

# Public Document Pack



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To: Cllr David Roney (Chair)  
Councillors: Clive Carver, Glenys Diskin, Chris Dolphin, Ian Dunbar,  
Andy Dunbobbin, Brian Dunn, Robin Guest, Ron Hampson, Dave Mackie,  
Mike Reece, Tony Sharps, Paul Shotton, Nigel Steele-Mortimer and  
Carolyn Thomas

27 October 2015

Dear Councillor

You are invited to attend a meeting of the Organisational Change Overview & Scrutiny Committee which will be held at 10.30 am on Monday, 2nd November, 2015 in the Delyn Committee Room, County Hall, Mold CH7 6NA to consider the following items

**Members are asked to note that the meeting will start at 10.30 am, following a Member briefing session on iPads at 10.00 am.**

## A G E N D A

### 1 APOLOGIES

**Purpose:**

To receive any apologies.

### 2 DECLARATIONS OF INTEREST (INCLUDING WHIPPING DECLARATIONS)

**Purpose:**

To receive any Declarations and advise Members accordingly.

### 3 MINUTES (Pages 5 - 12)

**Purpose:**

To confirm as a correct record the minutes of the last meeting.

4 **THE ROLE OF THE COMMITTEE IN SUPPORTING ORGANISATIONAL CHANGE** (Pages 13 - 18)

Report of Member Engagement Manager

**Purpose:** To present information on the role of the Committee in supporting Organisational Change

5 **ALTERNATIVE DELIVERY MODEL BUSINESS PLANS FOR SOCIAL CARE** (Pages 19 - 36)

Report of Chief Officer (Organisational Change) and Chief Officer (Social Services)

**Purpose:** To consider the Alternative Delivery Model Business Plans for Social Care

6 **ESTABLISHING 'INTELLIGENT CLIENT' APPROACHES FOR VALUATION, PROPERTY AND ESTATES** (Pages 37 - 50)

Report of Chief Officer (Organisational Change)

**Purpose:** To consider the proposed approaches for Valuation, Property and Estates

7 **FORWARD WORK PROGRAMME** (Pages 51 - 56)

Report of Member Engagement Manager

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

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

The following item is considered to be exempt by virtue of Paragraph(s) 14, 15 of Part 4 of Schedule 12A of the Local Government Act 1972 (as amended).

The report contains exempt information under paragraphs 14 and 15 of Part 4 of Schedule 12A of the Local Government Act 1972 because it contains the funding arrangement for the contract as well as staffing changes. The public interest in maintaining the exemption outweighs the public interest in disclosing the information

8 **CONNAH'S QUAY SWIMMING POOL COMMUNITY ASSET TRANSFER**  
(Pages 57 - 70)

Report of Chief Officer (Organisational Change)

**Purpose:** To provide comments on the business case from the community

Yours faithfully

A handwritten signature in black ink, appearing to read 'Peter Evans', written over a horizontal line.

Peter Evans  
Democracy & Governance Manager



**ORGANISATIONAL CHANGE**  
**OVERVIEW AND SCRUTINY COMMITTEE**  
**28 SEPTEMBER 2015**

Minutes of the meeting of the Organisational Change Overview and Scrutiny Committee of the Flintshire County Council held at Theatr Clwyd, Mold on Monday, 28 September 2015

**PRESENT:** Councillor David Roney (Chairman)  
Councillors: Clive Carver, Ian Dunbar, Brian Dunn, Robin Guest, Ron Hampson, Dave Mackie, Mike Reece, Paul Shotton, and Carolyn Thomas

**SUBSTITUTIONS:** Councillors Adele Davies-Cooke (for Nigel Steele-Mortimer), Peter Curtis (for Andy Dunbobbin), and David Healey (for Glenys Diskin)

**APOLOGIES:** Councillors Aaron Shotton and Chris Dolphin

**ALSO PRESENT:** Councillor Ron Davies

**CONTRIBUTORS:** Councillor Bernie Attridge, Deputy Leader and Cabinet Member for Environment, Councillor Kevin Jones, Cabinet Member for Waste Strategy, Public Protection and Leisure, Chief Executive, Chief Officer (Organisational Change (1) ), Chief Officer (Organisational Change (2), (For minute no. 20) Tamara Harvey, Artistic Director, Clwyd Theatr Cymru, Facilities Operations Manager, Principal Leisure Services Officer, and Principal Librarian

**IN ATTENDANCE:** Member Engagement Manager and Committee Services Officer

Prior to the start of the meeting the Chairman thanked Tamara Harvey, Artistic Director, for her hospitality and tour of the theatre.

Councillor Ron Davies, Chairman of the Theatr Clwyd Board of Governors, welcomed Members. He commented on the recent appointment of Tamara Harvey and welcomed her commitment and vision for the development of Theatr Clwyd Cymru in Wales and beyond.

**18. DECLARATIONS OF INTEREST**

Councillors Robin Guest, Ron Hampson and Dave Mackie declared a personal interest in the following item as they were members of the Theatr Clwyd Board of Governors.

4. Clwyd Theatr Cymru Progress Report

**19. MINUTES**

The minutes of the meeting of the Committee held on 21 July 2015 had been circulated to Members with the agenda.

**RESOLVED:**

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

**20. CLWYD THEATRE CYMRU PROGRESS REPORT**

The Chief Executive introduced a progress report on Clwyd Theatr Cymru (CTC) covering delivery of the business plan and budget efficiencies, and the emerging vision for the Theatre after the appointment of a new Artistic Director.

The Chief Executive provided background information and context and referred to the key considerations as detailed in the report concerning progress against the business plan and the emerging artistic vision, increasing commerciality, and becoming closer to the local community.

The Chief Executive provided clarification on the financial circumstances, governance arrangements, and accountability for CTC. He explained that whilst facing reductions in funding from the Council, the CTC had also applied to remain an Arts Council of Wales funded organisation. He advised that initial feedback to the application was positive, however, the actual amount of funding to be granted would not be known until later in the year.

The Chief Officer (Organisational Change (1) ) outlined the key issues concerning delivery of the business plan and referred to the appointment of a new Artistic Director, ensuring the Theatr was fit for purpose in terms of staffing, applying for funding from the Arts Council for Wales, and capital development.

It was agreed that the Business Plan Progress report which was considered at the last meeting of the board be circulated to the committee.

The Chairman welcomed Tamara Harvey, new Artistic Director, to the meeting and invited her to give an overview of her role, responsibilities and vision for the theatre. The Artistic Director thanked Members for their attendance and took the opportunity to pay tribute to Terry Hands, former Artistic Director, for his exceptional work in developing and promoting the theatre during the last 18 years.

The Artistic Director explained she was committed to a broader artistic programme with a holistic approach to all art forms across the building, drawing in new audiences and ensuring that Theatr Clwyd became an intrinsic part of the local communities and a symbol of innovation across the creative arts in Wales and beyond. She outlined the range of work to be undertaken

to progress the business plan and the emerging artistic vision and referred to a broader range of production work, increasing commerciality and marketing, and development of partnerships and projects with Welsh companies and the rest of the UK. She also reported on how the Theatr would deliver against the challenge of reduced funding from the Council in 2015/16 through the implementation of a robust and financially sustainable business framework.

Councillor Paul Shotton congratulated the Artistic Director on her recent appointment and welcomed the new initiatives. He referred to the discussions taking place to explore touring possibilities and said he would like a more positive stance to be taken towards that happening.

Councillor Mike Reece asked if Theatr Clwyd was included on the asset transfer programme. The Chief Executive advised that the Theatr was not included at the moment, however, an “open minded” approach was being taken for the future. The Chief Officer (Organisational Change (1) ) clarified that asset transfers took place regarding the building but not the service, alternative delivery models encompassed transfer of the building and services.

In response to the further comments from Councillor Shotton around funding from the Arts Council of Wales, the Chief Executive advised that confirmation had been received that CTC would remain a funded organisation with the Arts Council and reiterated that the amount of grant would not be known until the end of the year.

