Pecyn Dogfen Gyhoeddus

Swyddog Cyswllt:
Maureen Potter 01352 702322
maureen.potter@flintshire.gov.uk

At:

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

Dydd Mawrth, 8 Mai 2018

Annwyl Gynghorydd,

Fe'ch gwahoddir i fynychu cyfarfod Pwyllgor Trosolwg a Chraffu Newid Sefydliadol a fydd yn cael ei gynnal am 10.00 am Dydd Llun, 14eg Mai, 2018 yn Ystafell Bwyllgor Delyn, Neuadd y Sir, Yr Wyddgrug CH7 6NA i ystyried yr eitemau canlynol

R H A G L E N

1   PENODI CADEIRYDD

Yn y Cyfarfod Blynyddol, penderfynodd y Cyngor y dylai'r grŵp Cynghrair Annibynnol enwebu Cadeirydd y pwyllgor. Gofynnir i'r Pwyllgor benodi Cadeirydd a enwebwyd.

2   PENODI IS-GADEIRYDD

Penodi Is-Gadeirydd ar gyfer y Pwyllgor.

3   YMDDIHEURIADAU

Pwrpas: I dderbyn unrhyw ymddiheuriadau.

4   DATGAN CYSYLLTIAD (GAN GYNNWYS DATGANIADAU CHWIPIO)

Pwrpas: I dderbyn unrhyw ddatganiad o gysylltiad a chynghori'r Aelodau yn unol a hynny.

5   COFNODION (Tudalennau 5 - 8)

Pwrpas: I gadarnhau, fel cofnod cywir gofnodion y cyfarfod ar 19 Mawrth 2018.

Adroddiad Prif Swyddog (Llywodraethu), Prif Swyddog (Newid Sefydliadol) - Aelod Cabinet dros Reolaeth Gorfforaethol ac Asedau

Pwrpas: Rhoi trosolwg o'r maes gwaith allweddol hwn yn y Strategaeth Ddigidol, a chyflwyno'r Porth/Cyfrif Cwsmeriaid, sy'n cael ei brofi ar hyn o bryd gyda nifer o ddefnyddwyr.

Adroddiad Community and Education Overview & Scrutiny Facilitator - Aelod Cabinet dros Reolaeth Gorfforaethol ac Asedau, Aelod Cabinet dros Addysg

Pwrpas: Adolygu'r cynnydd wrth gyflawni gweithgareddau, lefelau perfformiad a lefelau risg presennol fel y nodwyd yng Nghynllun y Cyngor 2017/18.

Adroddiad Hwylusydd Arolygu a Chraffu

Pwrpas: Ystyried y flaenraglen waith Pwyllgor Craffu & Trosolwg newid sefydliadol

DEDDF LLYWODRAETH LEOL (MYNEDIAD I WYBODAETH) 1985 - YSTYRIED GWAHARDD Y WASG A'R CYHOEDD

Mae'r eitem a ganlyn yn cael ei hystyried yn eitem eithriedig yn rhinwedd Paragraff(au) 14 Rhan 4 Atodiad 12A o Ddeddf Llywodraeth Leol 1972 (fel y cafodd ei diwygio)

Mae'r adroddiad yn cynnwys gwybodaeth fasnachol sensitif sy'n perthyn i drydydd parti ac mae budd y cyhoedd o beidio â datgelu'r wybodaeth yn bwysicach na budd y cyhoedd wrth ddatgelu'r wybodaeth

Adroddiad Prif Swyddog (Newid Sefydliadol) - Aelod Cabinet dros Addysg

Pwrpas: Adolygu cynnydd yn ystod 2017/18 ac i ystyried cynlluniau ar gyfer 2018

Yn gywir

Robert Robins
Rheolwr Gwasanaethau Democrataidd

Mae'r dudalen hon yn wag yn bwrpasol

ORGANISATIONAL CHANGE OVERVIEW & SCRUTINY COMMITTEE
19 MARCH 2018

Minutes of the meeting of the Organisational Change Overview & Scrutiny Committee of Flintshire County Council held at Caffi Isa, Mynydd Isa Library Community Centre, Mercia Drive, Mynydd Isa, Mold, on Monday, 19 March 2018

PRESENT: Councillor Dave Mackie (Chairman)
Councillors: Janet Axworthy, Geoff Collett, Ian Dunbar, Mared Eastwood, Tudor Jones, Brian Lloyd, Mike Reece, Paul Shotton, Andy Williams and David Wisinger

SUBSTITUTES: Councillor Kevin Hughes (for Veronica Gay)

APOLOGIES: Councillors: Marion Bateman and Sean Bibby

ALSO PRESENT: Councillor Patrick Heesom attended as an observer.

CONTRIBUTORS: Councillor Billy Mullin, Cabinet Member for Corporate Management and Assets, Chief Officer (Organisational Change 1), Chief Officer (Organisational Change 2) and Finance Officer (For Minute No.50)

Darren Jones, Chair of Board and Steve Jones, Managing Director, NEWydd Catering and Cleaning Limited attended for minute number 50. Paul Jones, Business Improvement & Performance Manager and Neil Williams, Company Secretary, Aura Leisure and Libraries Limited attended for minute number 51.

IN ATTENDANCE: Overview and Scrutiny Facilitator and Democratic Services Officer

45. **DECLARATIONS OF INTEREST**

Councillor Tudor Jones declared a personal and prejudicial interest in the following items:

Item 6: NEWydd Catering and Cleaning Progress Review
Item 7: Aura Leisure and Libraries Progress Review

46. **MINUTES**

The minutes of the meetings held on 18 December 2017 and on 29 January 2018 were submitted.

RESOLVED:

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

47. **QUARTER 3 COUNCIL PLAN 2017/18 MONITORING REPORT**

The Chief Officer (Organisational Change 1) introduced the Quarter 3 Council Plan 2017/18 Monitoring Report. He explained that the report presented the monitoring of progress for the Council Plan priority 'Connected Council' which was relevant to the Committee.

The Chief Officer provided background information and advised that the monitoring report for the 2017/18 Council Plan was a positive report, with 81% of activities being assessed as making good progress, and 69% likely to achieve the desired outcome. Performance Indicators showed good progress with 84% meeting or near to period target. Risks were also being successfully managed with the majority being assessed as moderate (67%) or minor (10%).

The Chief Officer reported that there were no performance indicators which showed a red status for current performance against target for the Committee and no major risks had been identified. Progress against the risks identified in the Council Plan were included in the appendix to the report.

In response to a comment made by the Chair around the restrictions to local businesses and local suppliers, the Chief Officer explained that the Community Benefit Strategy would improve the development of local community and third sector markets through changes to the current procurement process.

RESOLVED:

That the Committee notes the Quarter 3 Council Plan 2017/18 Monitoring report.

48. **FORWARD WORK PROGRAMME**

The Overview & Scrutiny Facilitator presented the current Forward Work Programme for consideration. She explained that following approval of the diary of committee meetings at the Annual Meeting of the Council on 1 May, she would populate the programme for the year ahead.

The Facilitator drew attention to the items for consideration at the next meeting of the Committee to be held on 14 May 2018, and the items scheduled for consideration at future meetings.

The Chief Officer said that he would liaise with the Chair, following the meeting, to allocate the items listed under 'items to be scheduled' to appropriate future meeting dates.

RESOLVED:

(a)   That the Forward Work Programme as submitted be approved; and

(b)   That the Democratic Services Manager or Overview & Scrutiny Facilitator in consultation with the Chair and Vice Chair be authorised to vary the Forward Work Programme between meetings should this be necessary.

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

RESOLVED:

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

50.   NEWYDD CATERING AND CLEANING PROGRESS REVIEW

The Chief Officer (Organisational Change 1) introduced a report to enable the Committee to review the progress of NEWydd since establishment in 2017. The Chief Officer provided background information and invited Darren Jones - Chair of Board, and Steve Jones – Managing Director, to report on how the transition had progressed and on the NEWydd Business Plan for the financial year 2018/19.

