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To: Cllr Dave Mackie (Chairman)

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

11 December 2018

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 December, 2018 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 - 12)

Purpose: To confirm as a correct record the minutes of the meetings on 17 September and 2 November 2018.

4 DIGITAL CUSTOMER OVERVIEW (Pages 13 - 18)

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

Purpose: To update on progress and to provide assurance to members of the design principles underpinning the creation of a single contact centre as part of delivering the digital customer theme of the digital strategy.

5 **COUNCIL PLAN 2018/19 - MID YEAR MONITORING** (Pages 19 - 34)

Report of Chief Officer (Housing and Assets), Chief Officer (Social Services) - 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 2018/19.

6 **FORWARD WORK PROGRAMME** (Pages 35 - 40)

Report of Overview & Scrutiny Facilitator

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

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

ORGANISATIONAL CHANGE OVERVIEW & SCRUTINY COMMITTEE **17 SEPTEMBER 2018**

Minutes of the meeting of the Organisational Change Overview & Scrutiny Committee of Flintshire County Council held in Care & Repair North East Wales, Rowley's Drive, Shotton, Deeside on Monday, 17 September 2018

PRESENT: Councillor Dave Mackie (Chairman)

Councillors: Sean Bibby, Geoff Collett, Ian Dunbar, Mared Eastwood, Dennis Hutchinson, Tudor Jones, Brian Lloyd, Paul Shotton, Ralph Small, Andy Williams and David Wisinger

APOLOGY: Councillor Marion Bateman

CONTRIBUTORS: Councillor Aaron Shotton, Leader and Cabinet Member for Finance; Councillor Christine Jones, Cabinet Member for Social Services; Councillor Billy Mullin, Cabinet Member for Corporate Management & Assets; Chief Officer (Social Services); Senior Manager, Children & Workforce; Programme Delivery Manager, Digital Customer & Community Resilience; Senior Family Support Lead; Finance Manager, Community Services; and Asset Manager

IN ATTENDANCE: Overview & Scrutiny Facilitator and Democratic Services Officer

18. OPENING COMMENTS

As Treasurer of Care & Repair North East Wales, Councillor Tudor Jones expressed appreciation for the Council's support and he drew attention to the information on display showing the work undertaken by Care & Repair.

19. DECLARATIONS OF INTEREST

Councillor Tudor Jones declared a personal interest on Agenda Items 4 (Community Resilience) and 5 (Community Asset Transfer - Overview of Progress) as the Chair of Holywell Leisure Centre.

20. MINUTES

The minutes of the meeting held on 25 June 2018 were submitted.

Matters Arising

Minute number 13: Move from County Hall to Unity House - in response to comments from Councillor Dunbar on car parking availability, the Chief Officer advised that there were sufficient spaces to accommodate the number of employees who were due to relocate. Councillor Wisinger gave a reminder of his request for a Committee site visit to Unity House.

RESOLVED:

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

21. COMMUNITY RESILIENCE

The Chief Officer (Social Services) introduced the report to update Members on progress with key areas of work in relation to the Resilient Communities priority which was part of the 'Connected Council' theme in the Council Plan. Responsibility for this was now part of the Chief Officer's portfolio following the departure of Ian Bancroft.

The growth of the social sector through social enterprise development and the success of Community Asset Transfers (CATs) and Alternative Delivery Models (ADMs) was important in helping communities to become more resilient and self-sufficient. An overview was given of the six themes of Community Resilience on which actions were set out in the Flintshire Public Services Board (PSB) Well-being Delivery Plan 2018-23.

The Committee was introduced to Cher Lewney, the Programme Delivery Manager - Digital Customer & Community Resilience, who circulated presentation slides detailing the key principles and actions for each theme. These would be supported by the development of evaluation frameworks to help manage the delivery of community resilience across the County.

Emma Blacklock, the Senior Family Support Lead, provided an update on progress with area-based activities at The Holway which enabled the Council and its partners to engage with residents and obtain views on potential improvements to their estates. A further event was planned for the end of the month to link to the 'Big Dee Day'.

The Senior Manager (Children & Workforce) shared information on the development of the Leadership Programme which was in the early stages of testing. This was aimed at individuals working with communities to support public sector organisations in delivering change successfully.

In response to a query by Councillor Hutchinson on area-based work, the Chief Officer explained that the three areas had been selected based on work previously started and that other areas would be open to consideration over time. Whilst some of the themes were led by the Council, others were the responsibility of partners such as Glyndwr University and Public Health Wales.