Councillor Clive Carver sought further information around the possibility of claiming Theatre Tax Relief. He also referred to the introduction of car parking charges at the County Hall complex and expressed concerns that if CTC expanded its range of events there may not be sufficient parking capacity and that the cost of parking may be prohibit some members of the community from attending such events. Officers responded to the comments and questions raised. Concerning the claiming of Theatre Tax Relief the Chief Officer (Organisational Change (1) ) explained that an achievable solution was being determined and further detail would be provided soon. On the subject of introduction of car parking charges at the County Hall complex the Chief Executive explained that this was a complicated matter still under consideration. He advised that parking for staff and visitors at the County Hall complex would be treated no differently to the arrangements for charges for car parking at Mold town during the day time. There would be no charges for car parking during the evening.

The Artistic Director acknowledged the concerns raised by Councillor Carver around car parking charges and conceded that it may deter people on low incomes from attending CTC and be detrimental to improving links with communities and attracting those people who are unlikely to visit the Theatr due to financial circumstances.

Councillor Ian Dunbar asked what action was being taken to encourage more schools to attend productions and events at CTC. The Artistic Director

responded that the Theatre continued to work closely with schools, however, one of the main challenges was the current financial restraints on school budgets. She referred to the work of the Theatre for Young People which also went into schools to deliver work experience projects and said that the Theatre recognised the need for collaboration and integration to ensure it was accessible to schools and provided alternative ways of engaging them in its work. Councillor Peter Curtis commented on the cost of school transport which was a main concern for all schools when planning school trips.

Councillor Carolyn Thomas referred to the possibility of CTC engaging with young people through the Welsh Baccalaureate scheme. She also commented on the need to improve links with Tourism and cited Mold Tourist Information Centre as an example of engaging visitors as well as residents. Councillor Thomas expressed concerns that the cost of tickets for performances at CTC could be prohibitive for families and people on low incomes and asked if this could be taken into consideration and that any special offers or discounts be broadly marketed.

In response to the comments by Councillor Peter Curtis about attracting a wider audience to the Theatre through popular and well known productions, the Artistic Director explained that due to capacity the Theatre was not always in a position to offer the best commercial deal to producers to enable it to attract the biggest productions. The Chief Executive offered to circulate a paper on profit margins for information.

During discussion Officers responded to the further comments and concerns raised by Members. The Chief Executive referred to the age of the building and the need for capital investment in the future and commented that the Theatre was in a strong position to attract lottery and Welsh Government one-off funding.

**RESOLVED:**

That the progress of Clwyd Theatre Cymru against delivery of its business plan and identified savings, the emerging artistic vision and increased commerciality and community links be supported.

**21. ALTERNATIVE DELIVERY MODELS: LEISURE, LIBRARIES AND FACILITY MANAGEMENT SERVICES**

The Chief Officer (Organisational Change (2) ) introduced a report on the completed feasibility work for Leisure, Libraries and Facility Management services, including preferred Alternative Delivery Model (ADM) options, and to share the initial priorities for the business planning phase of work.

The Chief Officer (Organisational Change (2) ) provided background information and referred to the key considerations as detailed in the report. He advised that at this stage no decisions had been taken about whether services should ultimately establish ADMs; this would be done at the end of the business planning stage. The business planning stage will include



engagement of all service staff to develop and consider final proposals. Business Plans are due to be completed at the end of the year/New Year. The preferred options for each services and issues/conditions to be covered in the business planning stage were detailed in the report.

The Chief Officer (Organisational Change (1) ) introduced Steve Jones, Facilities Operations Manager, and invited him to give a presentation on the ADM Facilities Services (Catering and Cleaning). The main points of the presentation were as follows:

- current provision
- approach
- strategic objectives
- the Catering and Cleaning TECKAL
- considerations for change
- making it stack up
- key risks and mitigation
- the new offer
- Finance
- next steps

The Chair invited Members to raise questions.

Members expressed concerns that they had not been given the opportunity to consider the information provided in the presentation prior to the meeting. It was agreed that Officers would be requested to consider how information was provided in the future, in light of the work of the Committee which was asked to provide comments on change initiatives. In response to the further concerns raised by Councillor Carver around scrutiny, Officers explained that there would be a further opportunity for the Committee to scrutinise proposals in the business plan in more detail during the second stage.

In response to the comments raised the Facilities Operations Manager advised that the aim was to provide a modern, efficient and profitable catering and cleaning services in a delivery model which reduced and eventually removed the need for financial subsidy from the Council.

Councillor Carolyn Thomas sought further explanation of the TECKAL Company model. The Chief Officer (Organisational Change (1) ) advised that the TECKAL Company was a legal entity which would remain wholly owned by the Authority, maintaining social responsibility. It would maintain service provision within the public sector whilst supporting expansion into the private sector.

Responding to the further questions and concerns raised Officers explained that the intention was to share information with Members as early as possible to engage thoughts and comments which would be used to inform and progress the business planning prior to scrutiny of the proposals.

Councillor Bernie Attridge emphasised that at this stage no decisions had been made by Cabinet about whether services should establish ADMs.

Referring to the financial information provided in the presentation Councillor Robin Guest expressed concern around the reference to the term 'FCC subsidy'. The Chief Officer (Organisational Change (1)) explained that the term was used to describe a fee for the service and it was agreed that the wording 'FCC subsidy' should be replaced by the wording 'FCC fee'.

The Chief Officer (Organisational Change (1)) introduced Mike Welch, Principal Leisure Services Officer, and Pennie Corbett, Principal Librarian, and invited them to give a presentation on the ADM Leisure and Libraries. The main points of the presentation were as follows:

- current provision
- approach
- strategic objectives
- which ADM and benefits
- Community Asset transfer
- transfer to a mutual or cooperative
- the new offer
- how will an ADM be more productive and increase income
- key risks and mitigation
- Finance: MTFP
- next steps

The Chairman invited Members to raise questions.

In response to a query raised by Councillor Carolyn Thomas the Chief Officer (Organisational Change (1)) provided further clarification on transfer to a mutual or cooperative company or society.

Councillor David Healey referred to the longer term consideration of Community Asset Transfers to secure the future of dual use school sites and expressed concerns around the implications for staffing arrangements during weekends and school holidays. The Principal Leisure Services Officer commented on the need for collaborative working with local communities and said there were good examples of where partnership working between the community and school worked well to keep services open longer. In response to the further concerns raised by Councillor Peter Curtis around community asset transfers and leisure centres the Chief Officer (Organisational Change (1)) agreed to provide figures on the running costs and usage for the Council's leisure centres.

During discussion it was agreed that Officers consider and refine the terminology used so that it went beyond the current 10 models for alternative delivery to describe some of the likely legal models and how asset transfer differed to other delivery models.

Councillor Carolyn Thomas referred to the financial information provided in the presentation and asked that more detail be provided on fixed play provision and playschemes. She requested that this be included as an item on the Committee's forward work programme. In response to the further comments and concerns raised by Councillor Thomas regarding mobile library service provision in rural areas the Principal Librarian confirmed that this service was under review.

**RESOLVED:**

That the committee's comments on the completed feasibility studies and the initial business planning be considered by the officers and used to inform further progress.

**22. QUARTER 1 – IMPROVEMENT PLAN MONITORING REPORTS**

The Chairman asked Members to consider deferring the item until the next meeting.

**RESOLVED:**

That consideration of this item be deferred to the next meeting, but in the interim, should Members have any questions, these may be sent to the Member Engagement Manager.

**23. FORWARD WORK PROGRAMME**

The Member Engagement Manager introduced the Forward Work Programme. It was agreed that the Quarter 1 – Improvement Plan Monitoring Reports would be added to the list of items for consideration at the meeting of the committee to be held on 2 November 2015.

It was suggested that consideration be given to an alternative venue for the next meeting of the Committee to be held on 2 November, and that consideration be given to holding the 7 December meeting, to consider progress with Community Asset Transfers, as a workshop open to all Members of the Council.

