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Contact Officer: Tracy Waters
01352 702331
tracy.waters@flintshire.gov.uk

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

5 January 2016

Dear Councillor

You are invited to attend a meeting of the Organisational Change Overview & Scrutiny Committee which will be held at 10.00 am on Monday, 11th January, 2016 in the Delyn Committee Room, County Hall, Mold CH7 6NA to consider the following items

A G E N D A

1 APOLOGIES

Purpose: To receive any apologies.

2 DECLARATIONS OF INTEREST (INCLUDING WHIPPING DECLARATIONS)

Purpose: To receive any Declarations and advise Members accordingly.

3 MINUTES (Pages 3 - 10)

Purpose: To confirm as a correct record the minutes of the meeting held on 2 November 2015.

4 Q2 - MID YEAR IMPROVEMENT PLAN MONITORING REPORT (Pages 11 - 22)

Report of Member Engagement Manager enclosed.

Purpose: To enable Members to fulfil their scrutiny role in relation to performance monitoring.

5 **MEDIUM TERM LIBRARIES PLAN - AN ASSESSMENT OF THE FEASIBILITY OF THE COMMUNITY ASSET TRANSFER OF RURAL LIBRARIES** (Pages 23 - 50)

Report of Chief Officer (Organisational Change) enclosed.

Purpose: To comment on the feasibility of Community Asset Transfers for these libraries

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

Report of Member Engagement Manager enclosed.

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

Yours faithfully



Peter Evans
Democracy & Governance Manager

ORGANISATIONAL CHANGE
OVERVIEW AND SCRUTINY COMMITTEE
2 NOVEMBER 2015

Minutes of the meeting of the Organisational Change Overview and Scrutiny Committee of the Flintshire County Council held at County Hall, Mold on Monday, 2 November 2015

PRESENT: Councillor David Roney (Chairman)

Councillors: Clive Carver, Glenys Diskin, Chris Dolphin, Ian Dunbar, Andy Dunbobbin, Ron Hampson, Dave Mackie, Mike Reece, Paul Shotton, Nigel Steele-Mortimer and Carolyn Thomas

SUBSTITUTIONS: Councillor Mike Peers (for Brian Dunn)

ALSO PRESENT: Councillors Carol Ellis, Veronica Gay, Hilary McGuill and Mike Lowe

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)), Chief Officer (Social Services), and Senior Manager Integrated Services, Lead Adult

IN ATTENDANCE: Member Engagement Manager and Committee Services Officer

25. DECLARATIONS OF INTEREST

Councillor Ron Hampson declared a personal interest in the following item due to the close family association of a service user.

5. Alternative Delivery Model Business Plans for Social Care

Councillors Andy Dunbobbin and Dave Mackie declared a personal interest in the following item.

8. Connah's Quay Swimming Pool Community Asset Transfer

26. MINUTES

The minutes of the meeting of the Committee held on 28 September 2015 had been circulated to Members with the agenda.

Matters arising:

Alternative Delivery Models: Leisure, Libraries and Facility Management Services

Councillor Clive Carver referred to page 9 and reiterated his concerns regarding the presentation which was made at the meeting. He said that he had requested that the meeting be adjourned to enable Members time to consider the information provided but this had not been recorded in the minutes. The Member Engagement Manager responded and explained that the presentation slides had not been available at the time the agenda had been despatched for the meeting but had subsequently been sent separately to the Committee for information. Officers explained that the intention had been to share the most up to date information with Members as early as possible. The Chief Executive acknowledged the points raised by Councillor Carver and it was agreed that whenever possible presentation slides would be provided to Members in advance of the meeting and published on the public website.

RESOLVED:

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

27. THE ROLE OF THE COMMITTEE IN SUPPORTING ORGANISATIONAL CHANGE

The Member Engagement Manager introduced a report to remind the Committee of its terms of reference and provide assurance that whilst the way the Committee operated may be different from the other five functional Overview & Scrutiny Committees it was still fulfilling its role within the Council's Constitution as an Overview and Scrutiny Committee. He referred to the specific functions of the Committee as detailed in the report.

Responding to a query raised by Councillor Clive Carver the Member Engagement Manager advised that Libraries, Culture and Heritage and Leisure Services fell within the remit of the Organisational Change Overview & Scrutiny Committee and not Education and Youth. The Committee also took the lead on consideration of Alternative Delivery Models.

During discussion the Member Engagement Manager responded to the further questions raised regarding the way information was provided to the Committee and the different ways in which the Committee operates.

RESOLVED:

That the report be received.

28. ALTERNATIVE DELIVERY MODELS: SOCIAL CARE – DAY CARE AND WORK OPPORTUNITIES

The Chief Officer (Organisational Change (1)) introduced a report on the Alternative Delivery Model (ADM) working taking place in Social Care and covering Day Care and Work Opportunities. He advised that feasibility work was now complete and business planning underway.

The Chief Officer (Social Services) gave presentation on the reasons for considering an ADM, and outlined the benefits this would potentially provide and the preferred models under consideration. The main points of the presentation were as follows:

- ADM Social Services – Learning Disability Services
- Current provision
- Glanrafon Day Centre
- Key risks and issues

The Chair invited Members to raise questions.

Councillor Dave Mackie thanked the Chief Officer (Social Services) for his presentation. He referred to the information that Glanrafon building was no longer fit for purpose and did not meet service user needs and asked what action had been taken to date. He also commented on the reference to meaningful work or activities that service users could undertake and said that the term 'meaningful work' depended on the value to the service user. Councillor Mackie sought clarification of the reference to Taith and the SHARP programme in the presentation slides.

Councillor Carol Ellis commented on the need for a new building which fully addressed the needs of vulnerable service users and people with severe disabilities. She asked for information on the potential location of the site for the new build and an indication of how long the process would take.

Councillor Mike Peers referred to the workshop held with Glanrafon Senior Staff concerning future service provision and said it would be helpful if the Committee were provided with feedback on the discussions held and the outcome. In response to a further question from Councillor Peers regarding the outcomes of feasibility studies, the Chief Officer (Social Services) agreed to provide a summary of the responses to the next meeting of Social & Health Care Overview & Scrutiny Committee.

The Chief Officer (Social Services) explained that the location of a new building would be in Flintshire and potentially on the 'Deeside strip'. He envisaged that the process would take at least 2 years as the aim was to establish a quality service over the medium to long term. He explained that he had an "open mind" about the location and would listen to suggestions to help determine the most appropriate site. The Chief Officer said the needs of service users would be acknowledged and their views taken into account.

In response to a question from Councillor Hilary McGuill, the Chief Officer (Social Services) stated that the Council remained the guardian of the Service going forward in terms of setting the quality and standards of service provided. In response to the further queries made by Councillor McGuill concerning costs and ADMs, Councillor Attridge advised that no decision had yet been taken about a new building or a location. The Chief Executive commented that it was expected that the Council would regard this matter as

a priority in the capital programme and that a significant saving could be made if Council owned land could be used for the project.

Councillor Carol Ellis raised concern around the outsourcing of day care services out of County. The Chief Officer confirmed that day care services would need to be based in Flintshire.

Councillor Ron Hampson emphasised the need to ensure that the location for the potential new building would meet the transport needs of service users. He expressed praise for the quality of service provided by staff at Glanrafon and said he would not wish to see any reduction in the staffing level to achieve financial efficiencies.

Responding to comments on the deteriorating condition of Glanrafon building, the Chief Officer (Social Services) and Councillor Bernie Attridge advised that funding had been provided during the last 2 years to improve the building but there was a recognition that the building was beyond refurbishment and no longer fit for purpose.

The Chief Officer (Social Services) invited the Senior Manager Integrated Services to give a presentation on Day Opportunities Small Businesses. The main points of the presentation were:

- Business planning – progress update
- Day/work opportunities – key risks and issues
- Small business- finance summary

The Chair invited Members to raise questions.