In highlighting Community Resilience as a key element of the Council Plan, Councillor Aaron Shotton said there were some excellent examples of CATs. He referred to the Well-Being Delivery Plan as a useful template in giving assurance on the work being undertaken to benefit the whole of the County.

The Chairman was in agreement and described the Plan as a useful tool to monitor progress.

Councillor Paul Shotton praised the Holiday Hunger programme and welcomed the development of food hubs to tackle food poverty. In response to comments on the importance of links with Health, the Senior Family Support Lead referred to the promotion of health screening at community events.

The Programme Delivery Manager advised that Council officers were engaging with Health representatives to discuss joined-up services and signposting to other types of support such as community-based activity programmes.

In response to a question from Councillor Tudor Jones about the programme in the Holway, it was explained that all 406 properties had received information encouraging residents to participate in the activities.

Councillor Mullin also remarked on the success of the Holiday Hunger programme. Councillor Williams commented that the scheme had first been introduced in Buckley in 2016.

Councillor Aaron Shotton said it was important to acknowledge that the objective of the scheme was to provide affordable, healthy meals for children - as recognised in the article by The Guardian. The next step was to escalate work through the establishment of community food hubs.

Councillor Christine Jones added that the food poverty theme encompassed all groups including those who were elderly or single parents, and that steady progress was being made across Flintshire.

The Chief Officer referred to the presentation slides which reflected specific outcomes and next steps, in recognition that this was 'work in progress'.

Councillor Collett spoke about the range of activities available at the Daniel Owen Centre to tackle loneliness.

Councillor Wisinger praised the level of detail in the report and asked that the Committee's appreciation be noted.

RESOLVED:

- (a) That the Committee supports the development of the Community Resilience Action Plan; and
- (b) That officers be thanked for the detailed work undertaken to produce the report.

22. COMMUNITY ASSET TRANSFER - OVERVIEW OF PROGRESS

The Finance Manager (Community Services) presented a report detailing the status of all 30 Community Asset Transfers (CATs) which were either transferred or close to completion.

It was noted that the Council's priority was to ensure that CATs nearing completion were completed and that those which had transferred were sustainable over the longer term. Information was shared on the three stages of transfer and the support available to help identify issues at an early stage and mitigate risk of failure. The Committee was advised that of the CATs which had been transferred, none were struggling. Social enterprise work involved the provision of health checks to all social enterprises to support organisations through the CAT process.

The Asset Manager provided clarification to Councillor Hutchinson about a particular building in Buckley. She explained that the process could only commence once an organisation had submitted an expression of interest and that additional grant funding could be accessed by organisations through lease arrangements.

Councillor Paul Shotton acknowledged the successful CATs which had been completed in Flintshire.

Councillor Tudor Jones referred to two assets which had been transferred at an earlier stage and he asked that these be added to the list of those completed. He spoke about CATs as a key area of responsibility and asked whether designated officer support had been identified to ensure that progress was being carefully monitored. The Finance Manager said that the Chief Officer (Housing and Assets) would provide a response and she gave assurance that continued support was in place, including health checks. The Asset Manager gave a reminder of the independent support provided by the Flintshire Local Voluntary Council to organisations throughout the process.

The Chairman asked that details of the CAT for Carmel Village Hall be added to the list, following correspondence from Councillor Chris Dolphin.

RESOLVED:

That the Committee welcomes the work undertaken and support given to organisations through the Community Asset Transfer programme.

23. FORWARD WORK PROGRAMME

The Facilitator presented the current Forward Work Programme and advised that a special meeting may be required to consider Stage 1 budget options for 2019/20, depending on the outcome of forthcoming Member workshops.

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.

24. MEMBERS OF THE PUBLIC AND PRESS IN ATTENDANCE

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

(The meeting started at 10am and ended at 11.15am)

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Chairman

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ORGANISATIONAL CHANGE O &S COMMITTEE
2 NOVEMBER 2018

Minutes of the meeting of the Organisational Change Overview & Scrutiny Committee of Flintshire County Council held in the Delyn Room, County Hall on Friday 2nd November 2018

PRESENT: Councillor Dave Mackie (Chairman)

Councillors: Janet Axworthy, Sean Bibby, Geoff Collett, Ian Dunbar, Mared Eastwood, Brian Lloyd, Mike Reece, Paul Shotton and David Wisinger

APOLOGIES: Councillors: Chris Bithell, Tudor Jones, Carolyn Thomas and Andy Williams. Chief Officer (Social Services)

ALSO PRESENT: Councillors: Bernie Attridge and Christine Jones

CONTRIBUTORS: Councillor Billy Mullin, Cabinet Member for Corporate Management and Assets; Chief Officer (Housing and Assets); Finance Manager (Community Services) and Accountant (Corporate Finance)