It was agreed that the offer from Councillor Bernie Attridge that the Alternative Delivery Workshop be re-run be accepted with alacrity.

**RESOLVED:**

- (a) That the Forward Work Programme as submitted, with the verbal amendments be approved;
- (b) That the Member Engagement Manager, in consultation with the Chair and Vice-chair be authorised to alter the Forward Work Programme between meetings;

- (c) That the Deputy Leader's offer that the Alternative Delivery Workshop be re-run be accepted with alacrity;
- (d) That consideration be given to holding the December meeting, to consider progress with Community Asset Transfers, as a workshop open to all Members of the Council.

**24. MEMBERS OF THE PUBLIC AND PRESS IN ATTENDANCE**

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

(The meeting commenced at 10.30am and ended at 13.30pm)

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**Chairman**



## ORGANISATIONAL CHANGE OVERVIEW & SCRUTINY COMMITTEE

<b>Date of Meeting</b>	Monday 2 <sup>nd</sup> November, 2015
<b>Report Subject</b>	The role of the committee in supporting Organisational Change
<b>Report Author</b>	Member Engagement Manager

### EXECUTIVE SUMMARY

This report is to remind the committee of its terms of reference now that it has held several meetings and to provide assurance that whilst the way the committee operates may often be different from the other five functional Overview & Scrutiny Committees, it is still fulfilling its role within the Council's Constitution as an Overview & Scrutiny committee.

### RECOMMENDATIONS

1	That the committee considers the content of the report, especially the emphasis on different ways of the committee working and handling information which is provided to it.
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## REPORT DETAILS

<b>1.00</b>	<b><u>EXPLAINING THE ROLE OF THE COMMITTEE</u></b>
1.01	The creation of the Organisational Change Overview & Scrutiny Committee (OCO&SC) is the single greatest difference between the old Overview & Scrutiny committee structure and the current structure, which we adopted at the 2015 Annual Meeting.
1.02	<p>The terms of reference of the Organisational Change Overview &amp; Scrutiny committee are as follows:</p> <p>To fulfil all of the functions of an Overview &amp; Scrutiny committee as they relate to the services within Organisational Change and, in particular, but not limited to:</p> <p><b>Strategic</b></p> <p>Alternative delivery models (shared responsibility with Corporate Resources O&amp;SC)</p> <p>Overview of the Organisational Design &amp; Change programme (shared responsibility with Corporate Resources O&amp;SC)</p> <p>Community Asset Transfer Programme</p> <p><b>Service Delivery</b></p> <p>Engineering Services Property and Design Consultancy Valuation and Estates Facilities Services Community Assets Clwyd Theatr Cymru Libraries, Culture and Heritage including archives and museums Leisure Services, including leisure and sports centres, swimming pools and recreational facilities/activities</p> <p><b>Performance, Improvement and Policy Development</b></p> <p>Performance and Improvement Plan Monitoring and Policy and Performance development within Organisational Change</p> <p><b>Main External Partner Organisations</b></p> <p>Arts Council for Wales.</p>
1.03	In terms of what Overview & Scrutiny committees do, this is covered by sections 6.02 and 6.03 of the Constitution, as follows:

## 6.02 **General role**

Within their terms of reference, Overview and Scrutiny Committees have the power to:

- i) Review and/or scrutinise decisions made or actions taken in connection with the discharge of any of the Council's or Cabinet's functions;
- ii) Make reports and/or recommendations to the full Council and/or the Cabinet; and/or any joint Committee.
- iii) Consider any matter affecting the Council area or its inhabitants; and
- iv) Exercise the right to call-in, for reconsideration, decisions made but not yet implemented by the Cabinet.
- v) Promote high performance, efficiency and organisational change.

## 6.03 **Specific functions**

(a) **Policy development and review.** Overview and Scrutiny Committees may:

- i) support and assist the Council and the Cabinet in the development of its budget and policy framework by in-depth analysis of policy issues;
- ii) conduct research, community and other consultation in the analysis of policy issues and possible options;
- iii) consider and implement mechanisms to encourage and enhance community participation in the development of policy options;
- iv) question members of the Cabinet and/or Committees and Chief Officers about their views on issues and proposals affecting the area; and
- v) liaise with other external organisations operating in the area, whether national, regional or local, to ensure that the interests of local people are enhanced by collaborative working.

(b) **Scrutiny.** Overview and Scrutiny Committees may:

- i) review and scrutinise the decisions made by and performance of the Cabinet and/or Committees and Council officers both in relation to individual decisions and over time;

	<ul style="list-style-type: none"> <li>ii) review and scrutinise the performance of the Council in relation to its policy objectives, performance targets and/or particular service areas;</li> <li>iii) question members of the Cabinet and/or Committees and chief officers about their decisions and performance, whether generally in comparison with service plans and targets over a period of time, or in relation to particular decisions, initiatives or projects;</li> <li>iv) make recommendations to the Cabinet and/or appropriate Committee and/or Council arising from the outcome of the Scrutiny process;</li> <li>v) review and scrutinise the performance of other public bodies in the area and invite reports from them by requesting them to address the Overview and Scrutiny Committee and local people about their activities and performance; and</li> <li>vi) question and gather evidence from any person (with their consent).</li> </ul>
1.04	The other five Overview & Scrutiny committees, with their obvious links to functional portfolios have an established way of working, which is based on a mixture of monitoring, assurance and comment reports, with the use, from time to time of task and finish groups to consider particular issues in greater depth These are functions from 6.03 (b), above.
1.05	Where the OCO&SC differs from its peers is that within this committee, there will be a greater need to work within the 'Policy development and review' remit of overview & scrutiny committees, as identified in 6.03(a) above, and in particular, to support and assist the Council and the cabinet in the development of its budget and policy framework by in-depth analysis of policy issues.
1.06	A good example of such a policy development issue is the report which was submitted to the 28 <sup>th</sup> September meeting: <i>Alternative Delivery Model: Leisure, Libraries and Facility Management Services</i> . Within that <i>report</i> , the officers submitted details of the completed feasibility work for those services, including the preferred Alternative delivery Model (ADM) options, and shared the initial priorities for the business planning phase of the work.
1.07	However, involving the committee in the developmental stage of major work areas is something which we haven't tended to do in the past. This is a new committee and the new approaches which are being used – an alternative delivery model in itself- may require us to adopt new ways of working.
1.08	It is acknowledged that at the September meeting, the extent and type of the information which was submitted at the meeting was a cause for concern amongst some Members. We should have placed more of an



	emphasis on explaining that we were not submitting details for in depth scrutiny, but as a means of showing the background work which was being put in. This can be addressed for future meetings, where presentation slides will be made available earlier, and certainly before the start of meetings.
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<b>2.00</b>	<b>RESOURCE IMPLICATIONS</b>
2.01	None specifically from this report, which is intended to provide information to Members and provide an opportunity to comment.

<b>3.00</b>	<b>CONSULTATIONS REQUIRED / CARRIED OUT</b>
3.01	The chair of the OCO&SC and the relevant chief officers have been consulted on this report.

<b>4.00</b>	<b>RISK MANAGEMENT</b>
4.01	No specific issues from this report, which is intended to provide information to Members and provide an opportunity to comment.