Members raised a number of questions around school meals and cleaning services. The Committee agreed to receive further information around free school meals when appropriate.

The Chairman thanked Darren Jones and Steve Jones for their presentation and for answering the questions from Members.

RESOLVED:

(a)   That the Committee thank NEWydd for their explanation of the Business Plan for the financial year 2018/19; and

(b)   That the progress of NEWydd in having a strong first year of trading be noted and welcomed.

51.   AURA LEISURE AND LIBRARIES PROGRESS REVIEW

The Chief Officer (Organisational Change 1) introduced a report to enable the Committee to review the progress of Aura Leisure and Libraries Limited since establishment in 2017. The Chief Officer provided background information and invited Paul Jones, Business Improvement & Performance Manager and Neil Williams, Company Secretary, to report on how the transition had progressed and on the Aura Leisure and Libraries Business Plan for the financial year 2018/19.

Members asked a number of questions around activities for disabled people and future capital investment projects. Paul Jones agreed to take on board the suggestion around providing additional sessions for disabled people.

The Chairman thanked Paul Jones and Neil Williams for their presentation and for answering the questions from Members.

RESOLVED:

(a)   That the progress of Aura Leisure and Libraries Ltd since their establishment in March 2017 be noted; and

(b)   That the Committee thank Aura Leisure and Libraries Ltd for their explanation of the Business Plan for the financial year 2018/19.

52.   MEMBERS OF THE PUBLIC AND PRESS IN ATTENDANCE

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

(The meeting started at 2.00 pm and ended at 4.20 pm)

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Chairman

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ORGANISATIONAL CHANGE OVERVIEW AND SCRUTINY COMMITTEE

Date of Meeting	Monday, 14th May 2018
Report Subject	Digital Customer Overview
Cabinet Member	Cabinet Member for Corporate Management and Assets
Report Author	Chief Officer (Strategic Programmes); and Chief Officer (Governance)
Type of Report	Operational

EXECUTIVE SUMMARY

The Council has agreed a strategic approach to developing Customer Services and enhancing our use of Digital Technology. This report outlines an approach to deliver these strategies that focuses on enabling customers to contact us and use our services, where appropriate, through the use of digital technology.

To achieve this it requires:
- our contact with customers to be capable of being carried out digitally;
- our services for customers and information for the general public to be presented in a clear and accessible manner;
- the information we hold on customers across a range of services to be linked together so that both the customer and customer support staff can access this information.

Specific examples of how this would work are provided in this report including the proposals to launch a Customer Account (a demonstration of this will be provided at the meeting) and a Payment Portal, which will enable customers to buy a range of services from the Council on line and from one point of access. The clear benefits of this approach are that those users who find it easier to access the Council digitally will be able to do so, and that those users who need telephone contact or face to face contact to resolve more complex enquiries, will have more support from customers service staff who might otherwise be handling queries that could be resolved through digital access.

Over time this approach will result in efficiencies that will support delivery of the Council's financial strategy. Examples are provided in Appendix B of best practice from other Local Authorities and where these potentially might result in efficiencies. However the overall approach is about modernising and improving the Council's delivery of customer services by making the best and most appropriate use of digital technology. To achieve this an initial investment of £0.550m has been agreed in 2018/19 to support the improvement of providing digital content for the customer and to ensure our back office IT systems can present information in the way this approach requires. This is on the basis that as a minimum this amount will be paid back through future efficiencies.

RECOMMENDATIONS	
1	To comment on and support this approach to implementing both the Digital Strategy and Customer Strategy through a priority and focus on improving services for 'Digital Customers' as outlined in this report.
2	To comment on and consider how the use of the Customer Account can be maximised.

REPORT DETAILS

1.00	BACKGROUND INFORMATION
1.01	The Council's previously agreed approaches to improving digital technology and customer services can be brought together by improving services for customers who want to, and are capable of, accessing the Council through the use of digital technology. More detail about this approach is provided in the slides detailed at Appendix A and is termed for this report 'Digital Customer'.
1.02	There are many benefits to this approach including an improved customer experience, better and targeted service for vulnerable customers, reduced telephone and face to face contact where it is not needed, and the delivery of efficiencies through savings associated with Contact Centres, Connects and back office processing.
1.03	The Council has already made good progress in using information and digital technology to enable officers to deliver services. As shown diagrammatically in Appendix A to achieve this the Council now needs to link those back office systems (e.g. revenues and benefits) with front office interactions i.e. the customer (e.g. contact centre, website). That link will be enabled through the development of a customer portal / account (based on the existing (in house) Customer Relationship Management software) where information about the customer can be accessed both by the customer and staff supporting the customer. A key to then encouraging customers to access information and services digitally will be improving the content of information available on our website so customers can solve queries and carry out financial transactions to purchase services e.g. Council tax payment, Housing rents.
1.04	An initial improvement in services will be seen with the launch of the Customer Portal or Customer Account. This service is currently being tested by groups of users with the aim that it is available to every resident in June / July of this year. A demonstration of the Customer Account will be provided in the meeting.
1.05	As part of Appendix A the tables on slides 13-17 and 19-21 (Annexe 1) provide an outline action plan for developing key parts of this approach including: Contact Centre; Flintshire Connects; Flintshire Website; Customer Portal; Flintshire App; the integration of back office IT systems to achieve this approach. Each of these actions are broken down into three stages of delivery. Firstly in principle decisions that are covered in this report and enable delivery to start. Secondly delivery of this model including key service improvements such as: the Customer Account; Customer Payments; a move to one telephone contact centre; linking of the main

	back office IT systems e.g. Streetscene and Housing; which will take place during 2018 and 2019. Finally it details the more complex and sensitive changes that are required in services such as social care and children's services where due to the nature of the services the scope of what can be achieved needs more careful planning with an aim to implement this work from 2019 onwards. This action plan will be developed further over the next three months to be specific with in stage timings and who is leading each action.
1.07	To enable delivery of this Digital Customer approach and completion of this action plan specific resource has been allocated. This is detailed in the Resourcing slide in Appendix A. It includes programme management, support to improve web content, and software licensing, and IT integration costs, over a three year period estimated at £0.550m.
1.08	From best practice elsewhere it is clear that successful delivery of this approach enables efficiencies to be delivered in customer service provision. The table in Appendix B identifies examples of best practice, which authorities have carried out this approach, and which best practice areas we are proposing to implement will potentially deliver efficiencies. This provides assurance that the proposed level of investment can be saved through future efficiencies.

2.00	**RESOURCE IMPLICATIONS**
2.01	**Financial Implications** A one off investment of £0.550m has been agreed to deliver this approach. An efficiency tracker will ensure that this level of investment is paid back through future savings.
2.02	**Human Resource Implications** The appointment of a Programme Manager linked to implementation of Community Resilience work and a Digital Officer post to improve web content and business processing both on 3 year fixed term contracts. These posts will be out for advert very shortly.

3.00	**CONSULTATIONS REQUIRED / CARRIED OUT**
3.01	Engagement with service managers and leads in these work areas.

4.00	**RISK MANAGEMENT**
4.01	Key Risks and Mitigation are: 1. Lack of resource to deliver this change – the investment resource will enable the time to be dedicated to this work that is required to make the changes outlined.

2. The Digital interfaces with the customer do not work for the customer – time will be provided to launching and testing the approaches so customers can feedback and the products can be further adapted and developed e.g. Customer Account / Portal.

3. Proposed Efficiencies are unable to be delivered – the examples of best practice provide assurance of the areas these will come from, an efficiency tracker will be developed and progress against this will be regularly reported to Cabinet and Scrutiny.

