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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

12 March 2019

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, 18th March, 2019 in the Delyn Committee Room, County Hall, Mold CH7 6NA to consider the following items

A G E N D A

1 APOLOGIES

Purpose: To receive any apologies.

2 DECLARATIONS OF INTEREST (INCLUDING WHIPPING DECLARATIONS)

Purpose: To receive any Declarations and advise Members accordingly.

3 MINUTES (Pages 3 - 6)

Purpose: To confirm as a correct record the minutes of the meeting held on 28 January 2019.

4 SOCIAL VALUE STRATEGY (Pages 7 - 14)

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

Purpose: To set out the future approach to generating increased social value from Council expenditure.

5 **DIGITAL STRATEGY UPDATE** (Pages 15 - 24)

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

Purpose: To update Members on progress to define and deliver the Digital Strategy, with a summary of discussion in the recent Digital Strategy workshop with Members.

6 **QUARTER 3 COUNCIL PLAN 2018/19 MONITORING REPORT** (Pages 25 - 38)

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.

7 **FORWARD WORK PROGRAMME** (Pages 39 - 44)

Report of Overview & Scrutiny Facilitator

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

Yours sincerely



Robert Robins
Democratic Services Manager

ORGANISATIONAL CHANGE OVERVIEW & SCRUTINY COMMITTEE **28 JANUARY 2019**

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, 28 January 2019.

PRESENT: Councillor Dave Mackie (Chairman)

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

SUBSTITUTIONS: Councillor Mike Lowe (for Sean Bibby)

APOLOGIES: Councillor Billy Mullin, Cabinet Member for Corporate Management and Assets. Councillors Janet Axworthy and Geoff Collett

ALSO PRESENT: Councillors Mike Allport, Carol Ellis, and Kevin Hughes

CONTRIBUTORS: Councillor Christine Jones, Cabinet Member for Social Services, Chief Executive, Chief Officer (Social Services), Senior Manager Integrated Services, and ADM and TSS Programme Manager, and Planning and Development Officer. (For minute no.36) Andrew Horner, Director of Operational Projects, Hft Limited, and Jordan Smith, Regional Manager, Hft Flintshire.

IN ATTENDANCE: Democratic Services Manager and Democratic Services Officer

Prior to the start of the meeting the Democratic Services Manager explained that a two minute silence would be observed at 11.00 a.m. for pause and reflection for Holocaust Memorial Day.

34. DECLARATIONS OF INTEREST

There were no declarations of interest.

35. MINUTES

The minutes of the meeting held on 17 December 2018 were submitted.

RESOLVED:

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

36. ALTERNATIVE DELIVERY MODEL UPDATE – SOCIAL CARE LEARNING DISABILITY DAY AND WORK OPORTUNITIES SERVICE

The Chief Officer (Social Services) introduced the report to provide an update on progress with the Social Care Learning Disability Day and Work

Opportunities Service ADM, including delivery of the service post transfer to Hft Limited. He provided background information and advised that in addition to progress on the Authority's partnership with Hft the report included an update on the construction of a new Day Centre in Queensferry which would help to transfer and modernise service for people in Flintshire.

The Chief Officer welcomed and introduced Andrew Horner, Director of Operational Projects, Hft Limited, and Jordan Smith, Regional Manager, Hft Flintshire, and invited them to give a presentation on Hft Flintshire which covered the following main points:

- who are Hft and where we are
- transition
- Glanrafon, Hwb Cyfle, Tri-Ffordd, Rowley's Pantry and Freshfields
- Castle Connections
- Work Options Team
- case studies
- model of support
- people we support – feedback
- challenges
- workforce development
- mandatory training
- staff exchange
- fundraising
- Project Search Flintshire

Mr. Horner and Mr. Smith reported on the progress made since the Authority appointed Hft to run the service from 1 February 2018 and referred to the service model and workforce developments, progress on construction of a new adult day centre, partnership working, fundraising, future business plans and project search. During the meeting a former service user who is now an employee by Hft, spoke to the Committee about her personal experiences of the service during the last 12 months, supported by her Job Coach.

Councillor Ian Dunbar spoke in support of the excellent work achieved at Glanrafon and welcomed the construction of a new community facility (Hwb Cyfle) to replace the existing day service centre which was due to open in June this year.

Councillor Paul Shotton expressed appreciation for the fundraising activities undertaken by Hft which had generated £31,000 for service improvements, investment in equipment, technology, and new activities. He also commented on the Cranfield Trust Business School which had provided a business planning consultant at no cost. Councillor Shotton welcomed the construction of the new community centre.

Councillor Shotton asked Mr. Horner and Mr. Smith to provide more information on the work of the Job Coach Team. Mr. Horner explained that Hft

were reviewing all existing work placements supported by the Job Coach team. He continued that the Job Coaches were exploring options with employers where there were placements that have been unpaid and individuals are fulfilling job descriptions and commented on some of the successes that Hft have had in this task. Mr. Horner also commented on the work undertaken by Hft to recruit and support individuals in volunteer roles.

Mr. Horner reported on the Project Search programme which Hft had successfully delivered across the UK for a number of years and explained that this was a 12 month internship programme for young adults with disabilities. The project worked closely with a host employer to provide work experience for interns and to enable them to learn and develop the skills needed to enter paid or volunteer work roles. Mr. Horner advised that Hft would launch Project Search in Flintshire in September 2019.

Councillor Carol Ellis congratulated Mr. Horner and Mr. Smith on the progress and achievements gained by Hft. She said the enthusiasm and commitment shown was inspirational and looked forward to the opening of Hwb Cyfle and the opportunities it would provide in Flintshire.

Councillor Hilary McGuill suggested that there was an opportunity to expand the activities provided by Hft to include work and care for animals to develop social skills and interaction. She said links could be developed with other organisations who supported disabled people to share the responsibility and costs associated with the care of animals.

Councillor Kevin Hughes reiterated the views expressed by Members and said that the presentation by Hft had been inspirational and offered his personal support if needed. He also commented on the service provided by Arts and Business Cymru which provided live music in venues such as care home settings and said he would send details to Mr. Horner and Mr. Smith for information.