<b>5.00</b>	<b>APPENDICES</b>
5.01	None

<b>6.00</b>	<b>LIST OF ACCESSIBLE BACKGROUND DOCUMENTS</b>
6.01	<ol style="list-style-type: none"> <li>1. <i>Report on the Overview &amp; Scrutiny Structure to the Annual Meeting, 12<sup>th</sup> May 2015, together with the resultant minute.</i></li> <li>2. <i>Minutes of the Organisational Change Overview &amp; Scrutiny committee, 28<sup>th</sup> September 2015.</i></li> </ol> <p><b>Contact Officer:</b> Robert Robins, Member Engagement Manager  <b>Telephone:</b> 01352 702320  <b>E-mail:</b> Robert_robins@flintshire.gov.uk</p>

7.00	<b>GLOSSARY OF TERMS</b>
7.01	<p><b>Alternative delivery models:</b> operating models which are different from current or traditional methods of service delivery and which are responding to changed situations to sustain important services.</p> <p><b>OC O&amp;SC:</b> Organisational Change Overview &amp; Scrutiny committee</p>



## ORGANISATIONAL CHANGE OVERVIEW AND SCRUTINY COMMITTEE

<b>Date of Meeting</b>	Monday 2 <sup>nd</sup> November 2015
<b>Report Subject</b>	Alternative Delivery Models: Social Care – Day Care and Work Opportunities
<b>Report Author</b>	Chief Officer Organisational Change and Chief Officer Social Services

### EXECUTIVE SUMMARY

This report aims to enable Scrutiny to comment on and inform the Alternative Delivery Model working taking place in Social Care and covering Day Care and Work Opportunities. Feasibility work is now complete and business planning is underway. The report reminds members of the approach to Alternative Delivery Model Work in the Council and the decisions that were taken at the end of feasibility work.

A presentation is attached as an appendix to the report covering:

- the reasons for considering an Alternative Delivery Model;
- the benefits this will potentially provide;
- and the preferred models under consideration.

The team working on this in Social Care will present this work. Members of the Health and Social Care Scrutiny Committee will also be present for discussion on this item.

### RECOMMENDATIONS

1	To provide comments on the completed feasibility studies and initial priorities for business planning that will help inform the next stage of work by these services.
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## **REPORT DETAILS**

<b>1.00</b>	<b>EXPLAINING THE ALTERNATIVE DELIVERY MODELS FOR SOCIAL CARE</b>
1.01	<p>The aim of Alternative Delivery Model (ADM) work in each of these service areas are to sustain important services that are potentially at risk in the future if they remain within the Council, and at the same time reduce the impact of job losses. This is set in the context of trying to achieve a 30% budget reduction and prudently aiming to achieve a 50% saving over 5 years (working on 10% efficiency having already been made in 2015/16 this means 40% over the next 4 years).</p> <p>It should be recognised that the core business of Day Care and Work Opportunities is to provide respite care for people with a learning disability and as such the saving target will be a significant challenge going forward.</p>
1.02	<p>The all member workshop session on ADMs provided members with the background on the type of models being considered, how an ADM can support service change, and the process and principles the Council is following in considering whether ADMs are appropriate.</p>
1.03	<p>The feasibility studies have been developed by senior managers within each service with support from our technical experts (Capita and Social Firms Wales). Comments have been received back from Corporate Services including internal audit on each feasibility study. The feasibility studies along with these comments have then been considered in detail by Cabinet portfolio holders together with a Chief Officer independent of the service area forming part of the ADM.</p>
1.04	<p>Senior Managers from each service area will present a summary of the feasibility study along with the priorities they are considering in the next stage of business planning work.</p>
1.05	<p>At the end of the feasibility stage services identified their preferred delivery model option, having considered as part of this the option of remaining as a Council service. This included identifying the future service offer, the benefits of the service delivery model, the estimated saving over a 5 year period, risks and how these would be mitigated.</p>
1.06	<p>In considering these feasibility studies Chief Officers and Cabinet Members then agreed whether the service should proceed to the next stage of work i.e. business planning, and if so what should be specific issues or conditions that would be covered in the next stage of work.</p>
1.07	<p>At this stage no decisions have been taken about whether services should ultimately establish ADMs, this will be done at the end of the business planning stage. The business planning stage will include engagement of all service staff to develop and consider final proposals. Business Plans are due to be completed at the end of this calendar year and early in the New Year.</p>
1.08	<p>The preferred options for each service and issues / conditions to be covered in the business planning stage are detailed below.</p>

Service	ADM Recommendation	Conditions
Day Care and Work Opportunities	<p>Project 1 Work Opportunities – Social Enterprise Model</p> <p>Project 2 Day Care Services – Procurement of Service</p>	<ol style="list-style-type: none"> <li>1. Market Testing – the procurement exercise for Day Care needs to be clear about which elements of the service are included within the procurement exercise.</li> <li>2. A particular focus is needed in day care in ensuring a new building can be developed.</li> </ol>

<b>2.00</b>	<b>RESOURCE IMPLICATIONS</b>
2.01	Financial projections are detailed in the presentation within a context of a potential 30% reduction in budgets over 3 years and 50% over 5 years.

<b>3.00</b>	<b>CONSULTATIONS REQUIRED / CARRIED OUT</b>
3.01	Work during this next stage will take place with staff and users and services are required at the beginning of business planning to develop a communications plans.

<b>4.00</b>	<b>RISK MANAGEMENT</b>
4.01	<p>Key risks identified at this stage are with mitigation actions are:</p> <ol style="list-style-type: none"> <li>(1) The ADM is not sustainable – detailed work is being done on business planning with technical support.</li> <li>(2) A lack of commercial capacity within services – this is a key part of the support packages to services to develop their commercial capacity.</li> <li>(3) Legal and Technical Issues means preferred option is not deliverable – legal and technical support is being provided to assess such issues as procurement.</li> </ol>

<b>5.00</b>	<b>APPENDICES</b>
5.01	Appendix A – Social Care : Work Opportunities and Day Care Presentation

<b>6.00</b>	<b>LIST OF ACCESSIBLE BACKGROUND DOCUMENTS</b>
6.01	<p>Slides and Documents provided at the All Member workshop on Alternative Delivery Models.</p> <p><b>Contact Officer:</b> Susie Lunt Senior Manager Integrated Services, Lead Adults</p> <p><b>Telephone:</b> 01352 701407</p> <p><b>E-mail:</b> <a href="mailto:susie.lunt@flintshire.gov.uk">susie.lunt@flintshire.gov.uk</a></p>

<b>7.00</b>	<b>GLOSSARY OF TERMS</b>
7.01	<p><b>ADM</b> - Alternative Delivery Models - Exploring different ways of delivering key services through a range of business models to generate required savings and increase efficiency.</p> <p><b>Carer</b> - Someone, usually unpaid, and often a friend or family member who supports a person with social care needs either full time or part time.</p> <p><b>Commissioning</b> - The process of specifying, securing and monitoring services to meet people's needs at a strategic level.</p> <p><b>Community Interest Company</b> - A business with primarily social objectives whose surpluses are principally reinvested for that purpose in the business or in the community, rather than being driven by the need to maximise profit for shareholders and owners. CICs must be limited companies of one form or another. CICs feature an asset lock which prevents the extraction of profits.</p> <p><b>Company Limited by Guarantee</b> - used primarily for non-profit organisations that require legal personality. A company limited by guarantee does not usually have a share capital or shareholders, but instead has members who act as guarantors. The guarantors give an undertaking to contribute a nominal amount (typically very small) in the event of the winding up of the company.</p> <p><b>Day Care</b> - Daytime care for people who cannot be fully independent. Provided within centres to which service users travel or are transported. Service providers can vary from statutory agencies such as health or social services to the independent and voluntary sector. Day care may cater for users with high dependency needs in conjunction with home care and residential provision, and be integral to an intermediate care programme. Alternatively, day care, particularly within the voluntary sector, may offer social stimulation and be part of a preventative programme aimed at combating a move towards functional dependence and offering carer relief on a structured basis.</p>

**Learning Disability** - A significant impairment of intelligence or social functioning acquired before adulthood. Educational services in the UK use the term 'Learning Difficulty' and those children with moderate or severe learning difficulty may be regarded as having a learning disability.

**Prior Information Notice (PIN)** - When a contract is worth more than a certain threshold buyers must issue a prior information notice (PIN). PINs allow you to prepare to bid for the contract before the procurement process officially begins. They assist in market testing and also make it possible to reduce the time needed to complete a competition.

**Respite Care** - A service giving carers a break from their caring responsibilities by providing short term care to the cared-for-person.

**Service User** - People who receive health and social care services. They may be individuals who live in their own homes, are staying in care or are being cared for in hospital.