Councillor Dave Mackie suggested that the existing small businesses providing day care and support to vulnerable adults should contact other similar organisations nationally to exchange ideas. In response to the further comments and questions raised by Councillor Mackie concerning development of the Double-Click Design & Print business, the Chief Officer (Social Services) explained that he would provide an update on progress to the next meeting of the Social & Health Overview & Scrutiny Committee.

Councillor Paul Shotton asked if all the existing small businesses could be accommodated within the one location to achieve financial savings. Councillor Hilary McGuill made a number of suggestions for combining small businesses and also commented on the potential for some commercial development of Wepre Park in Connah's Quay. The Senior Manager Integrated Services explained that the potential for consolidating small businesses would be explored but the diverse needs of service users would have to be taken into account and one location may not be feasible for all.

Referring to capital restraints the Chief Executive said that representations needed to be made to the Welsh Government for funding for ADMs to optimise commercial potential. He commented that the work undertaken by the Council on ADMs had been well received at national level

and whilst the Council had demonstrated its ambition it did not have the available capital.

RESOLVED:

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

29. ESTABLISHING 'INTELLIGENT CLIENT' APPROACHES FOR VALUATION, PROPERTY AND ESTATES

The Chief Officer (Organisational Change (2)) introduced a report on the plans for the development of an 'Intelligent Client Function' which would see an increasing commissioning role within the service areas covered within the report. He advised that the model was developed as part of the 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.

The Chief Officer referred to the role and purpose of the Intelligent Client function and gave an outline of the Design Consultancy and Property Maintenance service and Valuation and Estates service. He commented on the Service remodel and final design solution for Property and Capital Delivery Services.

The Chair invited Members to raise questions.

Councillor Dave Mackie commented that the information contained in appendix 'C' was difficult to read. He raised concerns around the implications for schools and queried how it could be more cost efficient to commission external services than those provided in-house by the Council. The Chief Officer explained that schools gave very careful consideration to the services which could be purchased from the external marketplace. He advised that the Service had significantly modified its existing service level agreement into a buy back agreement which schools could choose to opt in or out of for future provision of school maintenance services

The Chief Officer explained that the model was developed as part of the work relating to the Alternative Delivery Model Programme and sought to deliver work through strategic framework contracts where appropriate rather than direct in house delivery. The transformation work would produce more streamlined and efficient in house delivery which procured work through national and local framework contracts. . He referred to the need to reduce invoice processing through streamlining the main contractor supply chain. The Chief Officer commented on the need for quality and consistency across the supply chain.

During discussion Officers responded to the further concerns raised by Councillor Dave Mackie around the tendering process and the need for local

framework contracts. Officers advised that the in house client function worked closely with portfolio departments to enable service areas to deliver core business.

RESOLVED:

- (a) That the Committee's comments on the development of an intelligent client function be considered by the officers and used to inform further progress; and
- (b) That the operating model for the service areas covered in the report be endorsed.

30. VARIATION IN ORDER OF THE AGENDA

The Chair indicated that there would be a slight change in the order of business to bring forward agenda item 8. .

31. 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 item by virtue of exempt information under paragraph(s) 14, 15 of Part 4 of Schedule 12A of the Local Government Act 1972 (as amended).

32. CONNAH'S QUAY SWIMMING POOL – PROPOSAL FOR A COMMUNITY ASSET TRANSFER

The Chief Officer (Organisational Change (1)) introduced a report to outline the initial proposals from the community for a Community Asset Transfer (CAT) of Connah's Quay Swimming Pool. He gave a presentation on the Community Groups proposal for a CAT which covered the following main points:

- the basis of the proposal
- future opening hours and types of use
- implications if there is not a Community Asset Transfer
- implications for staff
- proposals for future funding
- key dates

The Chief Officer advised that the community was working on the initial proposals to formulate a business plan for final consideration by the Council. The Committee was asked to consider and comment on the proposals. Feedback would be provided to the community and Cabinet prior to consideration of the final proposal from the community in December 2015.

Councillor Paul Shotton spoke in support of the project and referred to the financial contribution provided by Connah's Quay Town Council. He asked if other local town and community councils had been contacted to ask if they would be willing to support the proposals. Councillor Mike Peers said the initiative was a good example of a CAT and commented on the availability of the facility for use by the wider community. He also expressed the view that other Town and Community Councils should be asked to contribute to the cost. The Chief Officer advised that the next stage was to work more widely with other Town and Community Councils and organisations.

Councillor Ian Dunbar also spoke in support of the proposals and reiterated the need to contact other local Town and Community Councils to seek potential support. He emphasised the importance of maintaining swimming lessons and school sessions for young people and commented on the need to ensure that 'affordable pricing' was maintained. Councillor Dunbar raised further concerns around the future maintenance costs of the building. The Chief Officer gave an assurance that safeguards were in place to protect pricing levels and gave an outline of the potential provisions to be applied at point of transfer to address future building issues.

During discussion the Chief Officer responded in detail to the further queries raised by Members around resource implications and risk management.

RESOLVED:

That the Committee's comments on the initial proposals from the community for the Community Asset Transfer of Connah's Quay Swimming Pool be considered by the officers and used to inform further progress.

33. FORWARD WORK PROGRAMME

The Member Engagement Manager introduced the Forward Work Programme. He advised Members that it had been agreed that the meeting of the Committee scheduled for 7 December 2015 had been changed to a workshop to consider progress with Community Asset Transfers which would be open to all Members of the Council. The next scheduled meeting of the Committee would be held on 11 January 2016.

In response to a query from Councillor Clive Carver concerning the Quarter 1 – Improvement Plan Monitoring Reports the Member Engagement Manager advised that this information would be incorporated into the Quarter 2 – Mid Year Improvement Plan Monitoring Report to be considered at the next meeting of the Committee.

RESOLVED:

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

- (b) That the meeting of the Organisational Change Overview & Scrutiny Committee scheduled for 7 December 2015 be changed to a workshop to consider progress with Community Asset Transfers; and
- (c) That the Member Engagement Manager, in consultation with the Chair and Vice-Chair be authorised to alter the Forward Work Programme between meetings

34. MEMBERS OF THE PUBLIC AND PRESS IN ATTENDANCE

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

(The meeting commenced at 10.30am and ended at 12.52pm)

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Chairman



ORGANISATIONAL CHANGE OVERVIEW & SCRUTINY COMMITTEE

Date of Meeting	Monday, 11 th January 2016
Report Subject	Quarter 2 Improvement Plan Monitoring Report
Portfolio Holder	Cabinet Member for Corporate Management
Report By	Member Engagement Manager
Strategic / Operational	Strategic

EXECUTIVE SUMMARY

The Improvement Plan 2015/16 was adopted by the Council in June 2015. This report presents the monitoring of progress for the second quarter of 2015/16 focusing on the areas of under performance relevant to the Organisational Change Overview & Scrutiny Committee.

This report is an exception based report and therefore detail focuses on the areas of under-performance.