The Chair thanked Mr. Horner and Mr. Smith for their detailed presentation and answers to Members questions.

RESOLVED:

That the Committee expresses its satisfaction at the progress made through the service partnership with Hft following successful transition in February 2018.

37. FORWARD WORK PROGRAMME

The Democratic Services Manager presented the current Forward Work Programme for consideration. He drew attention to the items scheduled for the next meeting of the Committee to be held on 18 March 2019, and advised that an additional item to provide an update on the Digital Strategy had been included for consideration at the meeting. The Democratic Services Manager also advised that the item on NEWydd Catering and Cleaning Progress Review which was scheduled for consideration at the meeting on 18 March, had been

moved to the meeting to be held on 13 May 2019, to allow for a report on Social Value Strategy to be presented on 18 March.

The Democratic Services Manager referred to the item to be scheduled on Connah's Quay Swimming Pool – Cambrian Aquatics Mid-Year Progress Report 2018/19. He reiterated that the Board members of Cambrian Aquatics had difficulty attending the meeting of the Committee at County Hall, Mold, on 28 January, and it had been suggested that the time and the venue of the meeting be reconsidered to enable them to attend. Councillor Paul Shotton commented that a previous meeting of the Committee had been held at Cambrian Aquatics, Connah's Quay, in the morning and asked if this could be considered. Councillor Tudor Jones suggested that a small number of members of the Committee attend a meeting with the Board members of Cambrian Aquatics at a mutually agreed time and report back to a future meeting of the Committee. It was agreed that the Democratic Services Manger would explore the suggestions put forward with Cambrian Aquatics.

Councillor Ian Dunbar suggested that a future visit to Hwb Cyfle be arranged on behalf of the Committee.

Councillor Paul Shotton suggested that the venue for the meeting of the Committee to be held on 18 March, be changed to Deeside Leisure Centre.

RESOLVED:

- (a) That the Forward Work Programme be approved; and
- (b) That the Facilitator in consultation with the Chair of the Committee be authorised to vary the Forward Work Programme between meetings should this be necessary.

38. MEMBERS OF THE PUBLIC AND PRESS IN ATTENDANCE

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

(The meeting started at 10.00 am and ended at 11.35 pm)

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Chairman



ORGANISATIONAL CHANGE OVERVIEW & SCRUTINY COMMITTEE

Date of Meeting	18 March 2019
Report Subject	Social Value Strategy
Cabinet Member	Cabinet Member for Corporate Management and Assets
Report Author	Chief Officer Social Services
Type of Report	Operational

EXECUTIVE SUMMARY

Social value looks beyond the financial cost of a service and considers what wider additional benefits to the community can be generated. Implementing the Social Value Strategy will be a key element in delivering the Well-being of Future Generations Act and enable the Council and partners to create new resources for priority work streams.

RECOMMENDATIONS

1	That Members review and approve the draft Social Value Strategy.
2	That Members approve the release of reserves funding to deliver the Social Value Strategy including the recruitment of a lead officer.

REPORT DETAILS

1.00	EXPLAINING THE SOCIAL VALUE STRATEGY
1.01	<p>The Community Benefits Strategy was approved in draft form at Cabinet on 24 October 2017. Since then, progress in delivering the Strategy has focused on:</p> <ul style="list-style-type: none">• identifying staff resources to start developing the approach to community benefits;• agreeing broad principles for the delivery of the Strategy and consultation with an officers group comprising procurement and commissioning officers;• gathering learning from other areas;• investigating potential toolkits to gather and report social value; and• revising the Strategy and developing the policy document to accompany it. <p>A review has been undertaken of the original document and a broader approach is proposed to generating social value from Council and partner activities.</p>
1.02	<p>The revised Strategy challenges partners, services and suppliers to consider how they can generate additional value for the communities of Flintshire and how they can measure this. This additional value may lie outside the core business of the organisation or service, for example:</p> <ul style="list-style-type: none">• front-line service delivery that includes training and support for staff to identify the wider needs of clients and refer them to other support agencies will reduce costs across the public sector through timely intervention;• greater use of local suppliers and employing local people has a greater positive impact on the economy of Flintshire, especially when offering employment opportunities to disadvantaged individuals; and• social enterprises and voluntary bodies will increase their ability to demonstrate the value of their work and improve their chances of securing funding and tendering for public sector contracts.
1.03	<p>This approach will be a key tool in helping the Council and its partners to demonstrate how the Well-being of Future Generations Act is being delivered on the ground. The process of considering how wider benefits can be realised during service design and the generation of measurable social value will provide a robust evidence base. Implementing the Strategy also provides an opportunity to build good practice across the Public Service Board partners where there is considerable interest in working together on developing social value.</p>
1.04	<p>The long-term goals in implementing the Strategy are to:</p> <ul style="list-style-type: none">• enable third sector organisations to better evidence the social value generated through their work and thereby increase their ability to secure resources and contracts;• encourage local and regional companies to strengthen their approaches to corporate social responsibility, using Council procurement as a catalyst for sustainable behaviour change; and• encourage and support public sector service managers to broaden their awareness of the impacts of their work on the community as a

