monitoring our Performance</p> <p>Analysis of performance against the Improvement Plan performance indicators is undertaken 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 improvement may have been made but performance has missed the target. • GREEN equates to a position of positive performance against target.
1.06	<p>Analysis of current levels of performance against period target shows the following: -</p> <ul style="list-style-type: none"> • 35 (57%) had achieved a green RAG status • 17 (28%) had achieved an amber RAG status • 9 (15%) had achieved a red RAG status
1.07	<p>There were no performance indicators (PI) which showed a red RAG status for current performance against target, relevant to the Organisational Change Overview & Scrutiny Committee.</p>
1.08	<p>Monitoring our Risks Analysis of the current risk levels for the strategic risks identified in the Council Plan is as follows: -</p> <ul style="list-style-type: none"> • 1 (2%) is insignificant (green) • 5 (10%) are minor (yellow) • 32 (67%) are moderate (amber) • 10 (21%) are major (red) • 0 (0%) are severe (black)
1.09	<p>There were no major (red) risks identified for the Organisational Change Overview & Scrutiny Committee.</p>

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

3.00	CONSULTATIONS REQUIRED / CARRIED OUT
3.01	The Council Plan 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 Council Plan is included in the report at Appendix 1.

5.00	APPENDICES
5.01	Appendix 1 - Council Plan 2017/18 – Quarter 3 Progress Report – Connected Council.

6.00	LIST OF ACCESSIBLE BACKGROUND DOCUMENTS
6.01	<p>Council Plan 2017/18: http://www.flintshire.gov.uk/en/Resident/Council-and-Democracy/Improvement-Plan.aspx</p> <p>Contact Officer: Ceri Shotton Telephone: 01352 702305 E-mail: ceri.shotton@flintshire.gov.uk</p>

7.00	GLOSSARY OF TERMS																																													
7.01	Council 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 a Council 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.																																													
7.03	<p>Risk Likelihood and Impact Matrix</p> <table border="1"> <tr> <td rowspan="4">Impact Severity</td> <td>Catastrophic</td> <td>Y</td> <td>A</td> <td>R</td> <td>R</td> <td>B</td> <td>B</td> </tr> <tr> <td>Critical</td> <td>Y</td> <td>A</td> <td>A</td> <td>R</td> <td>R</td> <td>R</td> </tr> <tr> <td>Marginal</td> <td>G</td> <td>Y</td> <td>A</td> <td>A</td> <td>A</td> <td>R</td> </tr> <tr> <td>Negligible</td> <td>G</td> <td>G</td> <td>Y</td> <td>Y</td> <td>A</td> <td>A</td> </tr> <tr> <td></td> <td></td> <td>Unlikely (5%)</td> <td>Very Low (15%)</td> <td>Low (30%)</td> <td>Significant (50%)</td> <td>Very High (65%)</td> <td>Extremely High (80%)</td> </tr> <tr> <td></td> <td></td> <td colspan="6">Likelihood & Percentage of risk happening</td> </tr> </table> <p>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.</p>	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					
Impact Severity	Catastrophic		Y	A	R	R	B	B																																						
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	Marginal		G	Y	A	A	A	R																																						
	Negligible	G	G	Y	Y	A	A																																							
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		Likelihood & Percentage of risk happening																																												

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).

Current Risk Rating – The level of the risk at this quarter.

Trend Arrow – 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).

Risk Status – 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.



Quarter 3 Council Plan 2017/18 Progress Report

Connected Council



Flintshire County Council

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Feb-2018

Actions

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
5.1.1.1 Build stronger social enterprises with the sector itself leading development of the sector	Ian Bancroft - Chief Officer - Organisational Change 1	In Progress	01-Apr-2017	31-Mar-2018	60.00%	 GREEN	 GREEN
<p>ACTION PROGRESS COMMENTS: To help grow the sector and sustain itself specific contracts and community benefits work is being targeted at the sector. The development of a range of tools such as community shares is underway that enable existing social enterprises to grow and develop. Projects that are applicable for community shares have been identified and a business case format for these has been developed. Social enterprises attended the Flintshire Business awards and for the first time won a significant award. Wider plan for developing tools for the social enterprise sector shared with the Public Service Board and is forming part of their Community Resilience Action Plan. A session is planned with Community Shares Wales in February when projects will complete outline business cases</p> <p>Last Updated: 19-Jan-2018</p>							