RECOMMENDATION

1	That the Committee consider the 2015/16 Quarter 2 Improvement Plan Monitoring Report, highlight concerns and feedback details of any challenge to the Corporate Resources Overview & Scrutiny Committee which is responsible for the overview and monitoring of performance.
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REPORT DETAILS

1.00	EXPLAINING THE QUARTER 2 IMPROVEMENT PLAN MONITORING REPORTS
1.01	The Improvement Plan monitoring report gives an explanation of the progress being made towards the delivery of the impacts set out in the 2015/16 Improvement 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 controlled.
1.02	The detailed sub-priority reports, shown at Appendix 1, are in a new format, which has been generated from the new performance management solution, CAMMS.
1.03	<p>CAMMS has been purchased to provide benefits which include:</p> <ul style="list-style-type: none"> • efficiencies by reducing duplication and data entry; • a single version of the truth; • improved visibility and accountability for performance and programme / project management objectives; including an audit trail; and • dynamic, exception based reporting with dashboards and standard reports.
1.04	<p>Analysis of performance against the Improvement Plan measures is undertaken using the RAG (Red, Amber and Green) status. This is defined as follows:-</p> <p><u>Performance</u></p> <ul style="list-style-type: none"> • RED – equates to a position of under-performance against target. • AMBER – equates to a mid-position where improvement may have been made but performance has missed the target. • GREEN – equates to a position of positive performance against target. <p><u>Outcome</u></p> <ul style="list-style-type: none"> • RED – equates to a forecast position of under-performance against target at year end. • AMBER – equates to a forecast mid-position where improvement may have been made but performance will miss target at year end. • GREEN – equates to a forecast position of positive performance against target at year end.
1.05	The high level (RED) risk area identified for the Organisational Change Overview & Scrutiny Committee, is as follows:-
1.05.1	<p><i>Priority: Modern and Efficient Council (Improving Resource Management)</i> <i>Risk: The capacity and capability of the organisation to implement necessary changes.</i></p>

	The extensive programme to consider alternative delivery models across a range of services will continue to impact on available resources across portfolios. Corporate support will need to be prioritised for those services progressing to the feasibility stage. Additional/external support may be needed as the commissioning stage approaches.
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2.00	RESOURCE IMPLICATIONS
2.01	There are no specific financial implications for this report; however the Council's Medium Term Financial Plan is aligned to resource the priorities of the Improvement Plan.

3.00	CONSULTATIONS REQUIRED / CARRIED OUT
3.01	The Chief Officer Team and the Performance Leads from across the Authority have contributed to help shape the new approach to reporting.

4.00	RISK MANAGEMENT
4.01	Progress against the risks identified in the Improvement Plan have been reported on for quarter 2 and the detail is included in the report at Appendix 1.

5.00	APPENDICES
5.01	Appendix 1 – Quarter 2 Improvement Plan Progress Report.

6.00	LIST OF ACCESSIBLE BACKGROUND DOCUMENTS
6.01	<p><u>Improvement Plan 2015/16</u></p> <p>http://www.flintshire.gov.uk/en/Resident/Council-and-Democracy/Improvement-Plan.aspx</p> <p>Contact Officer: Robert Robins Member Engagement Manager</p> <p>Telephone: 01352 702320</p> <p>E-mail: robert.robins@flintshire.gov.uk</p>

7.00	GLOSSARY OF TERMS
7.01	Improvement Plan – the document which sets out the annual priorities of the Council. It is a requirement of the Local Government (Wales) Measure 2009 to set Improvement Objectives and publish an Improvement Plan.
7.02	CAMMS – is an integrated planning, risk management and programme/project management and reporting software. It was purchased in April 2015 and work to commence implementation began in May; focusing initially on the Council’s Improvement Plan and the Portfolio of Social Services. The link below provides further information about CAMMS. http://cammsgroup.com/
7.03	Alternative Delivery Models (ADMs) – are new approaches to service delivery designed to sustain important services and meet future need.

Improvement Plan Progress Monitoring Report

Modern and Efficient Council

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Flintshire County Council





Actions

8 Modern and Efficient Council

8.1 Supporting communities to become more resilient



8.1.1 Developing Communities

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
8.1.1.1 Develop the Community and Social Sector through developing and growing social enterprises in Flintshire, in turn supporting and creating new forms of local business	Ian Bancroft - Chief Officer - Organisational Change 1	In Progress	01-Apr-2015	31-Mar-2016	25.00%	 GREEN	 GREEN

ACTION PROGRESS COMMENTS:

The Community Asset Transfer (CAT) scheme and Alternative Delivery Model (ADM) programme will result in development of new or stronger community organisations and social enterprises. A number of these should be 'starting up' in 2016. The 25% complete relates to this being a three year plan of work.



Last Updated: 18-Nov-2015

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
8.1.1.2 Encourage volunteers and active citizens	Ian Bancroft - Chief Officer - Organisational Change 1	In Progress	01-Apr-2015	31-Mar-2016	20.00%	 AMBER	 GREEN

ACTION PROGRESS COMMENTS:

Developing and publicising a volunteering policy by November 2015 - Work has started in a number of services to develop and implement localised approaches to volunteering. The aim will be to take best practice to these approaches from best practices from elsewhere to finalise a volunteering policy. This work will now carry on until end March 2016.



Last Updated: 18-Nov-2015

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
8.1.1.4 Design and implement alternative delivery models to sustain important services to meet future need	Ian Bancroft - Chief Officer - Organisational Change 1	In Progress	01-Apr-2015	31-Mar-2016	45.00%	 GREEN	 AMBER

ACTION PROGRESS COMMENTS:

Feasibility studies have been completed for 5 services, estimating a 5 year saving in these services as a result of delivering alternative models. Final business plans will be presented to Cabinet in February.

Last Updated: 18-Nov-2015

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
8.1.1.5 Empower communities to run and manage facilities in their locality through Community Asset Transfers	Ian Bancroft - Chief Officer - Organisational Change 1	In Progress	01-Apr-2015	31-Mar-2016	28.00%	 GREEN	 AMBER



ACTION PROGRESS COMMENTS:

Seven Community Asset Transfer (CAT) business plans have now been approved which will progress through to completion and transfer of 20 assets. Legal completion for these 20 assets is underway and aims to be completed early in the new year. A business plan has been received for Connah's Quay swimming pool. To date over 60 expressions of interest have been received in total. We are on target for the time period that has elapsed, but the risks are quite high for achieving the desired outcomes by the end of the three year plan, hence the amber outcome RAG status.

Last Updated: 18-Nov-2015

8.2 Front line services are efficiently and effectively supported

8.2.1 Improving Resource Management

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
8.2.1.3 Rationalise the Council's use of corporate accommodation	Neal Cockerton - Chief Officer - Organisational Change 2	In Progress	01-Apr-2015	31-Mar-2018	17.00%	 AMBER	 GREEN

ACTION PROGRESS COMMENTS:

The Council has been working through this activity on a number of levels as follows:-




- the intensification of use of our office accommodation, County Offices Flint being a good example of such use;
- the demolition of accommodation no longer fit for purpose. The most recent asset in this area is Connahs Quay Offices which have now been demolished, the rationalisation of space. The current work around this relates to County Hall and work to consolidate services into Phases 1 and 2.

Last Updated: 18-Nov-2015

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Performance Indicators

8 Modern and Efficient Council

KPI Title	Pre. EOY Actual	Period Target	Period Actual	Perf. RAG	Performance Indicator Trend	YTD Target	YTD Actual	YTD RAG
IP8.1.1M07 The number of public assets transferred to the community	N/A	1	0	 AMBER		1	0	 AMBER

Lead Officer: Neal Cockerton - Chief Officer - Organisational Change

2 Reporting Officer: Paula Blellock - Senior Valuer **Aspirational**




Target:

Progress Comment: There are now 9 applications approved to stage 2 - completion date for the majority of these is end December 2015.

RISKS

8 Modern and Efficient Council




Strategic Risk

RISK TITLE	POTENTIAL EFFECT	LEAD OFFICER	SUPPORTING OFFICERS	MANAGEMENT CONTROLS	INITIAL RISK RATING	CURRENT RISK RATING	TREND ARROW	RISK STATUS
The capacity and appetite of the community and social sectors	No increase in the number and strength in community and social sectors, which in turn will mean no increase in the support to local communities to help them become more resilient.	Ian Bancroft - Chief Officer - Organisational Change 1	Sian Speed – Executive PA – Organisational Change 1&2	Provide advice, information and guidance to community and social sectors to enable take up of these initiatives to be as simple and accessible as possible.				Open

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Progress Comment:

Mixed response from Community and Social Sectors with a number of community organisations positively working on such projects as asset transfer and others still at early stages of engagement.