	whole and to facilitate linkages between service areas.
1.05	The Strategy sets out priority areas for social value generation, based on those highlighted in the Flintshire Well-being Plan and Council Plan, helping to create additional resources for critical work streams.
1.06	A review has been undertaken to understand the baseline position in delivering social value through procurement which is an important catalyst for wider development. Current practice is well developed where procurement frameworks are being used especially within construction. Suppliers are well versed in delivering community benefits, especially apprenticeships and work experience, and the framework administrators have capacity to gather evidence of achievement. There is, though, little consistency in how community benefits are applied through the procurement process and no common process for their recording or reporting. Implementing the Strategy will address this.
1.07	The Strategy does not propose any new mandatory thresholds in the procurement process below the £1m threshold already in the Contract Procedure Rules. Rather, the Strategy challenges service managers and procurement officers to think broadly about the services and goods being procured and consider how wider social value could be generated. The ability to do this will vary depending upon the value, duration and nature of the procured services or goods and upon the availability and simplicity of support systems. The strongest challenge and support will be directed at the service planning stage not at the procurement process which is already too late to effectively secure change.
1.08	The initial focus will be on generating social value through the procurement process as this offers the greatest and most immediate opportunity to deliver considerable social value. Only a proportion of Council expenditure is procured each year so the delivery of social value will increase year on year as contracts come to an end and are procured. There will also be a proportion of contracts where it is decided that social value cannot be achieved.
1.09	Despite the need to keep the Strategy non-restrictive to encourage creativity it is essential that there is a consistent method to measure the social value generated. This is especially important during the procurement process if the social value element of tenders is to be weighted in future as decisions by officers may be subject to legal challenge. This requires: <ol style="list-style-type: none"> 1. a consistent suite of Key Performance Indicators (KPIs) and definitions to be adopted; 2. if the social value element of tenders is to be weighted in future, a consistent and evidence based suite of metrics to be adopted to convert these KPIs into a monetary equivalent to measure social return, especially for use during the procurement process to provide transparency; and 3. a consistent system to record the achievement of social value to enable monitoring as well as provide visibility of the collective impact of the social value approach.
1.10	Developing an effective approach to generating social value will require new resources. A new lead officer position is proposed to deliver the Social Value

	Strategy, to provide intensive support to officers, suppliers and partners and ensure that the benefits are realised and recorded. A dedicated software portal will also be created to enable the effective management of social value across the Council and its partners and demonstrate achievement of the principles set out in the Well-being of Future Generations Act.
1.11	The estimated annual cost for this delivery of the Strategy is £57,423. The estimated level of annual return in terms of social value generated is £1,236,650.

2.00	RESOURCE IMPLICATIONS
2.01	<p>It is proposed that a full time lead officer is employed to deliver the Social Value Strategy and ensure the benefits are delivered and recorded. In addition, a software package will be procured to enable effective management of social value across the Council and its partners.</p> <p>It is proposed that this is allocated from reserves for a period of three years to enable the systems to establish and the returns on investment to be realised.</p>

3.00	CONSULTATIONS REQUIRED / CARRIED OUT
3.01	The revised Strategy has been developed following consultation with a steering group of service managers and with Public Service Board partners.
3.02	The development of the systems to collect and collate social value will be subject to detailed consultation with service managers, procurement officers and suppliers.

4.00	RISK MANAGEMENT
4.01	<p>The main risk to the achievement of the suggested levels of social return is the level of take-up by commissioning officers and suppliers. This will be mitigated by:</p> <ul style="list-style-type: none"> • Intensive engagement work with service managers at the service planning stage so that there is sufficient time to influence planning procurement activity. • Development of simple systems to enable social value to be embedded into procurement and contract management with minimal extra work. • One to one support for commissioning officers to embed social value into their work. • Support for smaller suppliers to help them to build their confidence and capacity to deliver social value.

5.00	APPENDICES
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5.01	Appendix 1 - Draft Social Value Strategy
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6.00	LIST OF ACCESSIBLE BACKGROUND DOCUMENTS
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6.01	<p>None.</p> <p>Contact Officer: Niall Waller (Enterprise and Regeneration Manager) Telephone: 01352 702137 E-mail: niall.waller@flintshire.gov.uk</p>
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7.00	GLOSSARY OF TERMS
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7.01	<p>Community benefits: additional benefits generated by contractors through the procurement process. Predominantly these are generated through large construction contracts and typically feature apprenticeships and work experience opportunities.</p> <p>Social value: Broader than community benefits. Social value is defined by Social Value UK as “Social value is a way of thinking about how scarce resources are allocated and used. It involves looking beyond the price of each individual contract and looking at what the collective benefit to a community is when a public body chooses to award a contract.”</p>
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Flintshire social value strategy

What is social value?

“Social value is a way of thinking about how scarce resources are allocated and used. It involves looking beyond the price of each individual contract and looking at what the collective benefit to a community is when a public body chooses to award a contract.” (Social Value UK)

Every time we spend a £1 on the delivery of services we will consider whether we can achieve additional collective well-being benefits from that £1 to the wider community.

We will generate social value through

Generating social value through our **procurement** activity

Supporting our **asset transfers** to report on the social value they generate

Asking recipients of our **voluntary sector funding** to report on the social value they generate

Deliver measurable social value through our **partnership arrangements**

2017/18 **£186m** FCC procured spend

Aims and objectives

Aims

1. Get better value for public money
2. Increase social commitment in our supply chain
3. Achieve wider benefits from the delivery of our services

Objectives

1. Increase the generation of social value
2. Consistently measure what has been achieved
3. Adopt a consistent approach to generating social value in procurement
4. Deliver real and lasting benefits to local communities

How will we achieve this through procurement?

- * Contract procedure rules - for contracts **exceeding £1m** in value incorporating social value is mandatory.
- * **Below £1m** it is recommended that social value is considered and included where appropriate and practicable.

Recommend 5-20% weighting for social value in tender scoring

Design contracted works and services to increase wider social goals

Core

Encourage suppliers to provide added value

Encourage suppliers to do business in more socially responsible way

Non-core

Help suppliers to build long term social partnerships

Post award

Process

Plan ahead
Think broadly

Write into the spec

Write into the contract

Monitor during contract management

Measure what's achieved

Celebrate the success

Support

Social Value lead officer - one to one advice and support

Social Value Hub - thematic advice

Procurement service - technical advice

Guidance and toolkit

We will make a measurable contribution to...