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ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
5.1.1.2 Grow the capacity of the social enterprise sector and Alternative delivery Models (ADMs) to become more self-sustaining.	Ian Bancroft - Chief Officer - Organisational Change 1	In Progress	01-Apr-2017	31-Mar-2018	85.00%	 GREEN	 GREEN
<p>ACTION PROGRESS COMMENTS: Work has taken place with key social enterprises to strengthen their business plans. This includes establishing two new social enterprises of a significant scale operating in Flintshire through the Alternative Delivery Models (ADM) and Community Asset Transfer Programme. Aura Leisure and Libraries and Holywell Leisure Centre were established and have been operating from the 1st September and 1st April respectively. Reporting of community benefits - Meetings held with organisations who had had asset transfers in 2015 to 2017 and first year reports provided on community benefits. Second Year Review Meetings to be held with the same organisations in March 2018 and in addition, organisations that have completed their asset transfers since 1 April 2017. With the establishment of the Home Farms Trust contract (HFT) which begins on 1st February 2018, three Alternative Delivery Models (ADM's) have been established to operate council services in the past 12 months i.e Aura Leisure and Libraries and NEWydd Catering and Cleaning. To ensure the organisations become more sustaining, regular review meetings are taking place including formal partnership boards to oversee Home Farms Trust (HFT) and Aura.</p> <p>Last Updated: 25-Jan-2018</p>							

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
5.1.1.3 Implement the Digital Strategy and resources to meet future customer needs	Richard Ashley - IT Business Relationship Manager	In Progress	01-Apr-2017	31-Mar-2018	25.00%	 GREEN	 AMBER

ACTION PROGRESS COMMENTS:

Progress remains steady across all six work streams to identify those projects that can and should be progressed as a matter of priority, and a number have already identified their priorities for inclusion in the action plan. The Digital Customer work stream has been the subject of much work and this is to be the primary focus for the Digital Strategy going forward due to the opportunities it brings to the public and potential for savings to be made. For the first year of the five year strategy there are currently 22 tasks identified and of those, five are marked as complete.



Last Updated: 22-Jan-2018

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
5.1.1.4 Ensuring and delivering community benefits	Ian Bancroft - Chief Officer - Organisational Change 1	In Progress	01-Apr-2017	31-Mar-2018	60.00%	 GREEN	 AMBER

ACTION PROGRESS COMMENTS:

Draft Community Benefits Strategy in place and agreed by Cabinet. This document has also been shared with the Public Services Board. Next steps agreed from the workshop with Economic Development and Procurement, include engagement with the private and social sectors and individual engagement with public sector partners about how they can deliver against the strategy.



Last Updated: 22-Jan-2018

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
5.1.1.5 Enabling the third sector to maximise their contribution.	Ian Bancroft - Chief Officer - Organisational Change 1	In Progress	01-Apr-2017	31-Mar-2018	55.00%	 GREEN	 AMBER

ACTION PROGRESS COMMENTS:

Community Benefits Strategy developed with specific social objectives that enable the social sector to show their unique delivery and value against. Flintshire Local Voluntary Council (FLVC) and the Communities First Social Enterprise Officer are delivering specific support to the sector including supporting the establishment of community asset transfers. As part of the Resilience theme for the Public Services Board, work involving key organisations in the areas of Holywell, Shotton, and Flint is being prioritised and showcased.



Last Updated: 25-Jan-2018

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
5.1.1.6 Ensure our Armed Forces Community and their families are not disadvantaged when accessing Council Services	Karen Armstrong - Corporate Business and Communications Executive Officer	In Progress	01-Apr-2017	31-Mar-2018	75.00%	 GREEN	 GREEN

ACTION PROGRESS COMMENTS:

The partnership group driving the work of Flintshire's Armed Forces Covenant forward has made progress during the last quarter. Developments and achievements within the Council include a new policy for Reservists in the Council to be supported with an additional two weeks annual leave to attend services-related training. The Council's Recruitment Policy has been revised to include a guaranteed interview to all veterans meeting the essential criteria. An agreement is now in place to capture data from schools about pupils from serving or veteran families in order to understand the scale of support needed and to plan support, including funding. The Council has also provided co-ordination and support of Covenant funding applications within local communities. North Wales Fire and Rescue Services signed up to Flintshire's Covenant in 2017/18 and the first Annual report was endorsed by full County Council. Two Armed Forces Liaison Officers have been appointed for regional co-ordination of the Covenants.