RISK TITLE	POTENTIAL EFFECT	LEAD OFFICER	SUPPORTING OFFICERS	MANAGEMENT CONTROLS	INITIAL RISK RATING	CURRENT RISK RATING	TREND ARROW	RISK STATUS
The willingness of the workforce and trade unions to embrace change	No increase in strength of community and social sectors and few asset transfers of Alternative Delivery Models established.	Ian Bancroft - Chief Officer - Organisational Change 1	Sian Speed – Executive PA – Organisational Change 1&2	Work with staff and unions to increase understanding of initiatives and to enable them to be part of the process to designing the solutions.				Open




Progress Comment:

Alternative Delivery Model (ADM) work in a number of services has resulted in completed feasibility studies which managers have lead the development of and where appropriate engaged staff. The next phase of work will fully engage the workforce in development of final business plans. A national conference has been held on ADMs at which a number of staff and Union Representatives attended to help increase awareness of developments in this area of work.

RISK TITLE	POTENTIAL EFFECT	LEAD OFFICER	SUPPORTING OFFICERS	MANAGEMENT CONTROLS	INITIAL RISK RATING	CURRENT RISK RATING	TREND ARROW	RISK STATUS
Market conditions which the new alternative delivery models face	New Alternative Delivery Models will see a decrease in income and ultimately be un-sustainable.	Ian Bancroft - Chief Officer - Organisational Change 1	Sian Speed – Executive PA – Organisational Change 1&2	Full and proper support to Alternative Delivery Models to business plan prior to being established and ensuring capacity is built in to new ADMs to retain and win new contracts.				Open




Progress Comment:

Completion of Alternative Deliver Model (ADM) business plans and final Community Asset Transfer (CAT) plans are on the whole progressing. At the end of this, planning market analysis work will be completed with ADMs and tested with CATs.

RISK TITLE	POTENTIAL EFFECT	LEAD OFFICER	SUPPORTING OFFICERS	MANAGEMENT CONTROLS	INITIAL RISK RATING	CURRENT RISK RATING	TREND ARROW	RISK STATUS
Limitations on public funding to subsidise alternative models	Alternative Delivery Models become unsustainable as it can't meet costs with reduced funding from the Council.	Ian Bancroft - Chief Officer - Organisational Change 1	Sian Speed – Executive PA – Organisational Change 1&2	Properly plan for reduced levels of council funding for each Alternative Delivery Model and to have worse case scenario plans for both ADM and council if funding decreases to unsustainable levels.				Open

Progress Comment:

The "Is the Feeling Mutual" report published on behalf of Welsh Government identified the need to support Alternative Delivery Models (ADMs) and Community Asset Transfers (CATs) with national support and resource. The Improvement Plan for this work, including identification of resources is likely to be published Autumn 2015.

RISK TITLE	POTENTIAL EFFECT	LEAD OFFICER	SUPPORTING OFFICERS	MANAGEMENT CONTROLS	INITIAL RISK RATING	CURRENT RISK RATING	TREND ARROW	RISK STATUS
The capacity and capability of the organisation to implement necessary changes		Helen Stapleton - Chief Officer - People and Resources	Sharon Carney – Lead Business Partner					Open

Progress Comment:

The extensive programme to consider alternative delivery models across a range of services will continue to impact on available resources across portfolios and support services. Support services will need to be prioritised for those services progressing to the feasibility stage, although the numbers progressing to feasibility at this time is lower than originally anticipated. Additional/external support may be needed to support the services and support services as we near the commissioning stage.

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ORGANISATIONAL CHANGE OVERVIEW AND SCRUTINY COMMITTEE

Date of Meeting	Monday 11 th January 2016
Report Subject	Medium Term Libraries Plan – An Assessment of the Feasibility of the Community Asset Transfer of Rural Libraries
Report Author	Chief Officer Organisational Change

EXECUTIVE SUMMARY

In March 2015 Cabinet agreed a Medium Term Libraries Plan that outlined a sustainable libraries infrastructure for the future. This included designated hub libraries in Mold, Holywell, Connahs Quay, Deeside Leisure Centre, Buckley and Flint. For rural libraries it recommended, during the autumn of 2015, assessing the feasibility of community asset transfers.

The re-location of libraries in Queensferry, Mancot and Hawarden to a new library in Deeside Leisure Centre was recommended and approved by Cabinet and this will be completed by March 1st 2016. The last element of the proposal was to progress with the transfer of library buildings, not services, to communities in Holywell and Broughton, this approach along with a continuing mobile and housebound provision is seen as a sustainable library service for the foreseeable future in Flintshire.

This report provides feedback on the assessment of the feasibility of community asset transfers in the areas of Hope, Mynydd Isa and Saltney. It seeks scrutiny committee's views and comments prior to final Council decisions on the feasibility of community asset transfers in these locations. This is within the context of delivering the medium term libraries plan and supporting the achievement of the £0.544m of savings through Community Asset Transfers (CATs) put forward as a budget efficiency proposal for 2016/17.

RECOMMENDATIONS

1	To consider the assessment of the feasibility of community asset transfers for the libraries in Hope, Mynydd Isa, and Saltney in particular reviewing the formal consultation with communities.
2	To provide views and comments on the feasibility of Community Asset transfers for these three libraries.

REPORT DETAILS

1.00	EXPLAINING THE ASSESSMENT OF THE FEASIBILITY OF A
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COMMUNITY ASSET TRANSFER FOR RURAL LIBRARIES	
1.01	At the March 2015 Cabinet a Medium Term Plan for Libraries was proposed and agreed. This report deals specifically with the rural libraries (Hope, Mynydd Isa and Saltney). As agreed in the Medium Term Plan for Libraries an assessment of the feasibility of a CAT of these libraries has taken place and this report now proposes a way forward.
1.02	<p>Since March 2015 work has taken place to support ideas brought forward by each of the three communities. This includes:-</p> <ul style="list-style-type: none"> • Hope, supporting the local Ward Member and the school to look at how integrating the school library and community library might enable the library to be more sustainable. • Mynydd Isa, work has taken place to provide details to Argoed Community Council of how a CAT might work and supporting Café Isa to consider if a CAT of the community centre, youth centre, and library might be feasible. • Saltney, where information has been requested about the community library then this has been provided, initially an expression of interest was received for the CAT of Saltney Library, although little discussion has taken place since about finding a solution for a CAT of the library to the community.
1.03	To ensure formal as well as informal consultation about the feasibility of a CAT of these libraries has been undertaken an information document asking for formal responses was sent out in November 2015 to town and community councils and schools and was made available in libraries to library users. The deadline for responses was Friday 11 th December 2015. A detailed analysis of these responses is provided at Appendix A including a copy of the consultation document.
1.04	<p>In summary the responses can be detailed as follows</p> <p>Hope – Interest in a CAT from both an emerging ‘Friends of Hope Library Group’ and Hope Community Council. Castell Alun School are supportive of working with the community and enabling the library to be open to the community during school time. The local Ward Member, while supporting the integration of school and community library, asks for the retention of a professional library service.</p> <p>Mynydd Isa – Interest in a CAT from Caffi Isa. Local Ward Members and residents have a range of queries about how this CAT may work</p> <p>Saltney – No interest from the Community Council in taking forward the CAT, Ward Members both ask for an extension for consideration of a CAT but have differing views about how this might best be achieved.</p>
1.05	<p>There are two potential solutions for a Community Asset Transfer as outlined in the consultation document and in line with Welsh Government identified best practice</p> <p>(1) The community operate a book stock and IT equipment with no professional library input. This is relatively low cost with only the</p>

	<p>costs of the building and replacement of book stock and IT equipment required.</p> <p>(2) The community buy back professional librarians and / or access to the library management system for recording and ordering issues. In this way the library remains part of the library network but the community have to pick up a large proportion of the current costs of the library. This model is already operating well at Halkyn library.</p>
1.06	The early work to support the communities and the formal consultation show that a CAT is feasible in both Hope and Mynydd Isa as there are community organisations coming forward with a commitment to make a CAT work. In both instances it is likely that option (1) in 1.05 is the more likely solution. More work will be required to support the communities to finalise their plans for CATs if they are to be successful.
1.07	The early work to support the community and the formal consultation show that a CAT at present is not feasible in Saltney. The consultation responses ask for more time.
1.08	If a CAT is not feasible then the Medium Term Libraries Plan states that professional services are not sustainable in these areas.