5.00	APPENDICES
5.01	Appendix A – Digital Customer Presentation Slides Appendix B – Examples of Best Practice and Potential Areas of Efficiency

6.00	LIST OF ACCESSIBLE BACKGROUND DOCUMENTS
6.01	Digital Flintshire Customer Strategy Digital Strategy Action Tracker List of digital projects already delivered **Contact Officers:** Ian Bancroft / Gareth Owen **Telephone:** 01352 704511 **E-mail:** ian.bancroft@flintshire.gov.uk

7.00	GLOSSARY OF TERMS
7.01	**Customer Portal / Account** - Customer information that can be provided on line to the customer and customer services staff. **Business Processes** – Changes to process that will ensure once a customer service request is received digitally this can be responded to quickly and simply with a digital response.

Digital Strategy – Focus on Digital Customer

Appendix A – Organisational Change Overview and Scrutiny Committee Monday 14th may 2018

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The benefits of a 'digital customer' focus

- Improved customer experience

- Increase in speed of resolutions

- Better and targeted service for vulnerable customers

- Increased digital contact

- Reduced back office processing

- Reduced telephone contact

- Reduced avoidable contact

- Increase in upfront payments and reduction in debt

- £ savings associated with Contact Centres and Connects and back office processing

A preview of our Customer Portal

Current Integrations:

- CRM enquiries
- Planning applications
- Waste collection information
- Elected Member contact details
- Document vault e.g. proof of ID

Developing our payment portal

■ Subject to investment online payments to be developed to provide a professional portal to collect payment for all services.

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Developing Live Chat

- Live conversation between website users and staff.

- Avoidable contact by telephone.

- Supports people to use our web services.
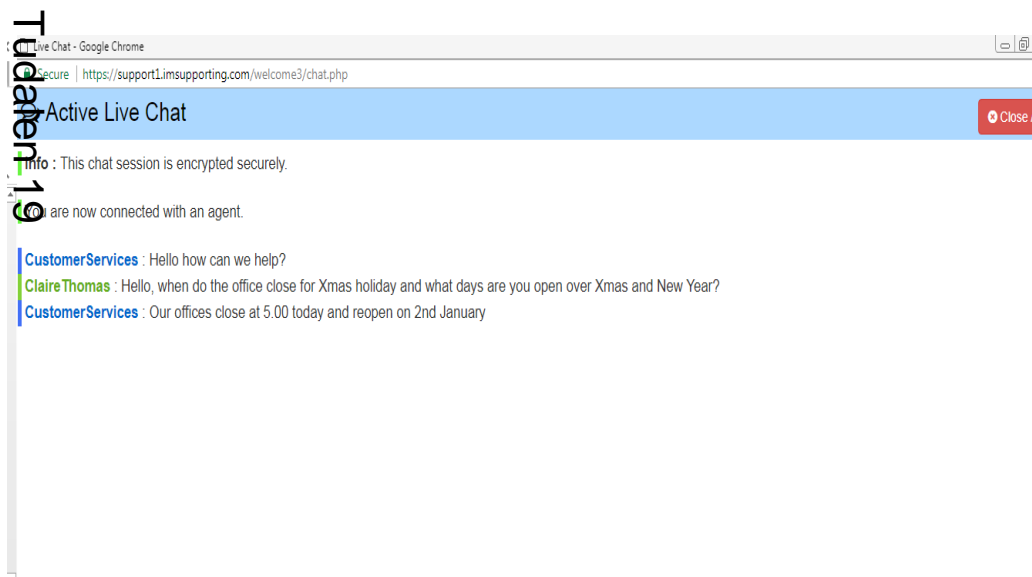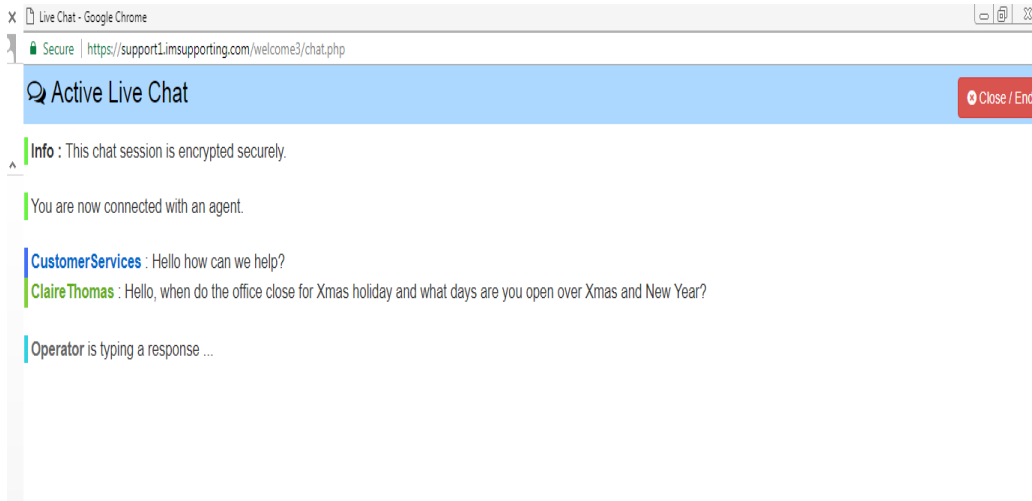
- Short messages that are responded to quickly.

- Opportunity to develop Live Chat as digital services develop e.g. guiding customers through a housing triage.

Key Decisions – early 2018

- Focus on Digital Customer building on ICT work completed.

- Go live with Customer Portal, Payment Portal, further development of Live Chat.

- Resource development of Web Content, Business Process Change and Back Office Systems (£550k).

- Agree one team to co-ordinate development and assure quality of Web Content.

- Agree one telephone Contact Centre at Ewloe.

- Connectivity between back systems in Streetscene, Planning and Environment, Housing, Revenue and Benefits, Social Services, Education.

- Long term work on links to Community Resilience and Customer Trends.

- Governance by COT and Cabinet work co-ordinated by IB/NC and championed by GO and CB.

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Approach to efficiencies

- Service improvements and digital access the priority.

- As a result savings associated with Contact Centres and Connects and back office processing will follow.

- Proposed initial requirement that these efficiencies payback the level of investment proposed (£550k).

- Proposed that these efficiencies are not budgeted for additionally as like ADMs much of the saving will be achieved through service changes that these support (Connects) or through other change projects (County Hall) e.g. Pension scheme move to self serve.

- Efficiency tracker developed and reported regularly to COT/Cabinet.

Resourcing

- **Programme management and support**
  - Programme Manager £64K per annum – 3 years
  - Review existing Customer Services roles to incorporate web content and BPR – additional £15K per annum
  - New Digital Officer post (web content and BPR) £33K per annum – 3 years
- **Software licencing and integration costs**
  - Capital/one-off investment requirements - £135K
  - Revenue requirements - £20K
- **3 year costs estimated to be £550,000**

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Our approach

- **Phase 1**

  In principle decisions and quick wins early 2018

- **Phase 2**

  Digital customer model in place with the majority of services during 2018/19

- **Phase 3**

  Sensitive and complex service changes and future proofing customer contact, 2019 onwards

Annexe 1 – Outline Action Plan

Contact Centre

Outcomes – Customer Interactions	Phase 1 COT decisions	Phase 2 COT decisions	Phase 3 COT decisions
First Stage: Single Contact Centre for high volume telephone contact, based at Ewloe. Single contact number for the Council and service contact numbers retained. Move to single Housing Contact Centre in Flint (Housing and Housing Solutions.) Second Stage: Merge Housing, Streetscene and Transportation Contact Centres at Ewloe – third quarter 2018. Third Stage: Move to one, single Contact Centre in phases (aim to complete by April 2020) to also include: • Revenues and Benefits • Social Services • Planning and Public Protection • Education and Youth	Principle Principle Agree Principle Principle	 Agree Jan 2018	 Agree Q3 2018 to 2019
To plan for one Contact Centre and to enable a shift to digital: • provide statistics about levels of contact in high volume services • the type of enquiries with the aim of identifying those that could be dealt with digitally or avoided.	Principle	Report back on potential savings March 2018	
Prioritise recruitment of staff with appropriate Welsh Language skills	Agree		