Last Updated: 22-Jan-2018



ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
5.1.1.7 Getting Flintshire active through partnership objectives via the Public Services Board	Karen Armstrong - Corporate Business and Communications Executive Officer	In Progress	01-Apr-2017	31-Mar-2018	50.00%	 AMBER	 AMBER

ACTION PROGRESS COMMENTS:



The Public Services Board (PSB) has drafted a Well-being Plan which has five priority areas of work including: Community Resilience, Well-being and Independent Living, Community Safety, Economy and Skills and Environment. The Community Resilience priority has a number of work-streams, one of which is 'Getting Flintshire moving'. This priority area is led by Public Health Wales with two specific activities around reducing sedentary behaviour; one of which is focused on the scale of impact that could be made across the public sector as a major employer and within specific community areas (as pilots). A list of key drivers to support this activity has been developed and will be worked through with Public Services Board (PSB) partners. This is a longer term project which may not show immediate impact in-year, hence the amber rating for outcome.

Last Updated: 22-Jan-2018

Performance Indicators

KPI Title	Pre. Year Period Actual	Period Actual	Period Target	Perf. RAG	Perf. Indicator Trend	YTD Actual	YTD Target	Outcome RAG
IP5.1.4.1M01 Percentage of community benefit clauses in new procurement contracts above £1M	100	100	100	 GREEN	↔	100	100	 GREEN
<p>Lead Officer: Gareth Owens - Chief Officer - Governance Reporting Officer: Arwel Staples - Strategic Procurement Manager Aspirational Target: Progress Comment: During Q3 one project above £1M has been tendered and includes community benefits. this tender was for the Families First project.</p> <p>Last Updated: 26-Jan-2018</p>								

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KPI Title	Pre. Year Period Actual	Period Actual	Period Target	Perf. RAG	Perf. Indicator Trend	YTD Actual	YTD Target	Outcome RAG
IP5.1.4.2M02 Percentage of community benefit clauses in new procurement contracts under £1M	No Data	0	100	 RED	N/A	0	100	 RED
<p>Lead Officer: Gareth Owens - Chief Officer - Governance Reporting Officer: Arwel Staples - Strategic Procurement Manager Aspirational Target: Progress Comment: The Council's current Contract Procurement Regulations stipulates that the inclusion of community benefits is optional for contracts below £1M as referenced within the Welsh Procurement Policy Statement. The Council has currently drafted a new Community Benefits Strategy which will be going out to consultation shortly. However in the meantime Community Benefits are still being considered and where relevant included for tender projects between £25,000 and £1m. Due to reporting difficulties on the volume of tenders below £1m, we are unable to determine the percentage of contracts that have had community benefits included.</p> <p>Last Updated: 23-Jan-2018</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	Ian Bancroft - Chief Officer - Organisational Change 1	Amber	Amber	↔	Open
<p>Potential Effect: Lack of capacity to and desire of the sector resulting in unsustainable community and social sector projects such as Community Asset Transfers and Alternative Delivery Models</p> <p>Management Controls: Work with Flintshire Community Voluntary Sector, Co-operative Wales, and local community groups and social enterprises to develop skills.</p> <p>Progress Comment: Sustained progress on growth of the social sector with development of new Community Asset Transfers and Alternative Delivery Models. The emphasis will now be on sustaining this delivery and maximising its impact. Regular review meetings and partnership board meetings are in place.</p> <p>Last Updated: 22-Jan-2018</p>						