2.00	RESOURCE IMPLICATIONS										
2.01	<p>Financial Implications</p> <p>The cost of current library provision in each area are as follow:</p> <table border="1"> <thead> <tr> <th>Library</th> <th>Cost £</th> </tr> </thead> <tbody> <tr> <td>Hope</td> <td>£13,000</td> </tr> <tr> <td>Mynydd Isa</td> <td>£34,000</td> </tr> <tr> <td>Saltney</td> <td>£41,000</td> </tr> <tr> <td style="text-align: right;">Total</td> <td>£88,000</td> </tr> </tbody> </table> <p>A Community Asset Transfer of these libraries or a cessation of service would, on an annual basis, save the amounts indicated above.</p> <p>In 2016/17 budget a target efficiency range has been established of between £0.067m and £0.088m.</p>	Library	Cost £	Hope	£13,000	Mynydd Isa	£34,000	Saltney	£41,000	Total	£88,000
Library	Cost £										
Hope	£13,000										
Mynydd Isa	£34,000										
Saltney	£41,000										
Total	£88,000										
2.02	<p>Human Resource Implications</p> <p>If either CATs are progressed as identified in option 1 in 1.05 or a cessation of service occurs then no library staff will be required in future.</p> <p>If either CATs are progressed as identified in option 1 in 1.05 or a cessation of service occurs then no library staff will be required in future. The total number of staff employed at these libraries at present are 5 people or 1.08 ftes. The way forward for this is to follow normal Human Resource procedure including staff consultation. It is likely in this instance that staff will be redeployed/assimilated into vacant posts in the library</p>										

	<p>network.</p> <p>If communities did identify funding to continue a professional library service then posts would be retained, however, this is considered unlikely.</p>
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3.00	CONSULTATIONS REQUIRED / CARRIED OUT
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3.01	<p>Informal consultation has taken place with parties interested in CATs including Town and Community Councils, school and community groups.</p> <p>Formal consultation with Town and Community, schools and library users as detailed in Appendix A.</p>
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4.00	RISK MANAGEMENT
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4.01	<p>Key Risks and Mitigation</p> <p>(1) That communities do not come forward with a sustainable CAT proposal – services potentially cease in these areas.</p> <p>(2) Communities do not have the required skills and capacity to take on a CAT – support will be provided by the library service and Flintshire Local Voluntary Council.</p> <p>(3) Communities can manage a CAT for a short period of time but not in the long term – the building returns to the Council and the Council consider best use of the asset.</p> <p>(4) Loss of these services puts at risk performance against Public Library Standards – Flintshire will still meet the standard of providing libraries for 75% of the population within 2.5 miles.</p>
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5.00	APPENDICES
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5.01	<p>Appendix A – Library Service Consultation In Relation to the Feasibility of a Community Asset Transfer of Hope, Mynydd Isa and Saltney Libraries : Summary Report</p> <p>Appendix B – Equality Monitoring and Impact Assessment – CAT for Hope, Mynydd Isa and Saltney Libraries</p>
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6.00	LIST OF ACCESSIBLE BACKGROUND DOCUMENTS
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6.01	<p>Medium Term Libraries Plan – Cabinet March 2015</p> <p>Contact Officers: Pennie Corbett, Principal Librarian Telephone: 01352 704402 E-mail: pennie.corbett@flintshire.gov.uk</p>
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7.00	GLOSSARY OF TERMS
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7.01	Community Asset Transfer – The transfer of a building to a community organisation with a 27 year lease and peppercorn rent.
7.02	Public Library Standards – Welsh Governments assessment of the quality of public library services, it is not an assessment of whether library services meet their statutory duty.

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Appendix A

Flintshire County Council

Library Services Consultation

**In relation to the Feasibility of a Community Asset Transfer of
Hope, Mynydd Isa and Saltney Libraries**

Summary Report

Contents

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The purpose of the consultation:

During 2014/15 Town and Community Councils have been invited to express an interest in taking over council assets in their communities, libraries were included in the list of assets.

The Medium Term Plan for Libraries, agreed by the Council in 2015, to meet the anticipated savings of 30-50% by 2018, included the proposal to have full Community Asset transfer at Hope, Mynydd Isa and Saltney. It was agreed that consultation would take place during the Summer and Autumn of 2015. Councillors will consider all feedback received when making their final decision on whether a Community Asset Transfer is possible or what else might be done in light of the conclusion in the Medium Term Libraries plan that future Council provision of services is no longer a sustainable option for these libraries.

The consultation paper included the background to the CAT proposals, examples of models of community run and community funded libraries, details of how community groups could be supported through CAT and information on how to submit responses to the consultation.

The period of consultation:

- Monday 2nd November 2015 – Friday 11th December 2015

Who was consulted?

- Letters outlining the proposals and inviting feedback were sent to:

Argoed Community Council
Hope Community Council
Saltney Town Council

Primary schools

Abermorddu School
Ysgol Estyn, Hope
Ysgol Mynydd Isa
Saltney Ferry Primary School
Wood Memorial Primary School
St Anthony's Catholic Primary School

High Schools

Castell Alun High School
Argoed High School
St David's High School

- Consultation documents were deposited in all libraries and on the council's website. Multiple copies were made available in Hope, Mynydd Isa and Saltney libraries.
- Meetings were held with ward members representing all 3 communities
- Meetings were held with Head of Castell Alun school as stakeholder of Hope library which shares a site with the school
- Meeting held with community interest company at Mynydd Isa Community Centre
- Chief Officer Organisational Change and Principal Libraries and Arts Officer were invited to attend at Town and Community Councils at two locations
- Chief Officer Organisational Change and Principal Libraries and Arts Officer were invited to attend meetings with one community group
- Principal Librarian met with Young People's Coordinator at Saltney Youth Centre

Consultation Responses:

Hope

- Written responses received from one primary school at Hope and from Castell Alun High School.
- Expression of interest received from Hope Community Council
- Expression of interest received from Friends of Hope Library community group
- Written responses received from ward member representing Hope
- Three additional written responses were received from residents of Hope

Mynydd Isa

- Expression of interest received from Caffi Isa Community Interest Company
- Written responses received from two ward members representing Mynydd Isa
- Five additional written responses, and one telephone call were received from residents of Mynydd Isa.

Saltney

- Written response received from one member of Saltney Town Council
- Written response received from ward member for Saltney Mold Junction
- Written response received from Saltney Town Council

What people told us ...

Hope

Responses were received from the ward member, individuals, the primary school, the High School, the 'Friends of Hope Library' and the Community Council all communicating a wish to retain some local library provision in the community.

The High School had been working together with officers and with the local member for Hope over the summer, to integrate the school and public libraries to sustain the service. This had been achieved by November. Some members of the community were concerned that this had happened prior to consultation and that it may limit the options for the community to transfer the library service to the community. The Friends of Hope Library group met with the school who were able to reassure the group that they would support the community use of the library and continue to finance the building and allow the community the use of the school Library Management System.

A major concern was access to the council's library book stock and request system. The group were reassured that residents could access the online catalogue to request books which could be collected from the mobile library, or any library within Flintshire's network of 'hub libraries'.

Other concerns expressed were about the ability to be able to provide up to date books and to refresh the collection in a community run library; and that resources for young children would need to be provided as these would not be available in a High School library.