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Flintshire Connects

	Outcomes – Customer Interactions	Phase 1 COT decisions	Phase 2 COT decisions	Phase 3 COT decisions
Connects	Agree the strategic purpose is to support vulnerable people through face to face contact.	Principle		
	Reassess appropriate enquiries for face to face contact in vulnerable areas.		Review March 2018	
	Prioritise Connects in the following vulnerable locations: • Connahs Quay • Flint • Holywell	Principle	Budget decisions for 2018\19	Budget decisions for 2019\20
	Where appropriate, move face to face contact in Planning, Social Services & Licensing to Connects.	Principle		Agree October 2018

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Flintshire Website

Outcomes – Customer Interactions	Phase 1 COT decisions	Phase 2 COT decisions	Phase 3 COT decisions
One team to coordinate development of web content.	Principle	Review of how this will operate March 2018	
Complete content review: • Redesign Customer Services team • Information on high volume queries – target for digital delivery • Do-it-online – improvements to transactions • Do-it-online – Payment portal, subject to investment • Housing, Housing Solutions, Street Scene, Revs and Bens, Social Services, Planning and Education	Principle		
Improved Live Chat for Contact Centre staff (subject to investment), by time of Contact Centre move to Ewloe.	Principle		

Website

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Customer Portal

Outcomes – Customer Portal	Phase 1 COT decisions	Phase 2 COT decisions	Phase 3 COT decisions
Translation and brand existing capabilities into an account for use by customers on the customer portal ready to promote with Council Tax billing.	Principle		
Launch Customer Account by March 2018 for use by customer that includes: • All online enquiries • View of planning applications • Member information • Waste and recycling	Principle		
Customer Portal expanded, subject to investment, to include: • Revenues and Benefits integration by March 2019. • Streetscene and Transportation by March 2018 • Housing and Housing Solutions by March 2019 • Payments by October 2018	Principle		
Development of internal reports and analysis based on information held in the customer account: • Identify priority areas for reporting by March 2018 • Prototype first reports by May 2018	Principle		

Customer Portal

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Flintshire App

	Outcomes – Customer Interactions	Phase 1 COT decisions	Phase 2 COT decisions	Phase 3 COT decisions
Flintshire App	Maintain current provision (approximately 700 enquiries in a year) and review future development after other digital channels including the website have been developed further.	Principle		Review further use and development January 2019

Timetable

- **Phase 1**

  Principle decisions agreed by COT and referred to Cabinet (January 2018) to achieve quick wins and budget allocation.

- **Phase 2**

  Digital Customer model in place with the majority of services:
  - Series of Business Cases to be brought forward between December 2017 and April 2018
  - Programme of work to implement approved business cases during 2018/2019

- **Phase 3**

  Sensitive and complex changes and future proofing customer contact 2019 onwards

	Outcomes – BPR led by services, Business System Integration led by IT,	Phase 1 COT decisions	Phase 2 COT decisions	Phase 3 COT decisions
Streetscene	Core Business System – Mayrise Integration already exists between CRM and Mayrise. Further BPR and Service integration required for: • Waste • Highways • Grounds maintenance • Etc. Implementation from January 2018	Principle and agreement of investment pot		
Planning & Environment	Core Business System(s) – Civica APP, LALPAC, National Planning and Licensing portals. Reduced telephone contact. Improved access to services through digital channels. Service currently reviewing use of Civica APP. Decision required with timescales for implementation. (Service bid for funding going to Capital Asset group on 8th December 2017) Potential implementation from 2019 to 2020.	Principle and agreement of investment pot		Agree - Q4 2018/19

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	Outcomes – BPR led by services, Business System Integration led by IT,	Phase 1 COT decisions	Phase 2 COT decisions	Phase 3 COT decisions
Housing	Core Business System(s) – Open Housing. Reduced telephone contact Improved access to services through digital channels Potential implementation of a range of tenant related interactions from 2018 to 2019	Principle and agreement of investment pot	Agree - Q1 2018/19	
Revenues & Benefits	Core business system – Open Revenues for Council Tax, NNDR and Benefits Reduced telephone contact Improved access to services through digital channels Upgrade to current system with associated investment requirements to allow integration with CRM and Single Customer Account. Potential implementation from 2018 to 2019	Principle and agreement of investment pot	Agree - Q1 2018/19	
	Core business system – Civica ICON. Reduced telephone contact. Improved access to services through digital channels. Additional functionality for existing solution with associated investment requirements to allow integration with Single Customer Account and to provide a more flexible and commercial payment solution for customers. Potential implementation from 2018 to 2019.	Principle and agreement of investment pot	Agree - Q4 2017/18	

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System integration and process redesign 3 of 3

	Outcomes – BPR led by services, Business System Integration led by IT,	Phase 1 COT decisions	Phase 2 COT decisions	Phase 3 COT decisions
Social Services	Core business system – PARIS Reduced telephone and email contact. Improved access to services through digital channels for customers and partners. Additional functionality for existing solution with associated investment requirements to allow online referrals and integration with CRM and Single Customer Account. Will support work of Early Help Hub. Potential implementation from 2018 to 2019.	Principle and agreement of investment pot		
Education	Core business system – Capita ONE Reduced telephone and email contact. Improved access to services through digital channels for customers and partners. Additional functionality for existing solution with associated investment requirements to allow full integration with back office solution, CRM and Single Customer Account. Pending Education decision on back office system Potential implementation from 2019 to 2020.	Principle and agreement of investment pot		Agree - Q4 2018/19

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Back office integration

- **Integration method procured from back office supplier**
  - Often Called SOAP or Web Services
  - Secure 2 way connection
  - Initial cost and ongoing revenue
  - Preferred option but can vary in quality from supplier to supplier
- **Integration method developed in house**
  - Variety of methods
  - Does not impose system based security
  - No Cost (other than development overhead)
  - Not preferred option but used when no supplier option available

Appendix B – Examples of Best Practice and Potential Efficiencies

	Initiative	What it looks like	Best Practice	Already Planned Savings (operating models and projected efficiencies 18/19)	Potential for further annual savings (with potential level of saving indicated)
1	*Agile Working*	- Mobile working for housing repair operatives - Agile working for majority of office based staff: working from any location with internet access on any PC or laptop, any time of the day - Introduction of hotdesk arrangements	We have already implemented best practice in this area, which has supported the Council's asset rationalization programme.		
2	*Consolidated Contact Centre*	Single Contact Centre for managing all telephone contact with the Council	Wigan have created a single contact centre	£150,000	Reduction in management costs – Medium Level Further reduction in front line staffing – Medium Level
3	*Improved administrative processes*	Streamlined business processes, supported by digital solutions	Example: Kirklees' One Council approach to improve integration and efficiency of back office functions and customer contact arrangements to benefit staff and customers. https://www.gov.uk/government/uploads/system/uploads/attachment_data/file/388519/Good_Practice_in_LG_Savings_-_Final_Report_-_17_Dec.pdf		Reduction in staffing costs – High Level
4	*Reduced face to face contact*	Increased customer self service. Appointment based face to face services available for our most vulnerable customers	As above e.g. Kirklees	£46,000	Reduction in staffing and accommodation costs - High Level

Appendix B – Examples of Best Practice and Potential Efficiencies

					Customers who are able to use self service can do so at a time and place of their convenience.
5	*Reducing avoidable contact*	Online services including: • Enhanced structure and content of the website • A website that is accessible to all, on all devices • Single Customer Account • Housing tenant account for repairs, estate management and rents • Ability to book appointments for a range of Council services • Eligibililty assessment in relation services such as benefits, social care and housing.	Wigan have a single customer account and have developed best practice around social care online assessments		This will support potential efficiencies identified in 2,3,4
6	*Improved debt management*	- Making it easier for people to pay by offering a familiar online shopping facility. - Promote up front payment for services			Further reduction in write off of bad debt - High