**Social Care** - Any form of support or help given to someone to assist them in taking their place in society.

**Social Enterprise** - A social enterprise is an organisation that applies commercial strategies to maximise improvements in human and environmental well-being - this may include maximising social impact rather than profits for external shareholders. Social enterprises can be structured as a for-profit or non-profit.

**Work Opportunities** - Council run service providing work opportunities for people with learning disabilities in a number of small businesses.

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# Alternative Delivery Models Social Services – Learning Disability Services November 2015



Alternative Delivery Models  
Social Services – Learning Disability Services

Day Care Commissioning  
Glanrafon



# Current Provision

## **Glanrafon Day Centre**

- Day Care Service at Glanrafon for those with multiple and profound disabilities.
- Staff: 21 (FTE 16.7)
- Service Users: 60.
- Budget: £883,153.
- Glanrafon building is not fit for purpose, does not meet service user needs , staff and running costs are high



# Glanrafon Day Centre

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## Alternative Delivery Models Social Services – Learning Disability Services

- Consultation process commenced in September – facilitated by Taith
- Undertaking a review of the current service, what works well – what do we want to maintain .
- Working to define the future model for the Day Services and how this service should interact with work opportunities
- Importantly we are reviewing the needs of people attending – the right environment, is there meaningful work or activities they could undertake

# Alternative Delivery Models

## Social Services – Learning Disability Services

### Glanrafon Day Centre

- Prior Information Notice (PIN) issued for prospective partners in providing a replacement Day Service for Glanrafon (Project 2).
- PIN Notice Expressions Of Interest received from seven parties: Wirral Autistic Society; Co-Options; The National Autistic Society Cymru; Clock Tower; Home Farm Trust; North East Wales Carers Information Service; Bespoke Supportive Tenancies
- Proactive approaches made to - Clwyd Alyn, Wales & West - to gauge interest
- All prospective partners invited in for further discussions on 3<sup>rd</sup> / 4<sup>th</sup> November.
- Action to ensure that families and carers are included in discussions, and help to select, suitable partners.
- Workshop held with Glanrafon Senior Staff to identify opportunities for growth and development of the service provision in a new location.
- Initial meetings held with the SHARP programme to discuss potential locations.
- Aim to have a state of the art centre that supports a number of client groups at a reduced cost to the council .

# Alternative Delivery Models

## Social Services – Learning Disability Services

### Glanrafon Day Centre – Key Risks & Issues

- Land/Building: Replacement of existing premises – Land availability – Making the funding stack up
- Procurement/Commissioning process: can be lengthy due to mandatory steps to follow; PIN responses under review and evaluation, prospective partners in talks from Nov.
- Continuity: keeping the Day Centre open and operational, service users safe and staff motivated during the transition phase



Alternative Delivery Models  
Social Services – Learning Disability Services

Day Opportunities  
Small Businesses  
Business Planning Update



# Alternative Delivery Models

## Social Services – Learning Disability Services

### Day Opportunities Small Businesses



# Alternative Delivery Models

## Social Services – Learning Disability Services

### Business Planning - Progress Update

- The LD Project Team are fully engaged in the business planning process – working closely with the Core ADM Team, Finance, etc. and supported by SFW and Capita
- Business Plan and Service Specification documents created – targeting near final drafts for review on 11<sup>th</sup> November
- The Business Plan reflects the proposed structure of the new Company as a Social Enterprise Community Interest Company (CIC) to be Limited By Guarantee
- The new Social Enterprise 'CIC' will incorporate the six existing small businesses under a single company to provide respite care and support to vulnerable adults with a range of learning disabilities - the work activity environment will provide opportunities for skills development, social interaction and greater independence
- The company will seek to increase efficiencies and reduce overheads and waste, while exploring new products and markets – this will help to reduce the cost of the service to the council – and as CIC, any financial surpluses will be reinvested in the company to the benefit the service users and wider community

# Alternative Delivery Models

## Social Services – Learning Disability Services

### Day/Work Opportunities – Key Risks & Issues

- Existing financial accounting information for the six businesses does not provide the granular level of detail required to provide a clear marketing and pricing strategy – working with Finance team and Capita to resolve this
- In comparison to other ADM project teams – LD does not have, and will have to recruit a Leader/Director to lead the staff and service users into new Social Enterprise organisation
- Skills/expertise to develop marketing plans, organisational structure and governance – support being provided by SFW/Capita
- Service User consultation – facilitated consultation commenced in September; positive feedback, with some concerns about risk to quality and continuity of service
- Staff communication – senior staff engaged in the business planning process; all staff communications commenced and will increase during project

# Alternative Delivery Models

## Social Services – Learning Disability Services

### Small Business – Finance Summary

In 2014/15:

- The provision of the small business service cost the council £1.05m
- Sales income from the six businesses accumulated £71k in Profit

Future Strategy:

- Reduce the cost of service year on year by making the best use of existing premises to maximise service user capacity
- Reduce overheads and develop process efficiencies
- Contribute to the reduction in running costs by increasing business sales profit year on year - with reinvestment in the business
- Recruitment of Business Development Manager will drive a marketing strategy to support growth and expansion in products and services
- Business focus on lowering the cost of sales by using alternative sources for materials, maximising product pricing, reducing waste.



## ORGANISATIONAL CHANGE OVERVIEW AND SCRUTINY COMMITTEE

<b>Date of Meeting</b>	Monday, 2 <sup>nd</sup> November 2015
<b>Report Subject</b>	Establishing 'Intelligent Client' approaches for Valuation, Property and Estates
<b>Report Author</b>	Chief Officer, Organisational Change

### EXECUTIVE SUMMARY

This report outlines the plans for the development of an 'Intelligent Client Function' which will see an increasing commissioning role within the service areas covered within this report.

The model was developed as part of work relating to the Alternative Delivery Model Programme and seeks to deliver work through strategic framework contracts where appropriate rather than direct in house delivery.

This programme of activity is scheduled to run in parallel with the Councils overall efficiency programme and is intended to drive out value and increased performance through improved and streamlined procurement processes delivered through a reduced in house delivery team.

### RECOMMENDATIONS

1	That Members comment on the development of an intelligent client function and support the operating model for the service areas covered within this report.
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## REPORT DETAILS

1.00	<b>EXPLAINING THE ROLE AND PUPOSE OF THE INTELEGENT CLIENT FUNCTION</b>
1.01	Property and Capital Delivery Services provide a diverse range of design, property maintenance and landlord functions to internal customers within the County Council. The property service area is principally funded through fee income derived through undertaking work for internal customers and is an internal trading entity in its own right. Valuations and Estates Services manage the Council's property and land estate and discharge the Councils Landlord function with rental income supporting the costs of this service area. The services have a total number of staff equating to 53 (Design and Property 33 and Valuations and Estates Services 20). Refer to organisation chart included at appendix A and B.
1.02	Over the previous years the level of fee income for Design services has remained robust, this will not be the case going forward and the current austerity measures, which are likely to remain in the immediate future, will see workloads steadily decline. As such work to mitigate this reduction must be undertaken in order to avoid unnecessary cost to the Council as it remains the case that the council would fund the service against a backdrop of reducing fee income which would result in a corresponding budget pressure and an unsustainable and growing negative financial position moving forward if nothing was done to correct this position.
1.03	The services do not have the inherent flexibility to adapt to this dynamic funding position over a sustained period and further changes in the context of devolved funding to schools and the development of School Federations is likely to present further financial challenges to the service and its future sustainability. In this context work needs to be undertaken to both lean the organisation in readiness for this situation and also reflect on what a future service should look like and more fundamentally what services it should deliver.
1.04	The Valuations and Estate Service has slightly different challenges not least those linked to the need to reduce its overall cost base and increase income to support an overall 50% efficiency target over a five year period commencing in financial year 2015/16.
1.05	A fundamental review of the way the services are delivered has been undertaken as part of the overarching programme of Alternative Delivery Models (ADMs) and this has resulted in the need to reduce the current team size and deliver the service in a different way.
1.06	<b>Design Consultancy and Property Maintenance</b>
1.06.1	As noted above the key driver for change is that of reducing work streams and the need to move to a highly flexible cost effective and responsive service model. The current model is based on a multi-disciplinary design and maintenance team function and in some respects is in need of a radical refresh. In considering the work of other local authorities it is clear that many have either sought to externalise these services completely or retained a core specialist team to deliver a specific client function with the