The ward member for Hope did not support a Community Asset Transfer for the library. He felt that the council should continue to fund some opening hours staffed by the council's library service during the 12 weeks of the year that the school is closed, with the school opening to the public for the 40 weeks a year that the school is open.

Mynydd Isa

Residents expressed concern over the possible closure of the library and had similar queries to Hope residents as to how residents could still access the library network

and utilise the request system. Other concerns were about the funding of a community run library and how volunteers could be helped to run it.

Support was expressed for the local Community Interest Company who proposed to run the library as part of the Caffi Isa initiative.

Saltney

The members of the Town Council expressed concern that the library was no longer sustainable and proposed to discuss options for running a community library from another community building. Members asked for information on running a library without a management system, and what arrangements FCC proposed to put in place to mitigate the cessation of the service. Mobile stops were suggested.

A formal response was made by Saltney Town council declining to transfer the library to the community as plans were already in place to CAT the youth and community centres and it was felt that no other suitable building was available.

The ward member for Saltney Mold Junction requested that the library was kept open for a further 12 months to enable the Town Council to investigate the possibility of a transfer of the library once CATs had taken place for the community centre and youth club. The ward member for Saltney Stonebridge also requested an extension of service after the proposed closure/transfer date of 1st April 2016. This was also to allow time for a CAT of the Community and youth centres to be completed.

Next steps

The outcomes of this consultation will be presented to the Cabinet of the Council in January 2016.

Whatever decisions are taken by cabinet will inform further work which may take place with communities to implement these decisions in the best way possible.

Annex 1. Consultation document

Flintshire County Council

Library Services Consultation

In relation to the Feasibility of a Community Asset Transfer of Hope, Mynydd Isa and Saltney Libraries

1. Context

- 1.1 During 2014/15 Town and Community Councils have been invited to express an interest in taking over council assets in their communities, libraries are included in the list of assets.
- 1.2 The Medium Term Plan for Libraries, agreed by the Council in 2015, to meet the anticipated savings of 30-50% by 2018, includes the proposal to have full Community Asset transfer at Hope, Mynydd Isa and Saltney. It was agreed that consultation would take place during the Summer and Autumn of 2015. Councillors will consider all feedback received when making their final decision on whether a Community Asset Transfer is possible or what else might be done in light of the conclusion in the Medium Term Libraries plan that future Council provision of services is no longer a sustainable option for these libraries.
- 1.3 In some of these areas discussions have already started with interested parties. However prior to a final Council decision this formal consultation process will now ask Town and Community Councils, Schools and Library users for their views on whether there is interest in a Community Asset Transfer of their library to the community.

2. Background Information about Libraries and Community Asset Transfer

- 2.1 Through a Community Asset Transfer Flintshire Council is aiming to work with communities to try and sustain some provision in each community while removing the subsidy the Council provides to the library. While no ongoing funding will be available from the Council both one off capital support and one off revenue funding could potentially be made available depending on the requirements of the Business Plan put forward by the community.
- 2.2 The costs to the Council of running a library
 - i) Staff – front line staff (library assistants) and managers

- ii) Premises costs
- iii) Resources – books, newspapers
- iv) Network and infrastructure: library management system and bibliographical services, online catalogue and online resources (ebooks etc), request system, delivery system and public access IT.
- v) Central support costs: finance, HR, IT, legal

2.3 What a Community Library might look like

- i) Community run library
This is the most widely adopted model. This option involves
 - the community taking over the library building or providing a community owned building/venue.
 - the bookstock, and public access IT facilities are gifted to the community and in some cases fixtures and fittings, shelving and furniture
 - the library is run for the community by volunteers

- ii) Community funded library
A more expensive model which involves
 - the community taking over the library building or providing a community owned building/venue.
 - the community buying in the staffing, bookstock and infrastructure (including an element of the support costs) from the council.

3. How groups can be supported through a Community Asset Transfer?

- 3.1 The first step is to put forward your ideas in response to this consultation.

- 3.2 The library service will then work with community groups supporting them through the development of the proposal including submitting a business plan.

- 3.3 The final Business Plan for the schemes will go through the Community Asset Transfer scheme and organisations developing proposals will be eligible for support from Flintshire Local Voluntary Council under this scheme.

- 3.4 For a Community Asset Transfer to be considered feasible it must be in a position to be up and running by 1st April 2016.

4. Your Response

- 4.1 The final deadline for your response is Friday 11th December.

- 4.2 We are happy to meet with your group before the consultation closing date to talk through any more detailed information you may need.

- 4.2 Your response should include the following:
 - A view on whether a Community Asset Transfer is feasible in your area;
 - Who will be involved in developing the proposal with support from the

Council;

- Initial ideas about how you will achieve this by April 1st 2016;
- Any other options you have for sustaining library provision in your area.

You are invited to respond in writing to Pennie Corbett, Principal Libraries & Arts Officer by **Friday 11th December 2015**.

Contact information: Pennie Corbett, Principal Libraries & Arts Officer
Organisational Change, Flintshire County Council
Leisure & Libraries Head Office, First Floor
Deeside Leisure Centre, Chester Road West,
Queensferry, Flintshire, CH5 1SA.
e-mail: pennie.corbett@flintshire.gov.uk

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Flintshire County Council

Equality Monitoring and Impact Assessment

Equality Monitoring

Proposal to transfer provision of library services from the current service points at Hope, Mynydd Isa and Saltney as Community Asset Transfers

Officers responsible for developing and implementing the policy: Chief Officer
Organisational Change 1, Principal Libraries & Arts Officer

1. Introduction

1.1 The Equality Act 2010 ("The Act") sets a General Duty out that as a public body within Wales, Flintshire County Council is required to have due regard in its decision making processes (including financial decisions) to three factors:

- To eliminate unlawful discrimination, harassment and victimisation,
- To advance equality of opportunity, and
- To foster good relations between people who share a protected

Characteristic (age, disability, gender reassignment, marriage and civil partnership, pregnancy and maternity, religious belief and non-belief, race, sex, sexual orientation and Welsh Language) and those who do not. (Equality Act 2010).

Duties within the Act require that public authorities demonstrate that the financial decisions they make are carried out in a fair, transparent and accountable way and consider the needs and the rights of different members of the community.

The specific equality duties of the Act set out that a local authority needs to:

- Make appropriate arrangement for assessing the likely impact of its policies and practices on its ability to comply with the General Duty;
- Monitor these impacts; and
- Publish reports in respect of any assessment.

2. Background to the proposal

- 2.1 The Medium Term Plan for Libraries, agreed by the council in 2015, to meet the anticipated savings of 30-50% by 2018 includes the proposal to have full Community Asset Transfer at Hope, Mynydd Isa and Saltney.
- 2.2 During 2013 the council reviewed all assets with the aim of reducing the property portfolio in order to sustain services within the reduced budgets of the next five years. Libraries were reviewed and some closures were recommended.
- 2.3 Welsh Public Library Standards require that where there is a population density between 1.1 and 19.9 persons per hectare, a static library service point should be within 2.5 miles (or 10 minutes travelling time by public transport) of at least 75% of the population. In Flintshire 90.1% of the population are within 2.5 miles of a static library. The library network is served by too many buildings, some of which have substantial maintenance and repair backlogs. It was recommended that some services be collocated where possible.
- 2.4 Library opening hours were reviewed in 2012. Some libraries were found to be open for too many hours for the levels of use, with staffing resources not deployed efficiently. Opening hours were recommended to be reduced by 18% in April 2015 as part of measures to achieve required 30% budget savings. Therefore some library buildings will be open for business for less than 20 hours per week making the buildings unsustainable.
- 2.5 The Community Asset Transfer of current libraries at Hope, Mynydd Isa and Saltney form part of budget efficiency proposals for the year 2016/17.
 - **Hope Library** is situated on the campus of Castell Alun High School and, as part of ongoing efficiencies, has been integrated with the school library since summer 2015, with separate opening times for school and community.
 - **Mynydd Isa Library** is situated in Mynydd Isa Community Centre, which also houses a youth club and Community Council office.
 - **Saltney Library** has been operated from temporary, leased premises since 2008. The current premises cost is unsustainable for the 11 hours it is open per week.