IN ATTENDANCE: Environment and Social Care Overview & Scrutiny Facilitator and Democratic Services Support Officer

25. DECLARATIONS OF INTEREST

There were no declarations of interests

26. BUDGET 2019/20 STAGE 2 PROPOSALS

The Chief Officer (Housing & Assets) introduced a report to advise of the financial pressures and efficiencies identified for the Organisational Change portfolio for the 2019/20 budget. The Committee was advised that Member workshops were held on 13 and 23 July and 18 September, 2018 where information on the latest local financial forecast in the context of the overall national position was provided. An additional workshop specifically for the Organisational Change Overview & Scrutiny Committee was held on 11 October, 2018 which provided Members with the opportunity to understand the portfolio budgets in more detail and consider the risk and resilience levels of each service area.

The Chief Officer provided a detailed explanation around the portfolio business planning efficiencies, as outlined within the report. The Finance Manager (Community Services) provided information around the savings which had been achieved as part of the Community Asset Transfers and Alternative Delivery Models but raised concern around the risk to the services if further savings were made.

The Finance Manager (Community Services) also provided an update on the provisional settlement from Welsh Government (WG) which had increased the budget gap by £1.9m. Officers were currently working through the detail of the National

Government budget announcements and what additional funding could be received by WG as a result. The Chief Officer commented on the level of Council Tax which would need to be raised to meet the current financial shortfall.

The Cabinet Member for Corporate Management and Assets said that he was pleased Aura and NEWydd had been able to achieve efficiencies and reported that they were both developing well. He said that the Council should be congratulated for maintaining services despite the difficult financial circumstances.

A number of Members thanked officers for the report and commended them on the efficiencies that had been found whilst maintaining services which had been lost in neighbouring Councils. Councillor Paul Shotton said he hoped any consequential funding to WG from the National Government would be passported to local authorities. Councillor David Wisinger agreed and felt that there needed to be fairness between funding provided to South Wales and North Wales. He also commented on the recent meeting for candidates for the Leadership of the Welsh Labour Party and reported that many questions and concerns around funding to North Wales had been raised. Councillor Janet Axworthy agreed with the comments made but raised concerns around the lateness of additional funding announcements from WG in previous budgets and the difficulty this posed for Councils in setting budgets.

Councillor Sean Bibby commented on conversations he had had with his constituents and the lack of understanding around the effort made by the Council in finding efficiencies and protecting services. He said that greater communication with members of the public was required moving forward. Councillor Geoff Collett agreed and felt that further work was needed to inform members of the public of the true impact of the budget reductions and the impacts this had on the Council.

The Chairman referred to discussions at the recent Education & Youth Overview & Scrutiny Committee where it was recommended that Members agree to seek to raise public awareness about the implications of the current financial challenges. The Cabinet Member for Corporate Management and Assets acknowledged the need for greater public engagement around the financial pressures being faced by the Council and advised that work was being undertaken to address this.

The Chief Officer outlined the forthcoming National Budget timetable and Local Budget timetable, as detailed in the report. The final budget would be presented to Cabinet and Council on 19 February, 2019.

RESOLVED:

That the Committee support the portfolio efficiency options, as shown in the report.

27. MEMBERS OF THE PUBLIC AND PRESS IN ATTENDANCE

There was one member of the Press in attendance.

(The meeting started at 10.00 am and ended at 10.33 am)

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Chair

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ORGANISATIONAL CHANGE OVERVIEW AND SCRUTINY COMMITTEE

Date of Meeting	Monday 17 th December 2018
Report Subject	Digital Customer Overview
Cabinet Member	Cabinet Member for Corporate Management and Assets
Report Author	Chief Officer Governance
Type of Report	Operational

EXECUTIVE SUMMARY

Cabinet adopted the Digital Strategy and agreed the Digital Customer action plan on 21 February 2018. One of the key actions in the action plan is the creation of a single contact centre for the Council.

The key principles in the design of a combined contact centre team are:

- to increase resilience within the team to cope with absence and allow resources to be more effectively targeted when incidents which generate high contact volumes occur;
- to increase Welsh language provision within the team;
- to provide customers and citizens with the choice to access information and services easily online;
- to provide customers and citizens with the ability to access multiple services via their Customer Account in a user-friendly and intuitive way as more services move into the contact centre.

To achieve this, we have created a project plan which focuses in parallel on:

- the creation of a single contact centre team, with staff fully engaged throughout in conversations about their roles and the way the new team will work;
- reviewing and improving web content;
- introducing new online service capabilities which make it easier for Housing and Streetscene service users in the first instance to access information and services online;
- planning the scope of services which will be moved into the contact centre in future phases.