	primary objective of commissioning services from external commercial organisations in the future at lower cost whilst at the same time creating flexibility.
1.06.2	In reflecting on these models it is clear that there are a number of solutions, however, the principle objective has been to reduce the cost base and move to a commissioning model whereby future services would be commissioned from a much reduced core team and the work, be that design or maintenance, would principally be carried out by external service providers. This approach will enable increased use of existing frameworks which have tested the market nationally and are able to deliver a cost effective design or maintenance solution.
1.06.3	In terms of current frameworks which are available to use these are extensive and we are currently working through a number of market solution. One in particular for the delivery of Facilities Management (FM), has the ability to provide a comprehensive property maintenance solution, in addition within other mechanisms of this national organisation is the ability to procure a range of design consultancy services on an as and when basis. The national FM contract has recently been awarded to Carillion through SCAPE the contract awarding authority and it can be accessed by the Council for FM type services i.e. maintenance of plant and equipment, emergency repairs etc. SCAPE also have a professional consultancy contract module which can also be accessed to deliver design solutions.
1.07	<b>Valuation and Estates Services</b>
1.07.1	In considering the future delivery of this service area there are a number of detailed issues which need to be considered. The service provides a highly specialised property asset service. Historically it has been extremely difficult to recruit to these positions and more importantly costs of external service provision have been high making cost effective solutions challenging, furthermore the service is engaged and will continue to be engaged in some fundamental estate review work linked to our commercial/industrial estate, Community Asset Transfers (CAT) and internal property rationalisation. In the medium to long term the overarching strategy would be to retain the in house provision but modify and move to a commissioning model for discrete work packages, engaged through either existing contract frameworks or bespoke tenders.
1.08	<b>Service remodel and final design solution - Property and Capital Delivery Services</b>
1.08.1	In redesigning the current team in Design and Property Maintenance it has been necessary to reflect on the impact that a diminishing programme of work will have on the service and in doing so create an in house service which is capable of commissioning external support and delivery.
1.08.2	Essentially the intention would be to lean the service initially to reduce exposure to the Council relating to lost income and in parallel create a commissioning client which would seek to engage specific external consultancy services on a project by project basis.

1.08.3	The Property and Capital Delivery Service would receive basic conceptual information from the client on a scheme and develop this through to Feasibility before engaging external design capability to progress through to tender and site delivery. The maintenance element of the Property Commissioning Service would, through a framework contract commission of specific duration, engage a service provider and its supply chain to deliver property maintenance services to clients. This will include receipt of the call through to repair and completion in the case of responsive repairs, or the delivery of heating renewals, new roof work, refenestration etc. as well as cyclical programmes of work.
1.08.4	In the context of the above the intention would be that the services merge and are effectively managed by one Service Manager who would therefore have oversight and responsibility for Property Design and Maintenance Services and Valuations and Estates Services. This would commence the transition to an integrated Property Commissioning Service which would have a wider view over all property and land asset related functions. This aspect of work has already commenced as part of the Councils overall efficiency programme.
1.08.5	As can be seen at appendix C the service when merged would, as part of this phase 1 remodelling process have 27 staff a reduction of 26 from the original total of 53. Work to further reduce staff levels will need to reflect a number of large pieces of work that the services are currently engaged on around the Councils capital programmes and property rationalisation, these have a natural life and end point. To reduce further below phase 1 levels now would create a degree of risk for the Council from a continuity basis and would impact negatively on the future level of efficiencies/cost avoidance anticipated.
1.09	<b>What may the future service look like?</b>
1.09.1	<p>In undertaking transformation work on the two service areas referred to in the report the following outputs may be of interest to Members:-</p> <ul style="list-style-type: none"> <li>• More streamlined and efficient in house team which procures work through national and local framework contracts;</li> <li>• In house client function which works closely with portfolio departments on their specific requirements and brief enabling the services areas to deliver their 'core business';</li> <li>• Improved performance reporting;</li> <li>• On national frameworks, the ability to lever in community benefit and develop apprentice training support programmes;</li> <li>• Reduce paper processing through streamlining the main contractor supply chain;</li> <li>• Ability to be more flexible in our procurement processes and through the right choices reduce our purchasing timelines (i.e. we will be able to purchase quicker as frameworks have already been tested in the local and national markets).</li> </ul>



<b>2.00</b>	<b>RESOURCE IMPLICATIONS</b>
2.01	As set out within the report and further clarified at appendix A, B and C attached to this report.

<b>3.00</b>	<b>CONSULTATIONS REQUIRED / CARRIED OUT</b>
3.01	Consultation with staff has already commenced in relation to receiving feedback on any future proposed structures and ways of working.
3.02	As part of the Alternative Delivery Model work the business solution has been shared with Informal Cabinet.
3.03	As part of proposals to delegate a proportion of the School Maintenance budgets directly to schools the service area has consulted with the Education and Youth Overview and Scrutiny Committee about a the content and service offer of a new Service Level Agreement.  In addition the service has also consulted with the Primary and High School Heads Federation on the Service Level Agreement.

<b>4.00</b>	<b>RISK MANAGEMENT</b>
4.01	Capital work programmes are reducing and with that the opportunity to generate historical levels of fee income. As a result resource levels need to both reflect the available fee income and the need to deliver a more streamlined and effective service.
4.02	As part of further school budget delegation which will see approximately £600k of maintenance budget delegated directly to schools the service has significantly modified its existing service level agreement into a buy back agreement which schools can opt in or out of for the future provision of school maintenance services. The implications of this in relation to risk management and mitigation is likely to result in a percentage of schools opting out of the current arrangement and making their own maintenance arrangements. Against this background the service needs to flex its resources to match buy back demand.