Welsh Government Wellbeing of Future Generations Act

- 1. A prosperous Wales
- 2. A resilient Wales
- 3. A healthier Wales
- 4. A more equal Wales
- 5. A Wales of cohesive communities
- 6. A Wales of vibrant culture and thriving Welsh language
- 7. A globally responsible Wales

Flintshire Public Service Board priorities

- Community safety
- Economy and skills
- Environment
- Resilient communities
- Healthy & independent living

Flintshire Council Plan

- Caring Council
- Ambitious Council
- Learning Council
- Green Council
- Connected Council
- Well run Council
- New theme

<p>Tackling poverty</p> <ul style="list-style-type: none"> Reducing food poverty Reducing fuel poverty 	<p>Celebrating the cultures of Flintshire</p> <ul style="list-style-type: none"> Promoting the Welsh language 	<p>Increase use of local suppliers</p> <ul style="list-style-type: none"> Increase use of social enterprises Providing local employment opportunities 	<p>Improving the condition of peoples' homes</p> <ul style="list-style-type: none"> Reducing homelessness
<p>Supporting local volunteer groups to do more</p> <ul style="list-style-type: none"> Providing staff volunteering opportunities Supporting the Armed Forces Covenant Supporting community based transport 	<p>Providing work experience and training opportunities</p> <ul style="list-style-type: none"> Providing apprenticeship opportunities Supporting schools and colleges to enhance learning experiences Supporting children in care 	<p>Adopting ethical policies</p> <ul style="list-style-type: none"> Promoting staff well-being Promoting equality Promoting mental health and well-being Helping clients to get support from wider agencies 	<p>Increasing environmental awareness</p> <ul style="list-style-type: none"> Reducing energy use and waste Improving the physical environment Reducing anti-social behaviour and fear of crime

Lead officer	Implementation Group	Chief Officer Team	Cabinet and Scrutiny	Governance
<ul style="list-style-type: none"> Support take-up of social value Commission systems Collect evidence Reporting 	<ul style="list-style-type: none"> Consultation on system design Review progress and practice Service challenge 	<ul style="list-style-type: none"> Review scale and spread of benefits Support service adoption 	<ul style="list-style-type: none"> Review scale and spread of benefits Agree strategy, policy and resources 	



ORGANISATIONAL CHANGE OVERVIEW AND SCRUTINY COMMITTEE

Date of Meeting	Monday 18 th March 2019
Report Subject	Digital Strategy Update
Cabinet Member	Cabinet Member for Corporate Management and Assets
Report Author	Chief Officer Governance
Type of Report	Operational

EXECUTIVE SUMMARY

Following the update report to Cabinet in November 2018, the Digital Customer Programme Manager (DCPM) has drawn up a single digital programme plan, which will help us to more effectively manage our limited resources and make better informed choices around prioritisation.

We have also defined a number of design principles which we will apply to every project at the design stage to ensure that we are consistently moving towards an agreed digital vision for Flintshire. This will allow us to track progress to modernise and 'mature'; whilst also providing assurance that the different projects we implement will all work effectively together to deliver the best services we can for our customers.

A number of key issues around the digital strategy were explored with Members in a briefing session in January 2016; specifically:

- A reminder of why we need to progress the rollout of digital services;
- An explanation of how we will ensure that no one in our communities is excluded as a result of the addition of online services;
- An overview of current digital services and the lessons we learned in delivering them; and
- A description of the next phases of functionality which will be launched.

It is recognised that the development and delivery of the Digital Strategy is a long term commitment and will require ongoing engagement and dialogue with services, customers and elected members. Accordingly, there is a commitment to ongoing reporting to and conversation with Members as delivery gets properly underway.

RECOMMENDATIONS

1	<p>That the Committee:</p> <ul style="list-style-type: none">(a) note the key points arising from January's briefing for Elected Members on the development of online functionality for our customers; and(b) approve the design principles and programme for the delivery of the Digital Strategy.
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REPORT DETAILS

1.00	DIGITAL STRATEGY FRAMEWORK
1.01	<p>Following the report in November 2018 on establishing a combined contact centre for the Council, the Digital Customer Programme Manager consulted all portfolios on:</p> <ul style="list-style-type: none">• how their services could/should be modernised and which tasks could be transferred to the contact centre; and• the range of IT projects this would require.
1.02	<p>To ensure that we are applying consistent standards in the way we design projects and modernise services, a number of design principles have been agreed. All of our projects will be evaluated at the design stage to ensure that they will help us to move consistently forwards against the following core principles:</p> <ul style="list-style-type: none">• customers will be able to report and manage service requests from their account on the web;• customers will be able to get in touch using a range of different channels, including, for example, online, by email, webchat or social media. These channels will be integrated with our business processes so that we can respond to them efficiently;• staff will be able to raise requests on behalf of customers using mobile devices while they are out and about, without having to return to the office;• we will create a single view of the customer, which provides an overview of all contacts in one place;• our staff will be mobile and able to access information and do their jobs at first point of contact with customers, without having to come into the office to update systems;• staff will be able to take payments and capture electronic signatures using mobile devices to allow services to be completed at the first point of contact;• information captured by mobile device will automatically update back office systems;• our core infrastructure will modernise and take advantage of cloud technology where it is appropriate and cost-effective to do so;• we will introduce data mastering principles, which will give us better flexibility to design business processes across portfolios and across partners• when we implement projects, we will create management information

	<p>and business intelligence reports which will make it easier to manage and direct our services.</p> <p>We recognise that projects will not be able to deliver all of these elements from the beginning, so we will put systems in place to capture our journey as the programme is delivered.</p>
1.03	<p>In working with portfolios, the Digital Customer Programme Manager also created a combined digital programme plan as the baseline for delivery, consolidating a number of previously standalone plans. This digital programme contains the essential works which need to be resourced before we can consider making further choices around priorities. Categories for essential works are identified as:</p> <ul style="list-style-type: none"> • Upgrades and investment to the core infrastructure which are required to keep it operating; • Legislative and compliance-related work; • Essential replacements of business systems; • Approved priorities. This currently only includes projects required to deliver the council's agreed shift to an integrated contact centre. <p>The high level programme is attached as a high level diagram in Appendix A.</p>
1.04	<p>A governance framework has also been developed which will be used to manage requests submitted for changes to the programme. This will ensure that:</p> <ul style="list-style-type: none"> • priorities remain up to date and that the plan is achievable within our capacity to deliver; • each project will be evaluated to understand how it helps us to achieve our defined vision and set of objectives; • The design for each project fully considers how technology and data will work with business processes to make the service efficient and easy for both staff and customers.
1.05	<p>As discussed in the briefing with Elected Members on 16th January, this programme and framework will translate into a range of specific capabilities which will allow customers to access a growing range of services and information online.</p>

2.00	ELECTED MEMBERS' DIGITAL STRATEGY BRIEFING AND THE WAY FORWARD
2.01	<p>A briefing session was held for members on 16th January 2019. It focused on four key areas:</p> <ul style="list-style-type: none"> • a reminder of the rationale for the shift to online services; • discussion on the commitment to ensure that we proactively manage against digital exclusion; • a summary of the progress that has already been made; and • an overview of the roadmap for next steps.