RECOMMENDATIONS

1	That Members note the design principles underpinning the creation of a single Contact Centre and endorse the progress made towards delivering the Digital Customer theme of the Digital Strategy.
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REPORT DETAILS

1.00	DIGITAL CUSTOMER OVERVIEW
1.01	The Digital Customer theme of Digital Flintshire aims to improve the number of services and range of functionality available over the web in order to improve residents' access to services at a time and location that is convenient to them.
1.02	In March 2018 Cabinet agreed to the creation of a single Contact Centre, starting initially with the joining of the Contact Centres serving Streetscene and Housing.
1.03	As these services already have dedicated teams, using contact centre technology to manage customer contacts, it was agreed that these would be best placed to form the foundation of the combined team into which other services would be transitioned.
1.04	A key objective is to build resilience within the combined team, to deal effectively when there are incidents which generate high volumes of call, or when there is staff absence. This will also improve Welsh language resilience.
1.05	<p>As part of improving digital services the Council will upgrade the online capability of the housing software to allow applicants and tenants to:</p> <ul style="list-style-type: none">• link directly to their housing account details from the Flintshire Customer Account page on the council's website, without entering additional log in details;• view high level rent account details and make a payment;• view logged repairs;• view current applications;• view key account information, such as gas servicing alerts and planned capital works.
1.06	<p>The project plan to carry out this first phase of the combined contact centre is currently being implemented, with action primarily concentrating on:</p> <ul style="list-style-type: none">• the amalgamation of roles in Housing and Streetscene into a common job description for contact centre agents, and the appointment of a manager overseeing the single service;

	<ul style="list-style-type: none"> • the review and improvement of information and content on the Flintshire website to make it easier for customers to find information and self-serve; • the implementation of the online Housing capability, fully integrated with the Customer Account on the Flintshire website. <p>Once staff have been confirmed in their roles in the new team, a key priority will be to work proactively with them to create a single team identity, work out how they want to work as a single team and plan for the integration.</p>
1.07	Go live for phase 1 is planned for mid-March 2019, but Chief Officers will review the technical and staff readiness position one month in advance of go live to make the final decision about whether to proceed at that time. This will ensure that they have confidence that services will be delivered with no degradation of quality as a result of the move.
1.08	In parallel to preparing for phase 1, discussions are underway with other services to identify and agree the scope of services from each which will be transitioned into the combined contact centre. A report will be submitted to Chief Officers outlining the suggested scope for increasing digital capability and transferring functions to the contact centre.
1.09	The intention is currently to aim for a fully combined contact centre operating from Unity House, Ewloe from April 2020. In order to achieve this, as each service area is brought into the contact centre, it is likely to be necessary to deliver an initial minimum level of capability, with a plan to build on that capability going forwards. For example in further phases of the digital project it will be possible to book housing repairs on line.
1.10	It is very likely that this approach will be required for all other phases of the project too as services move into the combined contact centre.
1.11	The Internet Use and Digital Skills Survey for Wales for 2017-18 showed that currently 85% of households have access to the internet at home, with high levels of usage by age group, including 89% of 49-64 year olds. However, while usage and confidence figures are only going to increase in future, we recognise that provision needs to be made within our delivery plan and approach to provide adequate support for those who are not yet confident to go online. Service requests will never be refused via the telephone or face-to-face as a result of someone not having the access or skills to go online and this is fully reflected within our project plan.

2.00	RESOURCE IMPLICATIONS
2.01	<p>The Digital Customer workstream has an invest to save budget allocation of £550k. This is funding three new posts, all of whom are contributing to the delivery of the Digital Customer project; namely:</p> <ul style="list-style-type: none"> • Digital Customer and Community Resilience Programme Manager;

	<ul style="list-style-type: none"> • Customer Transaction Officer (responsible for process design and web content review); • Income and Marketing Programme Manager. <p>In addition to these posts, staff from across the authority are actively involved in the project. The IT team in particular are supporting the development of the Customer Account and integration with core service areas.</p> <p>Staff in Housing, in particular currently, are supporting work to review business processes and design the online experience; while staff in Planning and Environment and Social Services are reviewing the range of processes and services which they think best sit within the combined contact centre in the future. Similar work with Education and Revenues and Benefits is about to get underway.</p>
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3.00	CONSULTATIONS REQUIRED / CARRIED OUT
3.01	<p>Employees who are affected by this change in service provision are being engaged, and will continue to be engaged in future phases, with full HR and Trade Union involvement.</p> <p>The project plan also includes ongoing internal and external communications to raise awareness and encourage involvement as Flintshire's digital service evolves. The detail within the communications plans is currently being developed.</p>
3.02	<p>At Cabinet it was noted that Streetscene and Housing Contact Centre employees would be involved in the process of merging the Contact Centres. It was also agreed that the relevant Portfolio holders would be consulted on the Stop/Go review prior to the combined Contact Centre going operational.</p>