3. Objectives of the proposal

- 3.1 Sustain some library provision to the communities Hope, Mynydd Isa and Saltney by transferring buildings as community assets, and offering funding in the form of capital support and one off revenue funding to community groups who put forward a feasible plan.

4. Impact of the proposal

- 4.1 All residents in the 3 communities would be able to access the network of libraries provided by the council, and the mobile service and service to housebound people.
- 4.2 Residents at Mynydd Isa could use Buckley or Mold libraries (Mynydd Isa to Buckley 1.5 miles or Mynydd Isa to Mold 1.8 miles) Saltney residents could access

Broughton Library (2.7 miles). The mobile library currently serves Caergwrle and Abermorddu and would also visit Hope. The proposal, whilst sustaining some library provision in the communities will replace the current provision at the three libraries. The necessary reduction of 30% to the library budget by 2016-17 has put smaller libraries at risk of closure and the proposal is intended to mitigate the effects of the loss of three small local libraries.

5. Financial impact for Flintshire County Council

The council would make savings of £88,000.

Library	Cost £
Hope	13,000
Mynydd Isa	34,000
Saltney	41,000
Total	88,000

6. Impact on the community

6.1 These groups will be affected by this policy:

- i) Library service users of Hope, Mynydd Isa and Saltney
- ii) Potential library service users in the communities
- iii) Specific impacts on groups of people within the protected characteristics categories.

The protected characteristics are:

- Age
- Disability
- Gender reassignment
- Pregnancy and maternity
- Race
- Religion of belief
- Sex
- Sexual orientation

iv) Library service users

Registered users

	Hope	Mynydd Isa	Saltney
Adults	655	1426	699
Children	858	955	793
Exempt from charges/special situations	57	15	12
Playgroups	4	9	2
Classes	3	0	6
Reading groups	0	1	0
Total	1577	2406	1512

Active users (i.e have borrowed books in 2014-15)

	Hope	Mynydd Isa	Saltney
Adults	166	368	165
Children	314	294	322
Exempt from charges/special situations	24	8	6
Playgroups	0	5	1
Classes	0	0	3
Reading groups	0	1	0
Total	504	676	497

Use of Book stock - percentage on loan at 1.4.15

	Hope	Mynydd Isa	Saltney	All Flintshire libraries
On shelves	5433	7768	5462	203,341
On loan	1554	1951	1482	50,559
Total	6987	9719	6944	253,900
Percentage on loan	22.24%	20.07%	21.34%	19.91%

Usage – from CIPFA sample surveys 2014-15 and Library Management System

	Hope	% age of Flintshire total	Mynydd Isa	% age of Flintshire total	Saltney	% age of Flintshire total
Weekly Requests	73		45		51	
Total Annual Enquiries	1,650	1.5	3,450	5.6	2,250	3.4
Annual Visits - Adults	5,000	0.9	20,250	3.6	7,475	1.3
Annual Visits - Children	9,050	8.7	3,100	3	10,075	9.7
Total Annual Visits	14,050	2	23,350	3.5	17,550	2.7
Total annual loans	21,024	3	23,447	3.5	19,229	2.8

Number of children participating in Summer Reading Challenge 2015

Registered at Hope Library	=	120 children
Registered at Mynydd Isa Library	=	82 children
Registered at Saltney Library	=	106 children

Numbers participating by school (4-11yrs)

School	No. of pupils	Number of children participating in SRC
Ysgol Estyn	229	61
Abermorddu	217	27
Ysgol Mynydd Isa Infants and Junior	555	77
Wood Memorial	186	42
Saltney Ferry	105	4
St Anthony's	165	54
Castell Alun H S	1359	12
St David's H S	508	3
Argoed	580	7

Rhymetime sessions for under 5s and parents/carers 2014-15

Hope 24 sessions 232 total participants (*parents & children*)

Mynydd Isa 10 sessions 149 total participants (*parents & children*)

Saltney 13 sessions 262 total participants (*parents & children*)

Learning Events

Hope

- 2 chatterbox sessions – 13 parents and 13 children
- 6 class visits – total attendance 150 children

Mynydd Isa

- 2 summer activity sessions – 28 parents and children attended

Saltney

- 1 Author visit
- Class visits from St. Anthony's Nursery – approx. 400 children visited over the year.

ii) Potential library service users in the communities

Population (census 2011)

ward	Number of people	% male	% female	%Age 0-15	%Age 16-64	%Age 65+
Hope 1		49.2	50.8	18.1	62	19.9
Hope 2	2606	49.6	50.4	19.3	62.2	18.5
Argoed 1	1241	47.5	52.5	18.3	65.4	16.3
Argoed 2	1579	50.4	49.6	16.6	60.8	22.6
New Brighton 1	1651	48.7	51.1	16.7	65.7	17.6
New Brighton 2	1319	47.8	52.2	15.7	61.9	22.5
Saltney Mold Junction	1375	49.1	50.9	21.9	63.7	14.5
Saltney Stonebridge 1	2202	49.7	50.3	23.4	64.8	11.8
Saltney Stonebridge 2	1574	49.7	50.3	17.3	70.2	12.5

Economy and employment

ward	Hope 1	Hope 2	Argoed 1	Argoed 2	New Brighton 1	New Brighton 2	Saltney Mold Jn	Saltney stonebridge 1	Saltney Stonebridge 2	Flintshire
Percentage of 16-24 yr olds who are unemployed	0.5	1.1	0.5	0.8	0.9	1	2.5	1.6	0.8	26.7
Percentage of economically active people who are full-time employees	39.7	40	44.2	37.9	43.5	36.6	41.2	45.2	44.9	43.4

Health - Percentage of people whose day to day activities are not limited by their health

Hope1	Hope 2	Argoed 1	Argoed 2	New Brighton 1	New Brighton 2	Saltney Mold Jn	Saltney stonebridge 1	Saltney Stonebridge 2	Flintshire	Wales
82.3	80.9	84.7	80.4	83	79.5	81.9	81.4	82.9	80	77

Transport – percentage of households with no access to a a car or van

Hope 1	Hope 2	Argoed 1	Argoed 2	New Brighton 1	New Brighton 2	Saltney Mold Jn	Saltney stonebridge 1	Saltney Stonebridge 2	Flintshire	Wales
5	17.8	8	9.6	5.6	11.2	28.8	27.3	16.9	17	22.9

Children and Education

School	No. of pupils	%age of pupils receiving Free School Meals	% of pupils achieving expected level in core subjects at KS2	% of pupils achieving expected level in core subjects at KS3
Ysgol Estyn	229	9.2	92.6	
Abermorddu	217	8.6	96.7	
Ysgol Mynydd Isa Infants and Junior	555	8.5	89.3	
Wood Memorial	186	27.4	85.7	
Saltney Ferry	105	29.1	70	
St Anthony's	165	15.2	100	
Castell Alun H S	1359	5.2		86.1
St David's H S	508	16.2		79.8
Argoed	580	8.1		91.4

iii) Specific impacts on groups of people within the protected characteristics categories.

Library membership is free, accessible and inclusive. No specific information is recorded as to age (except for children), ethnicity, belief, sexual orientation or other protected characteristics.

Adults provide name, address and gender information.

Children provide name, address, gender and date of birth.

Library services are free to all who join and access to libraries is free to all. Membership is required only for using ICT facilities and for borrowing items.