2.02	<p>The session identified the following issues as being important to members:</p> <ul style="list-style-type: none"> • digital exclusion; • ensuring that there is a clear workflow from an on line request for services to the delivery of those services by officers; • preserving the ability of members to assist their residents.
2.03	<p>Despite the increasing trend towards the on line availability of services, we recognise that the people in society who do not have access to the internet are often the most vulnerable people in our communities. We need to ensure that the way we design digital services does not exclude them or make their lives even more difficult. In implementing our Digital Strategy, we will ensure that access to a service is maintained for people who do not have the skills or confidence to self-serve online.</p>
2.04	<p>A number of lessons have been learned through the implementation of existing digital services. In particular, we will make sure that services are ready to shift and work in a different way and that there has been sufficient communication with customers in advance so that they are aware of the changes before they happen.</p>
2.05	<p>Members did express some concern that, with a shift to digital self- service online, they may lose visibility of issues within their ward; thereby making it more difficult for them to be effective in supporting their constituents. It was noted that work is underway to provide Members with an overview of issues reported in their ward, which will help to mitigate that risk and ensure that we retain transparency. Further consultation with members on this will be scheduled for later in 2019.</p>
2.06	<p>The next phases of functionality to be digitised are:</p> <ul style="list-style-type: none"> • the launch of the Flintshire 'My Account' from the website, which will provide customers with the ability to raise and monitor requests, view information on their councillor, view planning applications and access information on bin collections. • the addition of a portal for Housing tenants in March, which will allow them to view tenancy details, view their rent account and make payments, view repairs and key information, such as gas servicing due dates. • the launch of an end-to-end pothole processing system, which will push reported incidents directly to inspectors on their mobile devices; enabling the end-to-end completion of jobs directly from the point it is reported.
2.07	<p>A commitment was given to arrange demonstrations to members of digital services prior to them being launched, to ensure that Members have the opportunity to know what is happening and can, therefore, speak more confidently to people in their wards if any questions are asked.</p>

3.00	RESOURCE IMPLICATIONS
3.01	<p>The Digital Customer work stream 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; • 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 delivery of the Digital Strategy. The IT team have aligned their Business Plan directly to the Digital Strategy, with all other services required to support the redesign of business processes and systems as projects get underway across the authority. Resource management will be a key challenge which will require ongoing review and possible re prioritisation.</p>
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4.00	CONSULTATIONS REQUIRED/CARRIED OUT
4.01	<p>This strategy will involve the delivery of a large number of projects, some of which may have implications for staffing structure and roles as we move forwards. With the exception of phase 1 of the contact centre, the exact details of this are currently unknown, but employees who are affected will be fully engaged, with HR and Trade Union involvement.</p> <p>The strategy also commits to ongoing internal and external communications to raise awareness and encourage involvement as Flintshire’s digital services evolve. Aligned to our commitment to ensure that we do not exclude vulnerable members of our communities, we will proactively with customers and key frontline staff to ensure that we have mechanisms for support in place for those who need it.</p>

5.00	RISK MANAGEMENT
5.01	<p>Key risks and mitigations include:</p> <ul style="list-style-type: none"> • The organisation struggles to resource the delivery of projects in the digital programme concurrently: Governance arrangements have been put in place to ensure that as new projects or requests emerge, these are considered alongside other priorities to ensure we are focusing on the right things, without overcommitting. Chief Officers recognise that this is a long-term commitment and we will have to make choices about what we can deliver and the timescales in which it can be delivered. • 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 easy as possible for customers and citizens. This will make best use of the technology and ensure that the user experience is consistent across services. • 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

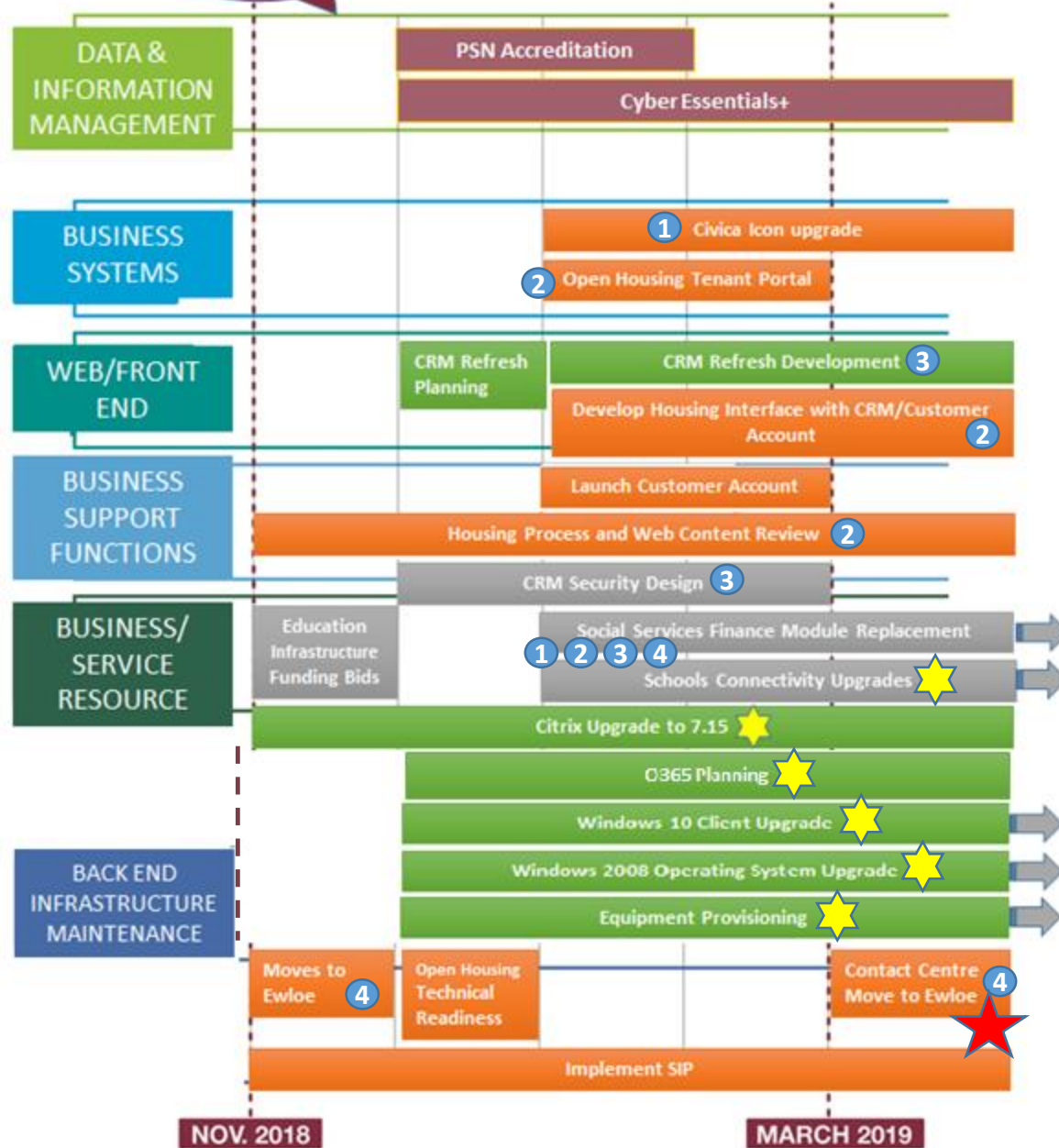
	services will be retained for those who do not have access or are not confident to access services online. This will include support to get new skills if people want to, via the Connects centres and libraries. No one will be refused service access in any way as a result of not being able to go online.
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6.00	APPENDICES
6.01	Appendix A – Digital Programme.