Key for potential annual savings

Low – up to £50,000

Medium – £50-100,000

High £100,000

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COUNTY COUNCIL

ORGANISATIONAL CHANGE OVERVIEW & SCRUTINY COMMITTEE

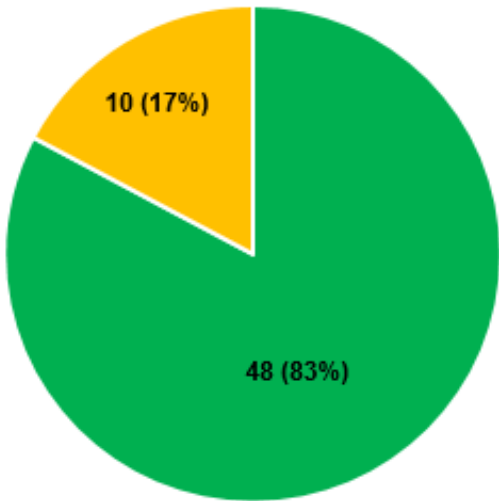|	
Date of Meeting	Monday, 14th May 2018
Report Subject	Year-end Council Plan Monitoring Report 2017/18
Cabinet Member	Cabinet Member for Corporate Management and Assets; and Cabinet Member for Education
Report Author	Chief Officer (Strategic Programmes)
Type of Report	Operational

EXECUTIVE SUMMARY

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

Flintshire is a high performing Council as evidenced in previous Council Plan monitoring reports as well as in the Annual Performance Reports. This monitoring report for the 2017/18 Council Plan is a positive report, with 81% of activities being assessed as having made good progress, and 69% likely to achieve the desired outcome. Performance indicators show good progress with 84% meeting or near to period target. Risks are also being successfully managed with the majority being assessed as moderate (67%) or minor (10%).
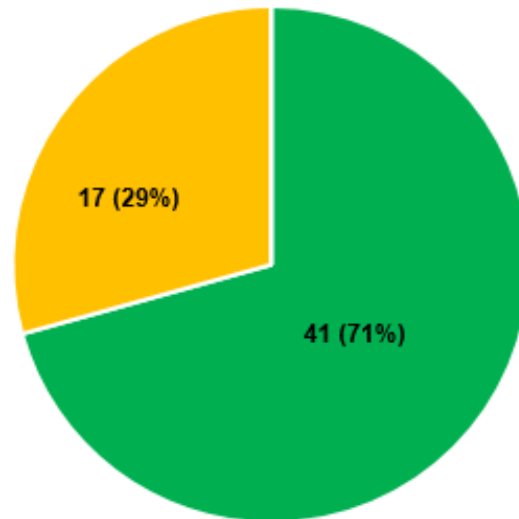
RECOMMENDATIONS	
1	That the Committee consider the Year-end Council Plan 2017/18 Monitoring Report to monitor under performance and request further information as appropriate.

REPORT DETAILS

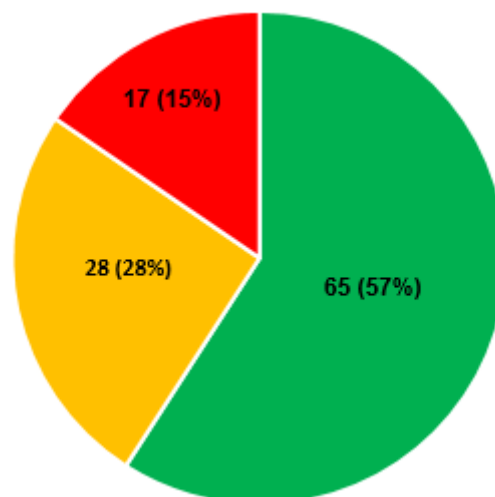| 1.00	**EXPLAINING THE COUNCIL PLAN 2017/18 MONITORING REPORT**
1.01	The Council Plan monitoring reports give an explanation of the progress being made toward the delivery of the impacts set out in the 2017/18 Council Plan. The narrative is supported by performance indicators and / or milestones which evidence achievement. In addition, there is an assessment of the strategic risks and the level to which they are being controlled.
1.02	This is an exception based report and detail therefore focuses on the areas of under-performance.
1.03	**Monitoring our Activities** Each of the sub-priorities have high level activities which are monitored over time. 'Progress' monitors progress against scheduled activity and has been categorised as follows: - • RED: Limited Progress – delay in scheduled activity; not on track • AMBER: Satisfactory Progress – some delay in scheduled activity, but broadly on track • GREEN: Good Progress – activities completed on schedule, on track A RAG status is also given as an assessment of our level of confidence at this point in time in achieving the 'outcome(s)' for each sub-priority. Outcome has been categorised as: - • RED: Low – lower level of confidence in the achievement of the outcome(s) • AMBER: Medium – uncertain level of confidence in the achievement of the outcome(s) • GREEN: High – full confidence in the achievement of the outcome(s)
1.04	In summary our overall progress against the high level activities is: - ACTIVITIES PROGRESS:

ACTIVITIES OUTCOME:

17 (29%)

41 (71%)

*No activities are currently assessed as 'red' for progress or outcome.

| 1.05	**Monitoring our Performance** Analysis of performance against the Improvement Plan performance indicators is undertaken using the RAG (Red, Amber Green) status. This is defined as follows: - • RED equates to a position of under-performance against target. • AMBER equates to a mid-position where improvement may have been made but performance has missed the target. • GREEN equates to a position of positive performance against target.
1.06	Analysis of current levels of performance against period target shows the following: - 17 (15%) 28 (28%) 65 (57%) The above figures are correct with the 4 KPIs for which no data has been entered removed from the calculation

| 1.07 | The performance indicator (PI) which showed a red RAG status for current performance against target, relevant to the Organisational Change Overview & Scrutiny Committee is: -

Priority: Connected Council

Percentage of community benefit clauses in new procurement contracts under £1M
The Council has developed a new Community Benefits Strategy which was approved by Cabinet in October 2017. This is accompanied by a new Community Benefits Delivery Plan template which will assist the service commissioners to identify and target relevant Community Benefits. In addition a new Commissioning Form requires commissioners to complete for all contracts above £25,000 and the completed form is scrutinised by the Corporate Procurement Service. During Quarter 4 14 projects under £1m were procured of which 5 projects included Community Benefits which represents 36% of the total contracts procured under £1m. Due to reporting difficulties we are not able to quantify figures prior to Quarter 4. Considerable progress has been made in delivering social value for contracts below £1m and we expect this momentum to continue into 2018/19 as the use of the Delivery Plan template is used more widely. |
|------|------|
| 1.08 | **Monitoring our Risks**
Analysis of the current risk levels for the strategic risks identified in the Council Plan is as follows:
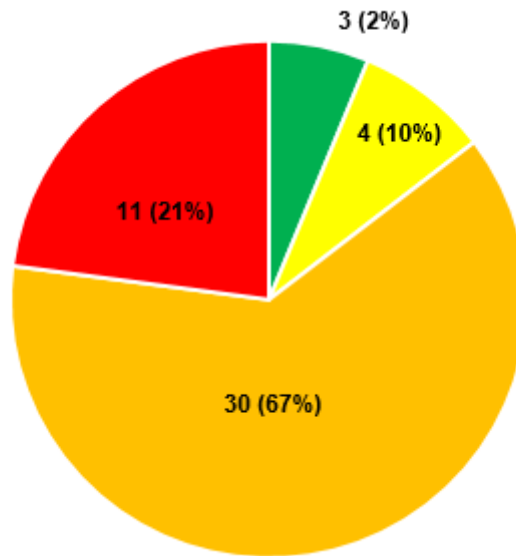
Key:
🟩 Insignificant 🟨 Minor 🟧 Moderate 🟥 Major ⬛ Severe

Analysis of the current direction of travel for the strategic risks identified in the Council Plan is as follows: |

1.09	There are no major (red) risks identified for the Organisational Change Overview & Scrutiny Committee.

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

3.00	CONSULTATIONS REQUIRED / CARRIED OUT
3.01	The 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. Summary information for the risks assessed as major (red) is covered in paragraph 1.07 above.