<b>5.00</b>	<b>APPENDICES</b>
5.01	Appendix A, B and C, organisation structures

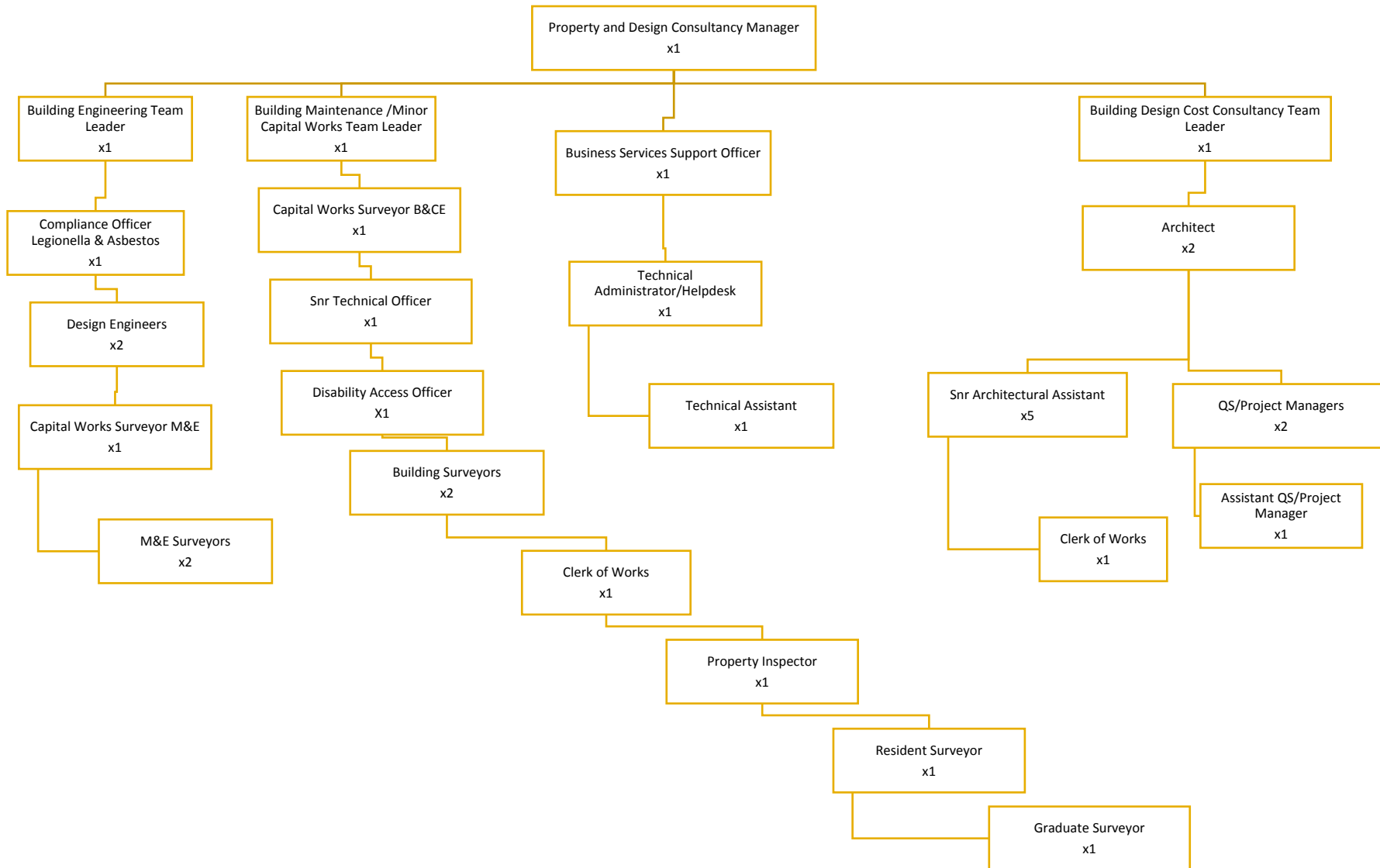
<b>6.00</b>	<b>LIST OF ACCESSIBLE BACKGROUND DOCUMENTS</b>
6.01	None.  <b>Contact Officer:</b> Neal Cockerton Chief Officer, Organisational Change <b>Telephone:</b> 01352 703169 <b>E-mail:</b> <a href="mailto:neal.cockerton@flintshire.gov.uk">neal.cockerton@flintshire.gov.uk</a>

<b>7.00</b>	<b>GLOSSARY OF TERMS</b>
7.01	<p><b>Alternative Delivery Model:-</b> An operating model that is different from the current method of delivery of the service.</p> <p>In the context of the work being undertaken by the Council at present the main models are Collaboration, Shared Services, Independent Trading Company, TECKAL,, Mutual, Cooperative, Social Enterprise, Community Asset Transfer.</p> <p>These models range from those that are closest to public service delivery to those that are the most removed from public sector delivery. This scale also helps indicate (as a rule of thumb) the amount of control that is retained by the Council, and as a result the amount of transfer that is required from the Council to other agencies.</p>
	<p><b>Community Asset Transfer (CAT):</b> A Community Asset Transfer is the leasehold transfer of a Flintshire County Council asset to an organisation with a social purpose and plans to use the asset for the benefit of the local community.</p> <p>It is the transfer of the management and ownership of public assets (buildings or land) through the granting of a lease to a community based organisation who in return commit to providing community benefits via its use.</p>
	<p><b>Facilities Management:</b> Facilities Management is the integration of processes within an organisation to maintain and develop the agreed services which support and improve the effectiveness of its primary activities. In the property context as discussed in this report it can include the following service areas:-</p> <p><b>a) Soft FM services:</b> Cleaning, Caretaking, Waste disposal and recycling, Security, Catering • Pest control, Furniture and Equipment, Vending machines, Window Cleaning</p> <p><b>b) Hard FM services:-</b> Building and fabric maintenance both planned and reactive, Energy and water management, Building management systems; boiler, heating, air con etc, Assets and Lifecycle Maintenance, Planning, management and control of physical assets and the building through their life time, Third Party Lettings, Management of all out of school use of buildings and site facilities.</p>
	<p><b>Intelligent Client:-</b> Can be defined as in-house capability within the Council which assists and protects the Council in the procurement of outsourced services. The Intelligent Client retains sufficient professional and technical knowledge and skills of the services being provided by a third party to competently</p>

	specify requirements and manage and scrutinise the delivery of those services.
	<b>SCAPE:-</b> SCAPE is a public sector owned built environment specialist. First trading in 2006, it offers a suite of OJEU compliant frameworks and innovative design solutions that are available to any public body in the United Kingdom.

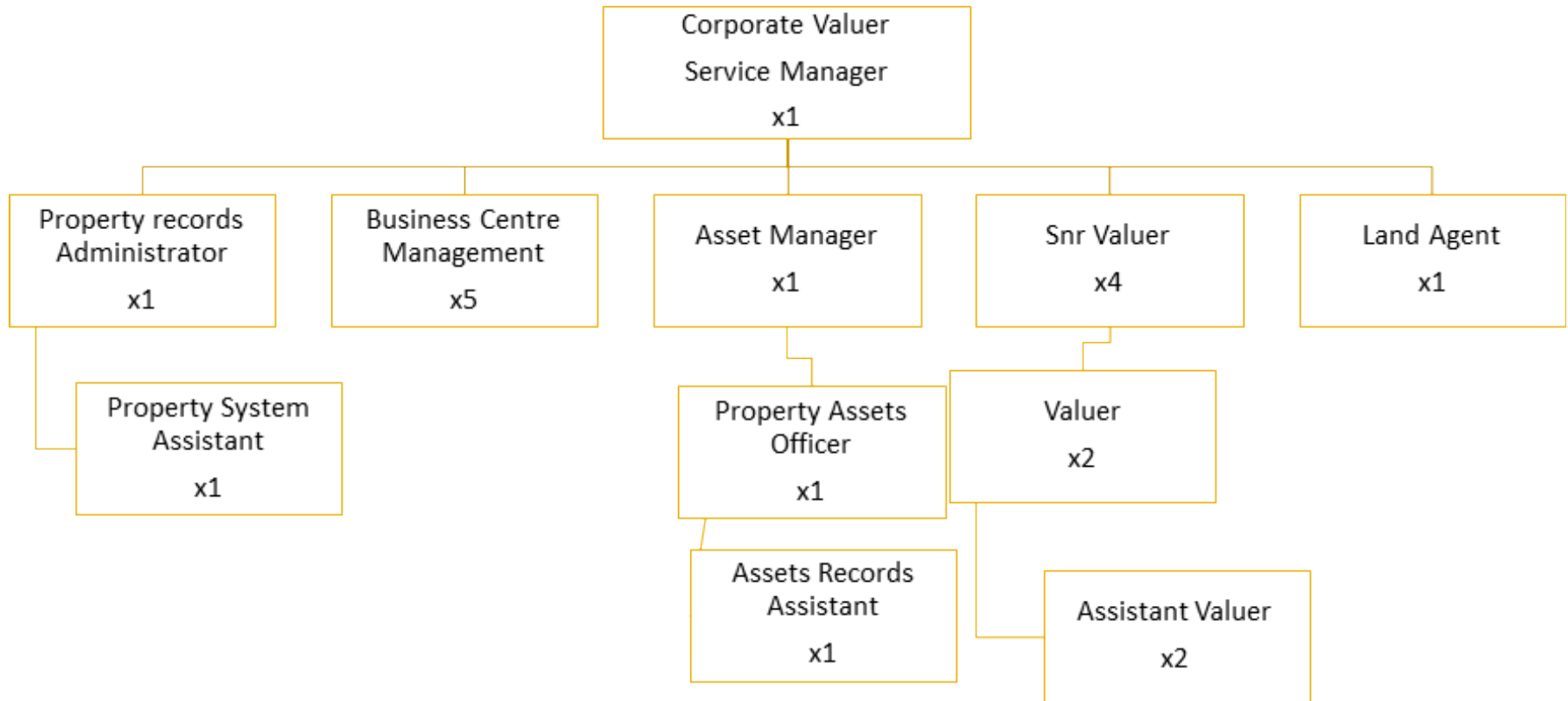
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**Appendix A – Property and Design (Existing)**