4.00	RISK MANAGEMENT
4.01	<p>Key risks and mitigations include:</p> <ul style="list-style-type: none"> • Shift to a new service destabilises and affects service performance: We are actively monitoring current service and infrastructure performance to identify and understand any potential high risk areas. This will ensure we can plan for a smooth technical transition which minimises the possibility of disruption. We have no intention for the Housing and Streetscene teams to merge functionally at go live in March 2019, so the service will continue as previously, with the merging of skills and knowledge following on from the initial shift. This significantly reduces the risk of service impact. • Reputational risk of providing a poor online service: We have agreed a number of design principles which will underpin the solution we create online. This is aimed at making the online experience as

	<p>easy as possible for customers and citizens, and will ensure that as we bring new services into the contact centre, we use the same principles. This will make best use of the technology and ensure that the user experience is consistent across services.</p> <ul style="list-style-type: none"> • Focus on digital service provision excludes vulnerable members of our communities: As we improve the information available online and make it easier for people to access online services 24/7, we will look to promote the capability and direct people online. However, non-digital services will be retained for those who do not have access or are not confident to access services online. This will include support to get new skills if people want to, via the Connects centres and libraries. No one will be refused service access in any way as a result of not being able to go online.
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5.00	APPENDICES
5.01	None.

6.00	LIST OF ACCESSIBLE BACKGROUND DOCUMENTS
6.01	<p>None.</p> <p>Contact Officer: Gareth Owen, Chief Officer Governance Telephone: 01352 702344 E-mail: Gareth.Legal@flintshire.gov.uk</p>

7.00	GLOSSARY OF TERMS
7.01	<ol style="list-style-type: none"> 1) Digital Customer: a workstream within Flintshire's Digital Strategy which aims to build the capability for customers and citizens to access our services online, both via improved and easier to use systems, but also through improvements to the information which can be accessed via the website. 2) Baseline capability: the range of functionality which will be available when a service goes live within the new contact centre. This is likely to be less functionality than is required or wanted in the long term; an example being the ability to view a repair that has already been logged as opposed to the ability to log a repair and make an appointment. 3) Scope of deliverables: the range of functionality which it has been agreed will be included for delivery in a particular phase of a project. 4) Invest to Save budget: an amount of money which the Council has agreed to invest in a service or a project, with a requirement to demonstrate efficiencies equivalent to the spend through the changes which are being made.

	<p>5) Design principles: principles which will be applied as new functionality is created online to ensure that the experience for users is as easy as it can be and, across different services, is consistent.</p>
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ORGANISATIONAL CHANGE OVERVIEW & SCRUTINY COMMITTEE

Date of Meeting	Monday, 17 th December 2018
Report Subject	Council Plan 2018/19 Mid-Year Monitoring Report
Cabinet Member	Cabinet Member for Corporate Management and Assets; and Cabinet Member for Education
Report Author	Chief Officer (Housing and Assets); and Chief Officer (Social Services)
Type of Report	Operational

EXECUTIVE SUMMARY

The Council Plan 2018/19 was adopted by the Council in June 2018. This report presents the monitoring of progress at the mid-year point of 2018/19 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 and the recent Annual Performance Report. This mid-year monitoring report for the 2018/19 Council Plan shows that 88% of activities are making good progress with 81% likely to achieve their planned outcomes. 79% of the performance indicators have met or exceeded their targets. Risks are being managed with a minority of 18% being assessed as major.

RECOMMENDATIONS

1	That the Committee consider the mid-year Council Plan 2018/19 Monitoring Report to monitor under performance and request further information as appropriate.
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REPORT DETAILS

1.00	EXPLAINING THE COUNCIL PLAN 2018/19 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 2018/19 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 activities is:</p> <p>Progress</p> <ul style="list-style-type: none"> • We are making good (green) progress in 46 (88%). • We are making satisfactory (amber) progress in 6 (12%). <p>Outcome</p> <ul style="list-style-type: none"> • We have a high (green) level of confidence in the achievement of 42 (81%) outcomes. • We have a medium (amber) level of confidence in the achievement of 10 (19%) outcomes. • There are no low (red) levels of confidence.
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.