Library services for people from protected characteristics groups are provided in the following ways:

- Age

Special collections of books and other items are provided for different ages and stages of childhood, as well as Parents Collections

- Disability

- ✓ Books are provided in different formats such as Large Print, audio, downloadable audio (e-audio)
- ✓ RNIB membership is funded and administered by the library service for visually impaired people
- ✓ The libraries are all DDA compliant
- ✓ Adapted ICT facilities are available for people with physical and learning needs
- ✓ A library service to people who are housebound is available
- ✓ Library members who have additional needs are exempted from some library charges

- Gender reassignment

- ✓ Libraries can access information on reading material and support information for all requirements.

- Pregnancy and maternity
 - ✓ Libraries are child friendly with books for children and parents
 - ✓ accessible for prams and buggies
 - ✓ Rhymetime sessions for under 5s and parents/carers held fortnightly
 - Race
 - Religion of belief
 - Sex
 - Sexual orientation
 - ✓ Library book stock covers a wide range of ethnicity, belief, sexual orientation, age and language in representation of subjects and authorship to provide a diverse stock.
 - ✓ Language – Library books and stock are provided in Welsh across all categories. Bilingual activities are provided and all communications are bilingual. Library staff have access to Language Line to assist customers whose first language is not English or Welsh.
- v) Library staff will be at risk of redundancy but will be considered for any library positions that become vacant due to retirement etc. FCC guidelines and procedures will be followed.

7. **How the proposal will meet the needs of the community**

- 7.1 Any community run, or community funded facilities provided for the three communities would offer local provision and could be used by residents to complement the networked library service provided by the council, as a local amenity providing some library services.
- 7.2 Library service users of the three communities will still be able to access the library hubs in the main towns of Broughton, Buckley, Connahs Quay, Flint, Holywell, Mold and at Deeside Leisure Centre. These locations ensure that 82.2% of Flintshire's population are within 2.5 miles of a library.
- a) The hub libraries provide the core entitlements of a Welsh Public Library:
- *free inclusive access for all/ total community access reaching older people, children and families, minority and deprived communities*
 - *Outcomes: learning, reading support (wide range of reader development activities that actively feed in to the health and wellbeing agenda), health offer, digital support (supported, free online access), information offer (staff skilled in info management), inspirational spaces (network of neutral, trusted and accessible community spaces), support for under 5s and parent/carers, service to people with additional needs (RNIB, LP, audio, housebound, residential homes etc)*

- b) Mobile Library will visit the three locations on a 3 weekly rota in addition to the existing visits to Saltney Ferry, Abermorddu, Caergwrle, Cymau.
- c) Services to people who are housebound will be available for residents unable to access the hub libraries or the mobile library

7.3 Potential library service users in the communities

As above

7.4 Specific impacts on groups of people within the protected characteristics categories.

The services described at i) and ii) above would be available to all residents

8. Additional Financial implications of the proposal

- 8.1 Infrastructure costs such as IT, HR and management costs could be reduced as a result of the 3 libraries ceasing service as part of the network.
- 8.2 The library budget has to be reduced by 30% thus making it necessary to reduce library provision in Flintshire. By reducing the number of library buildings and co-locating the service with other services costs are reduced and library services to the county are sustainable.

9. How the communities are to be consulted

- Communities will be consulted during November to December 2015 via the following methods:
- All residents (including library users) - information bulletin (paper and online)
- Community groups to have meetings with Chief Officer and Principal Libraries Officer by request.
- Community Councils, schools and places of worship will be consulted by correspondence
- Individuals, groups and societies can contact Chief Officer and Principal Librarian with any specific concerns or questions.
- People from the protected characteristics groups will be consulted via the EIA Quality Assurance group
- All consultation documents would be bilingual in line with council policy.

10. Dealing with Adverse or Unlawful Impact and Strengthening the Policy

- Current users will be given notice of any changes to provision and explanations as to how and where alternative services can be accessed.
- The Library Service for housebound people will be promoted to those with mobility impairments in this community who may be eligible to receive it.

- Online resources can be accessed from home 24/7, e.g. E-book service and Online Catalogue, books can be reserved for collection at any service point.

11. Measures we will take to strengthen the proposal and foster good relations and advance equality of opportunity

- Ensuring that the remaining library network library and mobile service offers an all-round better customer experience for all library service users.
- Increased partnership working with local community groups to ensure we make them aware of any new services we offer (including protected characteristic groups)
- Ensure robust support, financial and provision of resources and training support to community groups prior to transition of CAT

Measures we will take to reduce or remove any adverse impact.

- By ceasing to provide fragmented opening hours for services at rural locations, we will attain more consistency in the number of opening hours (and days) that libraries of a larger size (or with higher usage figures) are open.
- To ensure adequate monitoring and evaluation of the changes to the library service to these communities, so we can continue to adapt to the changing needs and demands of users and potential users in our local communities.

12. Sources used

- CIPFA
- Flintshire County Council Infobase
- Welsh Government
- Library Management System data for Flintshire Libraries

13. Action Plan

Action	Responsible Officer	By When	Progress
Publish summary of EIA ¹	I. Bancroft	December	
Consult Library users	P. Corbett	November - December	
Consult Community Councils, FCC local	P. Corbett	November -	

¹ summaries of EIAs where there is substantial impact will need to be published

members, schools, community groups		December	
Decision	I. Bancroft	December/January	

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ORGANISATIONAL CHANGE OVERVIEW & SCRUTINY COMMITTEE

Date of Meeting	Monday 11 January, 2016
Report Subject	Forward Work Programme
Cabinet Member	N / A
Report Author	Member Engagement Manager
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 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

1.00	EXPLAINING THE FORWARD WORK PROGRAMME
1.01	Items feed into a Committee's Forward Work Programme from a number of sources. Members can suggest topics for review by Overview & Scrutiny Committees, members of the public can suggest topics, items can be referred by the Cabinet for consultation purposes, or by County Council or Chief Officers. Other possible items are identified from the Cabinet Work Programme and the Improvement Plan.
1.02	<p>In identifying topics for future consideration, it is useful for a 'test of significance' to be applied. This can be achieved by asking a range of questions as follows:</p> <ol style="list-style-type: none">1. Will the review contribute to the Council's priorities and/or objectives?2. Is it an area of major change or risk?3. Are there issues of concern in performance?4. Is there new Government guidance of legislation?5. Is it prompted by the work carried out by Regulators/Internal Audit?
2.00	RESOURCE IMPLICATIONS
2.01	None as a result of this report.
3.00	CONSULTATIONS REQUIRED / CARRIED OUT
3.01	Publication of this report constitutes consultation.
4.00	RISK MANAGEMENT
4.01	None as a result of this report.
5.00	APPENDICES
5.01	Appendix 1 – Draft Forward Work Programme
6.00	LIST OF ACCESSIBLE BACKGROUND DOCUMENTS
6.01	<p>None.</p> <p>Contact Officer: Robert Robins Member Engagement Manager</p> <p>Telephone: 01352 702320</p> <p>E-mail: robert.robins@flintshire.gov.uk</p>

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

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

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DATE	SUBJECT	O&S FOCUS	REPORT FROM
Monday 15 th February 2016 10.00 a.m.	Alternative Delivery Models Forward Work Programme	Assurance/monitoring	Ian Bancroft/Neal Cockerton
Monday 14 th March 2106 10.00 a.m.	Community Asset transfers – review of experience so far (meeting to be held off site, at a venue which has been transferred) Quarter 3 Improvement Plan Monitoring Report Forward Work Programme	Assurance/monitoring Assurance/monitoring Consultation/development	Ian Bancroft/Neal Cockerton Robert Robins Robert Robins
Monday 11 th April 2016 10.00 a.m.	Forward Work Programme		
Monday 16 th May 2016 10.00 a.m.	Forward Work Programme		
Monday 13 th June 2016 10.00 a.m.	Forward Work Programme		
Monday 11 th July 2016 10.00 a.m.	Forward Work Programme		

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