7.00	LIST OF ACCESSIBLE BACKGROUND DOCUMENTS
7.01	None. Contact Officer: Gareth Owens, Chief Officer Governance Telephone: 01352 702344 E-mail: Gareth.Legal@flintshire.gov.uk

8.00	GLOSSARY OF TERMS
8.01	<ol style="list-style-type: none"> 1) 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. 2) Digital Customer: a work stream 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. 3) Core infrastructure: the technical base on which business systems sit and, therefore services run. This includes web connections, servers, telephony etc. If this base is not solid, responsive or flexible, systems cannot deliver or modernise effectively. 4) Digital exclusion: a disadvantage caused to a customer or group of customers as a result of services moving online and their inability to access them; either through lack of access to technology or the skills and confidence to do so. 5) Roadmap: a plan which sets out intentions and direction of travel, with high level milestones identifying when new functionality will go live.

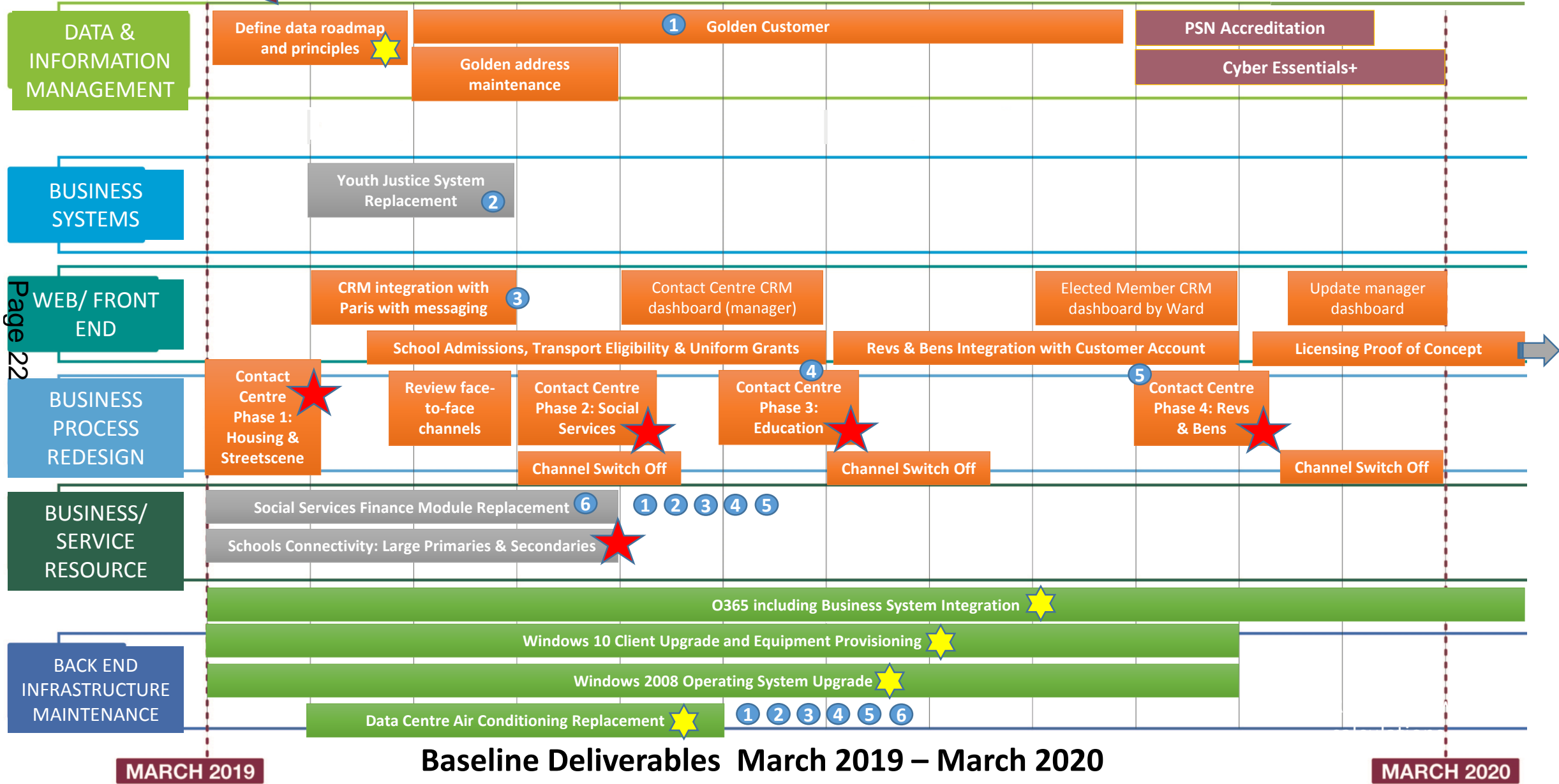
ICT & Business



Key:

- Technical Essentials
- Business Essentials
- Politically agreed corporate priorities
- Legislative compliance
- Resourced within BAU calculations
- Digital Milestone

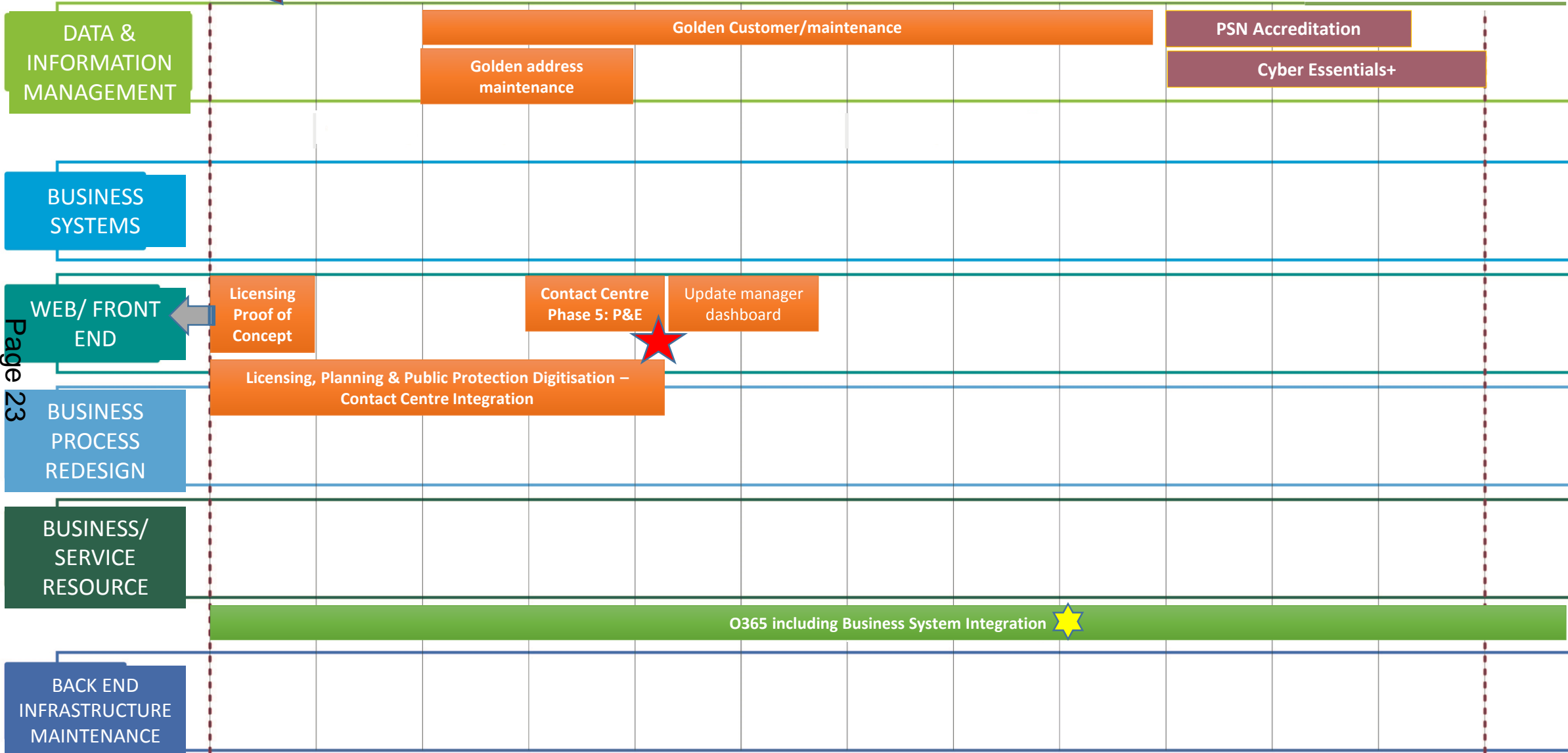
Flintshire Digital Programme





ICT & Business

Flintshire Digital Programme



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MARCH 2020

Baseline Deliverables March 2020 – March 2021

MARCH 2021

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ORGANISATIONAL CHANGE OVERVIEW & SCRUTINY COMMITTEE

Date of Meeting	Monday, 18 th March 2019
Report Subject	Quarter 3 Council Plan 2018/19 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 a summary of the monitoring of progress for the Quarter 3 (October – December 2018) position 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 as well as in the Council’s Annual Performance Reports. This second monitoring report for the 2018/19 Council Plan is a positive report, with 92% of activities being assessed as making good progress, and 85% likely to achieve the desired outcome. In addition, 67% of the performance indicators met or exceeded target. Risks are also being successfully managed with the majority being assessed as moderate (61%) or minor/insignificant (22%).