	<ul style="list-style-type: none"> • 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 target shows the following:</p> <ul style="list-style-type: none"> • 44 (78.6%) have achieved a green RAG status • 6 (10.7%) have an amber RAG status • 6 (10.7%) have a red RAG status
1.07	<p>There are no performance indicators (PI) showing a red RAG status for current performance against target, relevant to the Organisational Change Overview & Scrutiny Committee.</p>
1.08	<p>Monitoring our Risks</p> <p>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"> • 3 (7%) are insignificant (green) • 4 (9%) are minor (yellow) • 29 (66%) are moderate (amber) • 8 (18%) are major (red) • 0 (0%) are severe (black)
1.09	<p>There are 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 2018/19 – mid-year Monitoring 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 colspan="2"></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 colspan="8" style="text-align: center;">Likelihood & Percentage of risk happening</td> </tr> </table>	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																																						
	Critical		Y	A	A	R	R	R																																						
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Likelihood & Percentage of risk happening																																														

	<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>
7.04	<p>CAMMS – An explanation of the report headings</p>
	<p>Actions</p> <p><u>Action</u> – Each sub-priority have high level activities attached to them to help achieve the outcomes of the sub-priority.</p> <p><u>Lead Officer</u> – The person responsible for updating the data on the action.</p> <p><u>Status</u> – 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.</p> <p><u>Start date</u> – When the action started (usually the start of the financial year).</p> <p><u>End date</u> – When the action is expected to be completed.</p> <p><u>% complete</u> - 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.</p> <p><u>Progress RAG</u> – Shows if the action at this point in time is making limited progress (Red), satisfactory progress (Amber) or good progress (Green).</p> <p><u>Outcome RAG</u> – Shows the level of confidence in achieving the outcomes for each action.</p> <p>Measures (Key Performance Indicators - KPIs)</p> <p><u>Pre. Year Period Actual</u> – 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’.</p> <p><u>Period Actual</u> – The data for this quarter.</p> <p><u>Period Target</u> – The target for this quarter as set at the beginning of the year.</p> <p><u>Perf. RAG</u> – 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.</p> <p><u>Perf. Indicator Trend</u> – Trend arrows give an impression of the direction the performance is heading compared to the period of the previous year:</p> <ul style="list-style-type: none"> • 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. <p><u>YTD Actual</u> – The data for the year so far including previous quarters.</p> <p><u>YTD Target</u> – The target for the year so far including the targets of previous quarters.</p> <p><u>Outcome RAG</u> – 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).</p> <p>Risks</p> <p><u>Risk Title</u> – Gives a description of the risk.</p> <p><u>Lead Officer</u> – The person responsible for managing the risk.</p>

<p>Supporting Officer – The person responsible for updating the risk.</p> <p><u>Initial Risk Rating</u> – 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).</p> <p><u>Current Risk Rating</u> – The level of the risk at this quarter.</p> <p><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).</p> <p><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.</p>

Performance Progress Report

Flintshire County Council

Connected Council

5 Connected Council

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	Neil Ayling - Chief Officer - Social Services	In Progress	01-Apr-2017	31-Mar-2019	50.00%	 GREEN	 GREEN

ACTION PROGRESS COMMENTS:

There are estimated to be around 40 social enterprises operating across Flintshire currently and a network has been created to enable them to meet up and learn from each other. A framework for health checks has been created and offered to social enterprises to give them assurance and advice regarding their long term viability. This is optional and has not yet been adopted, but will continue to be offered and promoted. Growth of social enterprises in the current financial year is expected to exceed targets.

Last Updated: 19-Nov-2018

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.	Neil Ayling - Chief Officer - Social Services	In Progress	01-Apr-2017	31-Mar-2019	50.00%	 GREEN	 GREEN

ACTION PROGRESS COMMENTS:

As above, the framework to support and enable social enterprises in Flintshire is developing, with health check tools and networks in place to support ongoing resilience. We are also seeking Social Enterprise accreditation for Flintshire to provide a framework against which we can check the support we provide. Monitoring and reporting arrangements are also in place for key ADMs, such as Aura and Holywell Leisure Centre to ensure that progress is clearly understood on an ongoing basis while the businesses establish themselves following transfer.

Last Updated: 02-Nov-2018

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
5.1.1.4 Ensuring and delivering community benefits	Neil Ayling - Chief Officer - Social Services	In Progress	01-Apr-2017	31-Mar-2019	50.00%	 GREEN	 GREEN

ACTION PROGRESS COMMENTS:

A Community Benefits Working Group has been established to develop an approach for the ongoing management of community benefits which is both cost effective and sustainable. A report is expected to be submitted to Chief Officer Team with a proposal in December 2018, which will look to capture, monitor and evaluate contractual community benefits as well as providing a framework potentially for the evaluation of 'softer' community benefits delivered by community resilience-type activity. A meeting is scheduled with partners in November to understand how others are managing community benefits and identify arrangements already in place which can be used to develop a shared Flintshire-wide approach.