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

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

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	Risk Likelihood and Impact Matrix 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.
7.04	**CAMMS – An explanation of the report headings**
	Actions <u>Action</u> – Each sub-priority have high level activities attached to them to help achieve the outcomes of the sub-priority. <u>Lead Officer</u> – The person responsible for updating the data on the action. <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. <u>Start date</u> – 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.

Mae'r dudalen hon yn wag yn bwrpasol

Annual Performance Progress Report

Flintshire County Council

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	Ian Bancroft - Chief Officer - Organisational Change 1	In Progress	01-Apr-2017	31-Mar-2018	60.00%	GREEN	GREEN

ACTION PROGRESS COMMENTS:
To help grow the sector and sustain itself specific contracts and community benefits work is being targeted at the sector. The development of a range of tools such as Community Shares is underway that enable existing social enterprises to grow and develop. Projects that are applicable for Community Shares have been identified and a business case format for these has been developed. Social enterprises attended the Flintshire Business awards and for the first time won a significant award. Wider plans for developing tools for the social enterprise sector have been shared with the Public Services Board and is forming part of their Community Resilience Action Plan. Funding has been secured for extending the post of the Social Enterprise Officer and work is currently taking place to develop an action plan for the next 12 months.

Last Updated: 25-Apr-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.	Ian Bancroft - Chief Officer - Organisational Change 1	In Progress	01-Apr-2017	31-Mar-2018	85.00%	GREEN	GREEN

ACTION PROGRESS COMMENTS:
Work has taken place with key social enterprises to strengthen their business plans. This includes establishing two new social enterprises of a significant scale operating in Flintshire through the Alternative Delivery Models (ADMs) and Community Asset Transfer Programme. Aura Leisure and Libraries and Holywell Leisure Centre were established and have been operating from the 1st September and 1st April respectively. Meetings have been held with organisations who had had asset transfers between 2015 -2017 and first year reports have been provided on community benefits. Second Year Review Meetings were held in March 2018. With the establishment of the Home Farms Trust contract (HFT) which began on 1st February 2018, three Alternative Delivery Models (ADM's) have been established to operate council services in the past 12 months. These are Aura Leisure and Libraries and NEWydd Catering and Cleaning. To ensure the organisations become more sustaining, regular review meetings are taking place including formal partnership boards. A number of meetings and reviews have now been completed with the remainder to be completed by the summer.

Last Updated: 25-Apr-2018

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
5.1.1.3 Implement the Digital Strategy and resources to meet future customer needs	Richard Ashley - IT Business Relationship Manager	Completed	01-Apr-2017	31-Mar-2018	100.00%	GREEN	GREEN

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

Last Updated: 20-Apr-2018

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
5.1.1.4 Ensuring and delivering community benefits	Ian Bancroft - Chief Officer - Organisational Change 1	In Progress	01-Apr-2017	31-Mar-2018	80.00%	GREEN	AMBER

ACTION PROGRESS COMMENTS:
The Council has developed a new Community Benefits Strategy which was approved by Cabinet in October 2017. A new Community Benefits Delivery Plan template has been developed which will assist the service commissioners to identify and target relevant Community Benefits. A new Commissioning Form has also been developed which requires Commissioners to complete for all contracts above £25,000 and the completed form is scrutinized by the Corporate Procurement Service for Community Benefits inclusion. During Quarter 4 14 projects under £1m were procured of which 5 projects included Community Benefits which represents 36% of the total contracts procured under £1m. Due to reporting difficulties we are not able to quantify figures prior to Quarter 4. Considerable progress has been made in delivering social value for contracts below £1m and we expect this momentum to continue in the 2018/19 Financial Year as the use of the Delivery Plan template is used more widely.

Last Updated: 27-Apr-2018

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
5.1.1.5 Enabling the third sector to maximise their contribution.	Ian Bancroft - Chief Officer - Organisational Change 1	In Progress	01-Apr-2017	31-Mar-2018	80.00%	GREEN	AMBER

ACTION PROGRESS COMMENTS:

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

Last Updated: 16-Apr-2018

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

ACTION PROGRESS COMMENTS:

The partnership group driving the work of Flintshire's Armed Forces Covenant forward has made good progress over the year. Developments and achievements within the Council include; a new policy for Reservists in the Council to be supported with an additional two weeks annual leave to attend services-related training; revision of the Council's Recruitment Policy to include a guaranteed interview to all veterans meeting the essential criteria; an agreement is now in place to capture data from schools about pupils from serving or veteran families in order to understand the scale of support needed and to plan support, including funding; co-ordination and support of Covenant funding applications within local communities. In addition North Wales Fire and Rescue Services signed up to Flintshire's Covenant in 2017/18 and the first Annual report was endorsed by full County Council. The two Armed Forces Liaison Officers appointed for regional co-ordination of the 6 County Covenants have positively impacted on the good progress made. The outcomes of the progress made this year have still to be determined, hence the Amber 'Outcome' rating.

Last Updated: 25-Apr-2018

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
5.1.1.7 Getting Flintshire active through partnership objectives via the Public Services Board	Karen Armstrong - Corporate Business and Communications Executive Officer	In Progress	01-Apr-2017	31-Mar-2018	75.00%	GREEN	AMBER

ACTION PROGRESS COMMENTS:

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

Last Updated: 25-Apr-2018

Performance Indicators

KPI Title	Previous Year Actual	Actual	Performance Indicator Trend	Target	Performance RAG
IP5.1.2.1M01The monetary value of efficiency supported by ADMs (£M)	No Data	0.44	**N/A**	0.5	🟢🟠🔴 AMBER

Lead Officer: Ian Bancroft - Chief Officer - Organisational Change 1
Reporting Officer: Ian Bancroft - Chief Officer - Organisational Change 1
Aspirational Target:
Progress Comment: This relates to the savings made by NEWydd and Aura since their transfer on 1 May 2017. For 2019/20 full year savings will be achieved.

Last Updated: 27-Apr-2018

KPI Title	Previous Year Actual	Actual	Performance Indicator Trend	Target	Performance RAG
IP5.1.2.2M02 The number of primary school meals provided each financial year through the ADM Newydd Catering and Cleaning	5350	5647	↑	5403	🟢🟠🔴 GREEN

Lead Officer: Ian Bancroft - Chief Officer - Organisational Change 1
Reporting Officer: Ian Bancroft - Chief Officer - Organisational Change 1
Aspirational Target:
Progress Comment: A total of 1,039,115 meals were provided to primary schools during 2017/18. This equates to an average of 5,647 meals per trading day based on the maximum of 184 available days in year.

Last Updated: 25-Apr-2018

KPI Title	Previous Year Actual	Actual	Performance Indicator Trend	Target	Performance RAG
IP5.1.2.3M03 The number of secondary school meals provided each financial year through the ADM Newydd Catering and Cleaning	5029	4531	⬇	5129	🟢🟠🔴 AMBER

Lead Officer: Ian Bancroft - Chief Officer - Organisational Change 1
Reporting Officer: Ian Bancroft - Chief Officer - Organisational Change 1
Aspirational Target:
Progress Comment: A total of 833,709 meals were provided to secondary schools during 2017/18. This equates to an average of 4,531 meals per trading day based on the maximum of 184 available days in the year.

Last Updated: 25-Apr-2018

KPI Title	Previous Year Actual	Actual	Performance Indicator Trend	Target	Performance RAG
IP5.1.2.4M04 The number of leisure centres and libraries sustained through the community benefits society	11	11	↔	11	🟢🟠🔴 GREEN

Lead Officer: Ian Bancroft - Chief Officer - Organisational Change 1
Reporting Officer: Paul Jones - Leisure Manager Business Improvement
Aspirational Target:
Progress Comment: From 1 September 2017, Aura Leisure & Libraries Limited is responsible for the direct management of 11 leisure centres and libraries. Aura Leisure and Libraries Limited is registered under the Cooperative and Community Benefit Societies Act 2014 (Registration No. 7610).