RECOMMENDATIONS

1	That the Committee consider the Quarter 3 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 the high level activities is: -</p> <p>ACTIVITIES PROGRESS</p> <ul style="list-style-type: none"> • We are making good (green) progress in 48 (92%). • We are making satisfactory (amber) progress in 4 (8%). <p>ACTIVITIES OUTCOME</p> <ul style="list-style-type: none"> • We have a high (green) level of confidence in the outcome achievement of 44 (85%). • We have a medium (amber) level of confidence in the outcome achievement of 8 (15%). • 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

	<p>but performance has missed the target.</p> <ul style="list-style-type: none"> • 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"> • 29 (67%) had achieved a green RAG status • 12 (28%) had achieved an amber RAG status • 2 (5%) had achieved 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 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"> • 5 (11%) are insignificant (green) • 5 (11%) are minor (yellow) • 27 (61%) are moderate (amber) • 7 (16%) are major (red) • 0 (0%) are severe (black) <p>Note that due to rounding issues the above does not add up to 100%. A number of decimal points would be required to show this.</p>
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 – Quarter 3 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></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																																							
		Unlikely (5%)	Very Low (15%)	Low (30%)	Significant (50%)	Very High (65%)	Extremely High (80%)																																							
		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.

Performance Progress Report



Appendix 1 – Connected Council

Flintshire County Council

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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	Cher Lewney - Digital Customer & Community Resilience Programme Manager	In Progress	01-Apr-2017	31-Mar-2019	70.00%	 GREEN	 GREEN

ACTION PROGRESS COMMENTS:

There are estimated to be around 40 social enterprises operating across Flintshire. 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, with a number of very positive examples of social enterprises winning business awards in Flintshire in recent months in categories also open to private sector companies.

Last Updated: 24-Jan-2019



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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.	Cher Lewney - Digital Customer & Community Resilience Programme Manager	In Progress	01-Apr-2017	31-Mar-2019	70.00%	 GREEN	 GREEN

ACTION PROGRESS COMMENTS:

The framework to support and enable social enterprises in Flintshire is developing, with health check tools and networks in place to support ongoing resilience. A first networking event between social enterprise and private sector businesses was held in November 2018 to begin to identify opportunities for partnership working and cross-business support. Eighteen arrangements were identified from the first meeting. 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: 24-Jan-2019

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
5.1.1.4 Ensuring and delivering community benefits	Cher Lewney - Digital Customer & Community Resilience Programme Manager	In Progress	01-Apr-2017	31-Mar-2019	70.00%	 GREEN	 GREEN

ACTION PROGRESS COMMENTS:

A Community Benefits Working Group has been established in FCC to develop an approach for the ongoing management of community benefits (social value) which is both cost effective and sustainable. A report has been submitted to Chief Officers in January 2019 submitting options for the ongoing management and growth of an approach, and evaluating the potential return on investment from different options. This report has been informed by consultation with partners, who unanimously agreed during discussions that development of a robust approach has potential to deliver significant return for Flintshire if it is designed and progressed properly.



Last Updated: 29-Jan-2019

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	75.00%	 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 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: 17-Jan-2019

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-2019	75.00%	 GREEN	 AMBER

ACTION PROGRESS COMMENTS:

Much progress has been made during the year. We have been awarded the Silver Award for the Ministry of Defence's Employee Recognition Scheme; being very close to gaining the Gold Award. The Award Ceremony was held in November in Cardiff and was recognised at County Council in January. Many community projects to commemorate the Centenary of WW1 have been supported and promoted. Grants have been applied and awarded for 2 specific partnership projects; one in Talacre and one in Connah's Quay. Work is underway to plan for the 75th D Day celebrations in June. The Annual Report has been published. The partnership Covenant group has been split into two parts; i) Strategic and ii) networking across partners.

Last Updated: 17-Jan-2019

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
5.1.1.7 Ensure that the Council maximises its contribution to achieving the priorities of the Public Services Board's Well-being Plan	Karen Armstrong - Corporate Business and Communications Executive Officer	In Progress	01-Apr-2017	31-Mar-2019	75.00%	 GREEN	 AMBER

ACTION PROGRESS COMMENTS:

The Public Services Board continues to perform well against the objectives (priorities) of the Well-being Plan - which is monitored twice yearly. At the last meeting of the Board in October, 4 of the 5 priorities were tracked as making good progress. It was agreed that the 'Economy' priority would be 'stood down' for now as most of the in-year activities are regionally led; it will be picked up again once decisions and actions become more localised. A regional workshop was arranged with Town and Community Councils to support and provide direction for their responsibilities to explore joint working opportunities.




Last Updated: 17-Jan-2019

Performance Indicators




No KPIs available for this quarter

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				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: 10-Jan-2019</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	Cher Lewney - Digital Customer & Community Resilience Programme Manager				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: 29-Jan-2019</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	Cher Lewney - Digital Customer & Community Resilience Programme Manager	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 2019/20 are currently being prepared and shared with the Council and these will identify if funding for the future enables the organisations to be sustainable. These plans show funding levels for organisations moving forward into 2019/20 are sustainable.</p> <p>Last Updated: 29-Jan-2019</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. The emerging social value policy will enable us to place greater emphasis on the importance of third sector bodies thereby increasing their chances of winning contracts.</p> <p>Progress Comment: The emerging social value policy will enable the Council to place greater importance on the third sector when awarding contracts which will help the sector to secure work. It is possible to ring fence contracts to third sector providers and the Council needs to identify opportunities where this is appropriate.</p> <p>Last Updated: 11-Jan-2019</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	Cher Lewney - Digital Customer & Community Resilience Programme Manager	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: 28-Jan-2019</p>						

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ORGANISATIONAL CHANGE OVERVIEW & SCRUTINY COMMITTEE

Date of Meeting	Monday, 18 th March 2019
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: Ceri Shotton, Overview & Scrutiny Facilitator Telephone: 01352 702305 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 2018/19

DATE	SUBJECT	O&S FOCUS	REPORT FROM
Monday 13th May 2019 10.00 am Meeting to be held at Deeside Leisure Centre	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 1st July 2019 10.00 am	Holywell Leisure Centre Community Asset Transfer	Monitoring and Assurance	Neal Cockerton
	Quarter 4/Year-end Council Plan 2018/19 Monitoring Report	Monitoring and Assurance	Ceri Shotton
	Forward Work Programme	Consultation	Ceri Shotton

Items to be scheduled

- Flintshire County Council's Property Asset Rationalisation Programme
- Connah's Quay Swimming Pool – Cambrian Aquatics Mid-Year Progress Report 2018/19
- Food Poverty Strategy
- Social Enterprises

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