Last Updated: 19-Nov-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.	Karen Armstrong - Corporate Business and Communications Executive Officer	In Progress	01-Apr-2017	31-Mar-2019	50.00%	 GREEN	 AMBER

ACTION PROGRESS COMMENTS:

A Community Benefits Strategy has been developed with specific social objectives that enable the social sector to show their unique delivery and value. Flintshire Local Voluntary Council (FLVC) and the Communities First Social Enterprise Officer are delivering specific support to the sector including supporting the 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. Work is continuing to enable commissioners to procure to the third sector with the recent procurement of support from the third sector for disability based services as an example. Through the Compact group a review of third sector core funding arrangements is underway to maximise opportunities and contribution of the sector.

Last Updated: 20-Nov-2018

Performance Indicators

KPI Title	Pre. Year Period Actual	Period Actual	Period Target	Perf. RAG	Perf. Indicator Trend	YTD Actual	YTD Target	Outcome RAG
IP5.1.1.1M01 Number of social enterprises applying for a Flintshire Business Award	No Data	7	5	 GREEN	N/A	7	5	 GREEN
<p>Lead Officer: Neil Ayling - Chief Officer - Social Services Reporting Officer: Niall Waller - Service Manager - Enterprise and Regeneration Aspirational Target: Progress Comment: A total of 7 social enterprises applied for a Flintshire Business Award, they were; Groundworks, No 1 Strength and Fitness, Cambria Aquatics, Art and Soul Tribe, Flint Refurbs, Aura Wales and Caffi Isa.</p> <p>Last Updated: 31-Oct-2018</p>								

KPI Title	Pre. Year Period Actual	Period Actual	Period Target	Perf. RAG	Perf. Indicator Trend	YTD Actual	YTD Target	Outcome RAG
IP5.1.3.1M01 Percentage of contracts over £25,000 that include Community Benefit clauses	No Data	69	20	 GREEN	N/A	69	20	 GREEN
<p>Lead Officer: Neil Ayling - Chief Officer - Social Services Reporting Officer: Arwel Staples - Procurement Business Partner - Strategic Procurement Aspirational Target: Progress Comment: A Draft Community Benefits Policy and Guidance Note has been drafted for consultation internally. The Policy once adopted will make it mandatory for community benefits to be included in contracts above £25k. The Guidance note will also provide commissioners with sample Invitation to Tender questions and a sample tender evaluation methodology. This will therefore facilitate further adoption of community benefits for contracts above £25k.</p> <p>Last Updated: 29-Oct-2018</p>								

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 Third Sector playing a major role in 4 community resilience programmes: CATS's, Social Prescribing , Holway area work; Shotton area work	No Data	4	2	 GREEN	N/A	4	2	 GREEN
<p>Lead Officer: Neil Ayling - Chief Officer - Social Services Reporting Officer: Karen Armstrong - Corporate Business and Communications Executive Officer Aspirational Target: Progress Comment: Steady progress is being made in all 4 areas of community resilience; especially the Holway area work where a successful community event took place involving all generations and tenures. This needs to be maintained and continues to be an active partnership activity. The other 3 areas of resilience work continue to be developed at the relevant pace.</p> <p>Last Updated: 26-Oct-2018</p>								

KPI Title	Pre. Year Period Actual	Period Actual	Period Target	Perf. RAG	Perf. Indicator Trend	YTD Actual	YTD Target	Outcome RAG
IP5.1.5.1M01 Percentage of key Council activities from the Flintshire Well-Being Plan delivered	No Data	95	95	 GREEN	N/A	95	95	 GREEN
<p>Lead Officer: Colin Everett - Chief Executive Reporting Officer: Karen Armstrong - Corporate Business and Communications Executive Officer Aspirational Target: Progress Comment: All Council Plan activities which are shared with our partners as part of the Public Services Well-being Plan are monitored quarterly. At the Public Services Board meeting in October, all actions were being progressed in accordance with the Delivery Plan.</p> <p>Last Updated: 31-Oct-2018</p>								

KPI Title	Pre. Year Period Actual	Period Actual	Period Target	Perf. RAG	Perf. Indicator Trend	YTD Actual	YTD Target	Outcome RAG
IP5.1.6.3M03 The amount of grant funding successfully awarded to support local Flintshire Schemes (£)	No Data	25768	5000	 GREEN	N/A	25768	5000	 GREEN

Lead Officer: Karen Armstrong - Corporate Business and Communications Executive Officer
Reporting Officer: Fiona Mocko - Strategic Policies Advisor
Aspirational Target:
Progress Comment: The Council has been awarded £25,678.00 in total which exceeds the estimated target. This is because projects included in the bids are to commemorate the centenary of World War One. All projects, except one, will be complete by 12th November 2018. The "Planes Over Talacre" project will take place in July 2019 and will remember the legacy of the Royal Air Force and Talacre's role supporting them. This grant for this project alone is £15,400.00.