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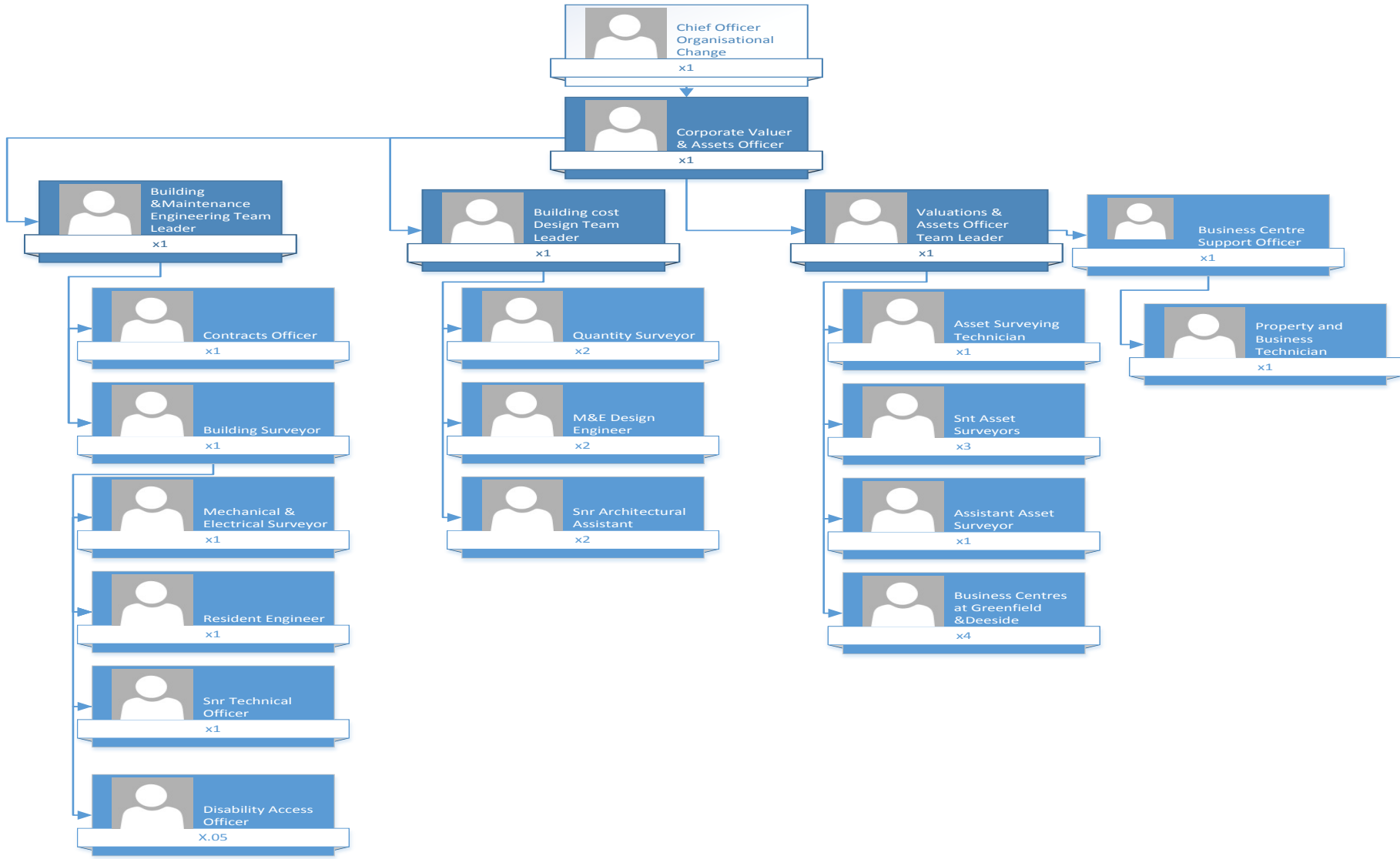
**Appendix B – Valuation and Estates Service (Existing)**







**Appendix C – Intelligent Client Function**







## ORGANISATIONAL CHANGE OVERVIEW & SCRUTINY COMMITTEE

<b>Date of Meeting</b>	Monday 2 November, 2015
<b>Report Subject</b>	Forward Work Programme
<b>Report Author</b>	Member Engagement Manager

### 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 Member Engagement Manager, in consultation with the Chair and Vice-Chair of the Committee be authorised to vary the Forward Work Programme between meetings, as the need arises.

## REPORT DETAILS

<b>1.00</b>	<b>EXPLAINING THE FORWARD WORK PROGRAMME</b>
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"><li>1. Will the review contribute to the Council's priorities and/or objectives?</li><li>2. Is it an area of major change or risk?</li><li>3. Are there issues of concern in performance?</li><li>4. Is there new Government guidance of legislation?</li><li>5. Is it prompted by the work carried out by Regulators/Internal Audit?</li></ol>
<b>2.00</b>	<b>RESOURCE IMPLICATIONS</b>
2.01	None as a result of this report.
<b>3.00</b>	<b>CONSULTATIONS REQUIRED / CARRIED OUT</b>
3.01	Publication of this report constitutes consultation.
<b>4.00</b>	<b>RISK MANAGEMENT</b>
4.01	None as a result of this report.
<b>5.00</b>	<b>APPENDICES</b>
5.01	Appendix 1 – Draft Forward Work Programme
<b>6.00</b>	<b>LIST OF ACCESSIBLE BACKGROUND DOCUMENTS</b>
6.01	<p>None.</p> <p><b>Contact Officer:</b> Robert Robins Member Engagement Manager</p> <p><b>Telephone:</b> 01352 702320</p> <p><b>E-mail:</b> <a href="mailto:robert.robins@flintshire.gov.uk">robert.robins@flintshire.gov.uk</a></p>

7.00	<b>GLOSSARY OF TERMS</b>
7.01	<b>Improvement Plan:</b> 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 2015/16**

DATE	SUBJECT	O&S FOCUS	REPORT FROM
Monday 7 <sup>th</sup> December 2015 10.00 a.m. (All member workshop to be held in the Alyn & Deeside room)	Review of the first year of the Community Asset Transfer (CAT) Programme and the next stage of CAT.	Information /Assurance/Policy development	Chief Executive, Ian Bancroft, Neal Cockerton  Robert Robins  Robert Robins
Monday 11 <sup>th</sup> January 2016 10.00 a.m.	Quarter 2 Mid year Improvement Plan Monitoring and Chief officer Performance report  Forward Work Programme	Assurance/monitoring  Consultation/Development	Robert Robins  Robert Robins
Friday 15 <sup>th</sup> January 2016- Friday 26 <sup>th</sup> January 2016	Budget Consultation meetings – dates for specific committees yet to be determined		

**Organisational Change Overview & Scrutiny Committee**  
**Forward Work Programme 2015/16**

<b>DATE</b>	<b>SUBJECT</b>	<b>O&amp;S FOCUS</b>	<b>REPORT FROM</b>
Monday 15 <sup>th</sup> February 2016 10.00 a.m.	Forward Work Programme		
Monday 14 <sup>th</sup> March 2106 10.00 a.m.	Quarter 3 Improvement Plan Monitoring Report	Assurance/monitoring	Robert Robins
	Forward Work Programme	Consultation/development	Robert Robins
Monday 11 <sup>th</sup> April 2016 10.00 a.m.	Forward Work Programme		
Monday 16 <sup>th</sup> May 2016 10.00 a.m.	Forward Work Programme		
Monday 13 <sup>th</sup> June 2016 10.00 a.m.	Forward Work Programme		
Monday 11 <sup>th</sup> July 2016 10.00 a.m.	Forward Work Programme		



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