Last Updated: 23-Oct-2017

KPI Title	Previous Year Actual	Actual	Performance Indicator Trend	Target	Performance RAG
IP5.1.2.5M05 The number of key community asset transfers sustained by new social enterprises, Connah's Quay Swimming Pool, Holywell Leisure Centre and, Mynydd Isa Community Centre Library	3	3	⬌	3	🟢🔴🔴 GREEN

Lead Officer: Ian Bancroft - Chief Officer - Organisational Change 1
Reporting Officer: Ian Bancroft - Chief Officer - Organisational Change 1
Aspirational Target:
Progress Comment: All three social enterprises are continuing to operate and detailed review meetings and reviews have been held with each.

Last Updated: 27-Apr-2018

KPI Title	Previous Year Actual	Actual	Performance Indicator Trend	Target	Performance RAG
IP5.1.4.1M01 Percentage of community benefit clauses in new procurement contracts above £1M	100	100	⬌	100	🟢🔴🔴 GREEN

Lead Officer: Gareth Owens - Chief Officer - Governance
Reporting Officer: Arwel Staples - Strategic Procurement Manager
Aspirational Target:
Progress Comment: During the Q4 reporting period, 2 procurement projects above £1m has been procured and both have Community Benefits included.

In total 10 procurement projects above £1m have been procured during the full reporting year and all 10 projects contained Community Benefits as per the requirement under the Welsh Procurement Policy Statement. There is ongoing discussion taking place to determine how the Community Benefits on individual projects will be collated for tracking and performance monitoring.

Last Updated: 20-Apr-2018

KPI Title	Previous Year Actual	Actual	Performance Indicator Trend	Target	Performance RAG
IP5.1.4.2M02 Percentage of community benefit clauses in new procurement contracts under £1M	No Data	35.71	N/A	100	RED

Lead Officer: Gareth Owens - Chief Officer - Governance
Reporting Officer: Arwel Staples - Strategic Procurement Manager
Aspirational Target:
Progress Comment: The Council has developed a new Community Benefits Strategy which was approved by Cabinet in October 2017. This is accompanied by a new Community Benefits Delivery Plan template which will assist the service commissioners to identify and target relevant Community Benefits. In addition a new Commissioning Form requires commissioners to complete for all contracts above £25,000 and the completed form is scrutinised by the Corporate Procurement Service. During Quarter 4 14 projects under £1m were procured of which 5 projects included Community Benefits which represents 36% of the total contracts procured under £1m. Due to reporting difficulties we are not able to quantify figures prior to Quarter 4. Considerable progress has been made in delivering social value for contracts below £1m and we expect this momentum to continue into 2018/19 as the use of the Delivery Plan template is used more widely.

Last Updated: 30-Apr-2018

KPI Title	Previous Year Actual	Actual	Performance Indicator Trend	Target	Performance RAG
IP5.1.6.1M01 (PAM/016) Number of visits to libraries per 1000 population	3935	4568	↑	4014	GREEN

Lead Officer: Ian Bancroft - Chief Officer - Organisational Change 1
Reporting Officer: Kate Leonard - Principal Librarian
Aspirational Target:
Progress Comment: Libraries have seen an increase in physical visits this year , co-location of some services within libraries will account for this as will the enhanced service development work we have initiated. Virtual visit are included in this return and we have also seen an substantial increase in usage of online services. This has offset an dip in web visits, due to the transfer of website/homepage from Flintshire to Aura.

Last Updated: 23-Apr-2018

KPI Title	Previous Year Actual	Actual	Performance Indicator Trend	Target	Performance RAG
IP5.1.6.2M02 (PAM/017) Number of visits to leisure centres per 1000 population	8740	7159.79	↓	7296	AMBER

Lead Officer: Ian Bancroft - Chief Officer - Organisational Change 1
Reporting Officer: Paul Jones - Leisure Manager Business Improvement
Aspirational Target:
Progress Comment: During 2017/18, leisure centres were managed directly by Flintshire County Council for the five month period from April - August 2017 and by Aura Leisure & Libraries Limited for the remaining seven months of the financial year. The following factors explain the rationale for a reduction in the number of visits recorded by the Council and Aura in 2017/18:
1) Holywell Leisure Centre was transferred to the community as part of the CAT programme effective from April 2017. Holywell's participation figures are not included as part of this submission.
2) With effect from July 2017, in readiness for the transfer to Aura, the management of grass sports pitches on non-school sites, sports changing facilities, bowling greens and allotments transferred to Streetscene/Assets. Participation figures for these areas are not included post July 2017 in this submission.
3) Artificial Turf Pitches at Mold, Buckley and Hope have endured significant periods of closure during 2017/18 due to maintenance & renovation works and inclement weather.

Last Updated: 25-Apr-2018

KPI Title	Previous Year Actual	Actual	Performance Indicator Trend	Target	Performance RAG
IP5.1.6.3M03 Number of visits to the theatre	167000	197853	↑	175000	GREEN

Lead Officer: Ian Bancroft - Chief Officer - Organisational Change 1
Reporting Officer: Ian Bancroft - Chief Officer - Organisational Change 1
Aspirational Target:
Progress Comment: Attendance this year has exceeded target with a total of 197,853 people engaging with events at Theatr Clwyd. This is due to a stronger marketing message, more varied events, a better quality programme of work and an ever building relationship with the communities we serve. 61,000 people saw a Theatr Clwyd made production here in Mold, 57,000 people watched our visiting work, 32,000 people watched films at our cinema and over 40,000 members of our community engaged with workshops, outreach activities and Arts and Health sessions. Over 6,000 people attended the Ice Rink. It is worth noting that these figures do not include visits to the Gallery as it is currently hard to quantify. They also don't include the 29,196 people who saw a Theatr Clwyd production elsewhere in the UK.

Last Updated: 25-Apr-2018

KPI Title	Previous Year Actual	Actual	Performance Indicator Trend	Target	Performance RAG
IP5.1.6.4M04 The number of leisure and cultural assets that are cooperatively supported by a range of partners ensuring they remain accessible to their local communities	2	14	↑	11	🟢🔴🔴 GREEN

Lead Officer: Ian Bancroft - Chief Officer - Organisational Change 1
Reporting Officer: Ian Bancroft - Chief Officer - Organisational Change 1
Aspirational Target:
Progress Comment: This shows the number of libraries and leisure centres supported by the Council and Aura as well as the three major asset transfers. All are operating successfully.

Last Updated: 27-Apr-2018

KPI Title	Previous Year Actual	Actual	Performance Indicator Trend	Target	Performance RAG
IP5.1.6.5M05 Let two Council Contracts that are targeted for third sector/social enterprises; Housing Voids and Household Recycling Centres	0	2	↑	2	🟢🔴🔴 GREEN

Lead Officer: Ian Bancroft - Chief Officer - Organisational Change 1
Reporting Officer: Ian Bancroft - Chief Officer - Organisational Change 1
Aspirational Target:
Progress Comment: Two contracts went out during 2017/18.

Last Updated: 27-Apr-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	Ian Bancroft - Chief Officer - Organisational Change 1	Ian Bancroft - Chief Officer - Organisational Change 1	Amber	Amber	⬌	Open

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
Management Controls: Work with Flintshire Community Voluntary Sector, Co-operative Wales, and local community groups and social enterprises to develop skills.
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.