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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	Ian Bancroft - Chief Officer - Organisational Change 1	Amber	Amber	↔	Open
<p>Potential Effect: Lack of capacity of staff to work with and enable social sector organisations to grow and develop</p> <p>Management Controls: Early engagement and co-design in change projects with employees and trade unions</p> <p>Progress Comment: This is a key priority of the Community Resilience priority of the Public Services Board working with all public service staff to support growth of the social sector. As a result a leadership programme will be run by Glyndwr University for public service practitioners who are working with communities enabling them to support communities to increase resilience.</p> <p>Last Updated: 17-Jan-2018</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	Ian Bancroft - Chief Officer - Organisational Change 1	Amber	Amber	↔	Open
<p>Potential Effect: More competition from other agencies or decreasing use of the services means they are in the future unsustainable</p> <p>Management Controls: Continue to work with the ADM's to grow their entrepreneurial skills and meet with them annually at least to review progress</p> <p>Progress Comment: Established reviews are planned with each of the Alternative Delivery Models. The first of these partnership reviews has taken place with Aura Leisure and Libraries.</p> <p>Last Updated: 22-Jan-2018</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	Ian Bancroft - Chief Officer - Organisational Change 1	Amber	Amber	↔	Open
<p>Potential Effect: Reductions in funding to these models by the public sector resulting in the new to stop or close services and facilities</p> <p>Management Controls: Support to ADM's to ensure their financial plans are resilient if public funding decreases</p> <p>Progress Comment: Review meetings are providing an update on the future financial context so organisations can plan for potential reductions when appropriate. Draft Business Plans for 2018/19 are currently being prepared and shared with the Council and these will identify if funding for the future enables the organisations to be sustainable.</p> <p>Last Updated: 17-Jan-2018</p>						

RISK TITLE	LEAD OFFICER	SUPPORTING OFFICERS	INITIAL RISK RATING	CURRENT RISK RATING	TREND ARROW	RISK STATUS
Procurement regulations stifling our ability to develop local community and third sector markets	Ian Bancroft - Chief Officer - Organisational Change 1	Ian Bancroft - Chief Officer - Organisational Change 1	Amber	Amber	↔	Open
<p>Potential Effect: Social and third sector organisation not able to grow through the winning of new contracts</p> <p>Management Controls: Work with procurement and commissioning teams to identify the most effective way of working with the community and third sectors.</p> <p>Progress Comment: Draft Community Benefits Strategy agreed by Cabinet and workshop held with the procurement team to start implementation of this strategy. Engagement with the community and third sector on the strategy is now being planned.</p> <p>Last Updated: 17-Jan-2018</p>						

RISK TITLE	LEAD OFFICER	SUPPORTING OFFICERS	INITIAL RISK RATING	CURRENT RISK RATING	TREND ARROW	RISK STATUS
Newly established Social Enterprises and Community Asset Transfers failing in their early stages of development.	Ian Bancroft - Chief Officer - Organisational Change 1	Ian Bancroft - Chief Officer - Organisational Change 1	Amber	Amber	↔	Open
<p>Potential Effect:</p> <p>Management Controls: Open book accounting by key social enterprises with the council and where issues identified cooperative work to resolve these.</p> <p>Progress Comment: Review meetings have been held with all Community Asset Transfers (CATs) that transferred 2015-17. The second year review meetings are now being planned along with the first reviews for organisations that took on Community Asset Transfers after 1st April 2017.</p> <p>Last Updated: 22-Jan-2018</p>						



ORGANISATIONAL CHANGE OVERVIEW & SCRUTINY COMMITTEE

Date of Meeting	Monday 19 th March 2018
Report Subject	Forward Work Programme
Cabinet Member	Not applicable
Report Author	Overview & Scrutiny Facilitator
Type of Report	Operational

EXECUTIVE SUMMARY

Overview & Scrutiny presents a unique opportunity for Members to determine the Forward Work programme of the Committee of which they are Members. By reviewing and prioritising the Forward Work Programme Members are able to ensure it is Member-led and includes the right issues. A copy of the Forward Work Programme is attached at Appendix 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	<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: Ceri Shotton Overview & Scrutiny Facilitator</p> <p>Telephone: 01352 702305</p> <p>E-mail: ceri.shotton@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 2017/18

DATE	SUBJECT	O&S FOCUS	REPORT FROM
Monday 14 th May 2018 10.00 am	Holywell Community Asset Transfer Forward Work Programme	Monitoring and Assurance Consultation	Neal Cockerton/Ian Bancroft Ceri Shotton
Monday 25 th June 2018 2.00 pm	Forward Work Programme	Consultation	Margaret Parry-Jones

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Items to be scheduled

Community Resilience
 Digital and Customer Services Strategy
 Flintshire County Council's Property Asset Rationalisation Programme

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