Last Updated: 29-Oct-2018

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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
IP5.1.6.4M04 Number of all Council policies revised to take account of the Armed Forces Covenant	2	3	1	 GREEN	N/A	3	1	 GREEN

Lead Officer: Karen Armstrong - Corporate Business and Communications Executive Officer
Reporting Officer: Fiona Mocko - Strategic Policies Advisor
Aspirational Target:
Progress Comment: Education policies now include the ability to capture the number of pupils who are children of serving personnel or veterans. This will enable and provide data for funding bids to support children and families of serving personnel or veterans.

Last Updated: 15-Oct-2018

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	Neil Ayling - Chief Officer - Social Services	Cher Lewney - Digital Customer & Community Resilience Programme Manager	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: 09-Nov-2018</p>						

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RISK TITLE	LEAD OFFICER	SUPPORTING OFFICERS	INITIAL RISK RATING	CURRENT RISK RATING	TREND ARROW	RISK STATUS
Market conditions which the new alternative delivery models (ADM's) face	Neil Ayling - Chief Officer - Social Services		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 Alternative Delivery Models (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. Two reviews have taken place with Aura Leisure and Libraries and concluded that the first year business plan is being delivered and agreed subject to Cabinet approval the second year business plan.</p> <p>Last Updated: 09-Nov-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 (ADM's)	Neil Ayling - Chief Officer - Social Services		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 Alternative Delivery Models (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. Business Plans for 2018/19 have been prepared and shared with the Council and these will identify if funding for the future enables the organisations to be sustainable. These plans show that funding levels for organisations in 2018/19 are sustainable.</p> <p>Last Updated: 09-Nov-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	Gareth Owens - Chief Officer - Governance		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 a workshop has held with the procurement team to start implementation of this strategy. Engagement with the community and third sector on the strategy is planned. A plan to help council workforce commission in a way that delivers community benefits is being developed.</p> <p>Last Updated: 09-Nov-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.	Neil Ayling - Chief Officer - Social Services		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 complete as are the first reviews for organisations that took on Community Asset Transfers after 1 April 2017.</p> <p>Last Updated: 09-Nov-2018</p>						

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ORGANISATIONAL CHANGE OVERVIEW & SCRUTINY COMMITTEE

Date of Meeting	Monday, 17 th December 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 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.

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: Margaret Parry-Jones Overview & Scrutiny Facilitator Telephone: 01352 702427 E-mail: margaret.parry-jones@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 2018/19

DATE	SUBJECT	O&S FOCUS	REPORT FROM
Monday 28th January 2019 10.00 am	Update on Alternative Delivery Model for Learning Disability Day Care and Work Opportunities	Monitoring and Assurance	Neil Ayling
	Connah's Quay Swimming Pool – Cambrian Aquatics Mid-Year Progress Report 2018/19	Monitoring and Assurance	Neal Cockerton
	Forward Work Programme	Consultation	Ceri Shotton
Monday 18th March 2019 10.00 am	Quarter 3 Council Plan 2018/19 Monitoring Report	Monitoring and Assurance	Ceri Shotton
	Aura Leisure and Libraries Progress Review	Monitoring and Assurance	Colin Everett
	NEWydd Catering and Cleaning Progress Review	Monitoring and Assurance	Steve Jones
	Forward Work Programme	Consultation	Margaret Parry-Jones
Monday 13th May 2019 10.00 am	Holywell Leisure Centre Community Asset Transfer	Monitoring and Assurance	Neal Cockerton
	Forward Work Programme	Consultation	Ceri Shotton

Organisational Change Overview & Scrutiny Committee
Forward Work Programme 2018/19

Monday 1st July 2019 10.00 am	Quarter 4/Year-end Council Plan 2018/19 Monitoring Report Forward Work Programme	Monitoring and Assurance Consultation	Ceri Shotton Margaret Parry-Jones
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Items to be scheduled

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Flintshire County Council's Property Asset Rationalisation Programme