Last Updated: 16-Apr-2018

RISK TITLE	LEAD OFFICER	SUPPORTING OFFICERS	INITIAL RISK RATING	CURRENT RISK RATING	TREND ARROW	RISK STATUS
The willingness of the workforce and Trade Unions to embrace change	Ian Bancroft - Chief Officer - Organisational Change 1	Ian Bancroft - Chief Officer - Organisational Change 1	Amber	Amber	⬌	Open

Potential Effect: Lack of capacity of staff to work with and enable social sector organisations to grow and develop
Management Controls: Early engagement and co-design in change projects with employees and trade unions
Progress Comment: This is a key priority of the Community Resilience priority of the Public Services Board working with all public service staff to support growth of the social sector. As a result a leadership programme will be run by Glyndwr University for public service practitioners who are working with communities enabling them to support communities to increase resilience. A taster session for this programme was provided for 50 people across public sector agencies and over 25 have expressed an interest to do the formal leadership programme

Last Updated: 16-Apr-2018

RISK TITLE	LEAD OFFICER	SUPPORTING OFFICERS	INITIAL RISK RATING	CURRENT RISK RATING	TREND ARROW	RISK STATUS
Market conditions which the new alternative delivery models face	Ian Bancroft - Chief Officer - Organisational Change 1	Ian Bancroft - Chief Officer - Organisational Change 1	Amber	Amber	↔	Open

Potential Effect: More competition from other agencies or decreasing use of the services means they are in the future unsustainable
Management Controls: Continue to work with the ADM's to grow their entrepreneurial skills and meet with them annually at least to review progress
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.

Last Updated: 16-Apr-2018

RISK TITLE	LEAD OFFICER	SUPPORTING OFFICERS	INITIAL RISK RATING	CURRENT RISK RATING	TREND ARROW	RISK STATUS
Limitations on public funding to subsidise alternative models	Ian Bancroft - Chief Officer - Organisational Change 1	Ian Bancroft - Chief Officer - Organisational Change 1	Amber	Amber	↔	Open

Potential Effect: Reductions in funding to these models by the public sector resulting in the new to stop or close services and facilities
Management Controls: Support to ADM's to ensure their financial plans are resilient if public funding decreases
Progress Comment: Review meetings are providing an update on the future financial context so organisations can plan for potential reductions when appropriate.
Draft Business Plans for 2018/19 are currently being prepared and shared with the Council and these will identify if funding for the future enables the organisations to be sustainable. These plans show funding levels for organisations moving forward into 2018/19 are sustainable.

Last Updated: 16-Apr-2018

RISK TITLE	LEAD OFFICER	SUPPORTING OFFICERS	INITIAL RISK RATING	CURRENT RISK RATING	TREND ARROW	RISK STATUS
Procurement regulations stifling our ability to develop local community and third sector markets	Ian Bancroft - Chief Officer - Organisational Change 1	Ian Bancroft - Chief Officer - Organisational Change 1	Amber	Amber	↔	Open

Potential Effect: Social and third sector organisation not able to grow through the winning of new contracts
Management Controls: Work with procurement and commissioning teams to identify the most effective way of working with the community and third sectors.
Progress Comment: Draft Community Benefits Strategy agreed by Cabinet and workshop held with the procurement team to start implementation of this strategy.
Engagement with the community and third sector on the strategy is now being planned. Small working group have developed and are delivering a plan to help council staff commission in a way that delivers community benefits.

Last Updated: 16-Apr-2018

RISK TITLE	LEAD OFFICER	SUPPORTING OFFICERS	INITIAL RISK RATING	CURRENT RISK RATING	TREND ARROW	RISK STATUS
Newly established Social Enterprises and Community Asset Transfers failing in their early stages of development.	Ian Bancroft - Chief Officer - Organisational Change 1	Ian Bancroft - Chief Officer - Organisational Change 1	Amber	Amber	↔	Open

Potential Effect:
Management Controls: Open book accounting by key social enterprises with the council and where issues identified cooperative work to resolve these.
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.

Last Updated: 27-Apr-2018

CYNGOR
Sir y Fflint
Flintshire
COUNTY COUNCIL

ORGANISATIONAL CHANGE OVERVIEW & SCRUTINY COMMITTEE

Date of Meeting	Monday 14th May 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 and Vice-Chair of the Committee be authorised to vary the Forward Work Programme between meetings, as the need arises.

REPORT DETAILS

1.00	**EXPLAINING THE FORWARD WORK PROGRAMME**
1.01	Items feed into a Committee's Forward Work Programme from a number of sources. Members can suggest topics for review by Overview & Scrutiny Committees, members of the public can suggest topics, items can be referred by the Cabinet for consultation purposes, or by County Council or Chief Officers. Other possible items are identified from the Cabinet Work Programme and the Improvement Plan.
1.02	In identifying topics for future consideration, it is useful for a 'test of significance' to be applied. This can be achieved by asking a range of questions as follows: 1. Will the review contribute to the Council's priorities and/or objectives? 2. Is it an area of major change or risk? 3. Are there issues of concern in performance? 4. Is there new Government guidance of legislation? 5. Is it prompted by the work carried out by Regulators/Internal Audit?

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

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

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

5.00	**APPENDICES**
5.01	Appendix 1 – Draft Forward Work Programme

6.00	**LIST OF ACCESSIBLE BACKGROUND DOCUMENTS**
6.01	None. **Contact Officer:** Ceri Shotton - Community & Education Overview & Scrutiny Facilitator **Telephone:** 01352 702305 **E-mail:** ceri.shotton@flintshire.gov.uk

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

Contact Officer: Ceri Shotton - Community & Education Overview & Scrutiny Facilitator
Telephone: 01352 702305
E-mail: ceri.shotton@flintshire.gov.uk

Mae'r dudalen hon yn wag yn bwrpasol

Organisational Change Overview & Scrutiny Committee
Forward Work Programme 2017/18

DATE	SUBJECT	O&S FOCUS	REPORT FROM
Monday 25th June 2018 2.00 pm	**Review of 1st Year Performance of Aura/Newydd**	Monitoring and Assurance	Ian Bancroft
	County Hall Re-location	Assurance	Ian Bancroft
	Forward Work Programme	Consultation	Margaret Parry-Jones
Monday 17th September 2018 10.00 am **Meeting to be held in the Care and Repair Office, Shotton**	**Stage 1 Budget Process for 2019/20**	Consultation	Ian Bancroft
	Community Resilience	Monitoring and Assurance	Ian Bancroft
	Forward Work Programme	Consultation	Ceri Shotton
Monday 12th November 2018 10.00 am	**Quarter 1 and 2 Council Plan 2018/19 Monitoring Report**	Monitoring and Assurance	Ceri Shotton
	Forward Work Programme	Consultation	Margaret Parry-Jones

Organisational Change Overview & Scrutiny Committee
Forward Work Programme 2017/18

Monday 17th December 2018 10.00 am	**Forward Work Programme**	Consultation	Ceri Shotton
Monday 28th January 2019 10.00 am	**Forward Work Programme**	Consultation	Margaret Parry-Jones
Monday 18th March 2019 10.00 am	**Quarter 3 Council Plan 2018/19 Monitoring Report**	Monitoring and Assurance	Ceri Shotton
	Forward Work Programme	Consultation	Margaret Parry-Jones
Monday 13th May 2019 10.00 am	**Forward Work Programme**	Consultation	Ceri Shotton

Organisational Change Overview & Scrutiny Committee
Forward Work Programme 2017/18

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

Items to be scheduled

Flintshire County Council's Property Asset Rationalisation Programme

Mae'r dudalen hon yn wag yn bwrpasol

Eitem ar gyfer y Rhaglen 9

Mae'r dudalen hon yn wag yn bwrpasol

Dogfen Gyfyngedig - Ni ddylid ei chyhoeddi

Mae'r dudalen hon yn wag yn bwrpasol

Mae'r dudalen hon yn wag yn bwrpasol

Yn rhinwedd paragraff(au) 14 of Part 4 of Schedule 12A
o Ddeddf Llywodraeth Leol 1972.

Dogfen Gyfyngedig - Ni ddylid ei chyhoeddi

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