

Public Document Pack

Gareth Owens LL.B Barrister/Bargyfreithiwr
Chief Officer (Governance)
Prif Swyddog (Llywodraethu)



To: Cllr David Roney (Chair)

CS/NG

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

22 September 2015

Maureen Potter 01352 702322
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Dear Sir / Madam

A meeting of the **ORGANISATIONAL CHANGE OVERVIEW & SCRUTINY COMMITTEE** will be held in the **HAYDN REES ROOM, CLWYD THEATR CYMRU, MOLD CH7 1YA** on **MONDAY, 28TH SEPTEMBER, 2015** at **10.30 AM** to consider the following items.

Members are requested to arrive at the Theatr at 10.00 a.m. in order to be given a short tour of the facilities before the formal meeting starts at 10.30 a.m.

Yours faithfully

Democracy & Governance Manager

A G E N D A

- 1 **APOLOGIES**
- 2 **DECLARATIONS OF INTEREST (INCLUDING WHIPPING DECLARATIONS)**
- 3 **MINUTES** (Pages 3 - 8)
To confirm as a correct record the minutes of the last meeting.
- 4 **CLWYD THEATR CYMRU PROGRESS REPORT** (Pages 9 - 18)
Report of Chief Officer (Organisational Change)

- 5 **ALTERNATIVE DELIVERY MODELS: LEISURE, LIBRARIES AND FACILITY MANAGEMENT SERVICES** (Pages 19 - 24)
Report of Chief Officer (Organisational Change)

- 6 **QUARTER 1 – IMPROVEMENT PLAN MONITORING REPORTS** (Pages 25 - 38)
Report of Member Engagement Manager

- 7 **FORWARD WORK PROGRAMME (ORGANISATIONAL CHANGE)** (Pages 39 - 42)
Report of Member Engagement Manager

ORGANISATIONAL CHANGE OVERVIEW & SCRUTINY COMMITTEE **21 JULY 2015**

Minutes of the meeting of the Organisational Change Overview & Scrutiny Committee of Flintshire County Council held in the Delyn Committee Room, County Hall, Mold on Tuesday, 21 July 2015

PRESENT: Councillor David Roney (Chairman)

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

APOLOGIES: Councillors: Glenys Diskin, Brian Dunn and Robin Guest.

ALSO PRESENT: Deputy Leader & Cabinet Member for Environment, Chief Executive and Chief Officer (Organisational Change)

IN ATTENDANCE: Member Engagement Manager and Committee Officer

13. DECLARATIONS OF INTEREST (INCLUDING WHIPPING DECLARATIONS)

No declarations of interest were received.

14. MINUTES

The minutes of the meetings held on 8 June and 15 June 2015 were submitted.

Councillor Ian Dunbar asked that his apologies submitted for the latter meeting be recorded.

RESOLVED:

That subject to the amendment, both sets of minutes be approved as a correct record and signed by the Chairman.

15. COMMUNITY ASSET TRANSFER

The Chief Officer (Organisational Change) introduced an update on progress with Community Asset Transfers (CATs). In recognising public assets as one of the major strengths of the Council, he spoke of the need to balance the disposal of surplus assets to generate funding for the capital programme with the regeneration of local communities and encouraging social enterprise to explore alternative uses. Reference was made to the benefits of CATs in helping to promote public value which was linked to the Council's Improvement Priorities and the role of the Flintshire Local Voluntary Council (FLVC) was highlighted in providing a valuable interface between the Council and applicants to support the delivery of CATs.

Following the refresh of the CAT process, information on the types of assets and the new three staged approach had been shared with Town and Community Councils. To date, 255 enquiries had been received including 72

expressions of interest. Whilst two were moving to Stage 2 to seek more information on the business model, five had been cleared by the panel to progress to completion of the legal documentation at Stage 3. In acknowledging the challenges of participating in this new initiative, the report detailed the levels of one-off capital funding to support groups in undertaking work on assets, which could be used to access match-funded grants not available to the Council.

Details were shared on the creation of a working group to discuss business planning for the Connah's Quay Swimming Baths with involvement from local clubs, prior to submission of a detailed business model in September. On the Holywell Leisure Centre, initial meetings with Holywell Town Council had been undertaken and a meeting with interested stakeholders would follow to discuss the wider assets in Buckley. Various options were being explored in Buckley, including opportunities for a Community Asset Trust which would focus on a group of assets. These were very early explorations of a concept which needed to be built upon.

Councillor Nigel Steele-Mortimer felt that the report did not include any new information and that details were needed on those which had cleared the second stage of the process. Further information on the position of all expressions of interest was then tabled as a reference document. Councillor Steele-Mortimer commended the work of the FLVC in supporting groups and sought progress on the proforma for the transfer of legal aspects as mentioned at the previous meeting. The Chief Officer explained that some of the expressions of interest cleared at Stage 2 had been panelled on the basis of further information required of the Town/Community Councils. He explained that work on the legal proforma had involved looking at best practice examples in England and Wales to create a template for use in all transfers that would be easier to understand and process by the Legal team. The finalised template was due to be finalised by the end of August.

The Deputy Leader and Cabinet Member for Environment said that the approach for a longer lead-in time had been made clear in business planning for this financial year to allow space to the groups involved to develop their ideas and to achieve the right outcomes. He spoke about his role and that of the FLVC on the stage 2 panel who were all learning from the process and stated that once the legal proforma was in place, there was likely to be more movement on transfers towards the end of 2015.

The tabled spreadsheet showed the current status of all expressions of interest, noting the sensitivities as some organisations may not be ready at this stage to complete the process. Whilst commenting on the good level of interest, the Chief Executive said that the lead-in period was important to allow groups to develop their own opportunities and that once set up, the initiative would sell itself to community groups with the financial support as a further incentive. He spoke about the Council's positive partnership with FLVC, adding that the approach to the programme had been well received by other bodies, such as One Voice Wales which represented Town and Community Councils across Wales.

In thanking officers for personally meeting with Town and Community Councils, Councillor Ian Dunbar commented on the favourable pace at which progress was being made and the importance of groups coming together to retain

key local assets. In response to a query on the Scout premises in Connah's Quay, he was told that positive discussions had taken place and that there were still opportunities to engage in the CAT process on the basis of a 27 year lease.

Councillor Clive Carver welcomed the additional information on the spreadsheet and felt that this should be provided for future updates to the Committee to show progress, during closed session if necessary. The Chairman explained that the information had not been available at the time of finalising the agenda and that due consideration had been required on the content of the spreadsheet. The Chief Executive confirmed that the information would be shared as part of future updates. Councillor Carver queried progress on some of the data on the spreadsheet and was advised that additional time was required to seek clarity on deeds and legal documentation such as covenants which may restrict certain types of use of such assets.

Councillor Paul Shotton welcomed the level of interest generated and the Council's commitment on funding support. He suggested that FLVC colleagues could be invited to a future meeting to discuss their involvement and sought more information on options for Buckley and Connah's Quay. The Chief Officer provided an explanation on Community Asset Trusts which was a different model currently being explored in Buckley to bring together a group of assets in that area. He confirmed that an expression of interest had also been received for the Connah's Quay Youth Centre linked to other assets on the same site.

Following agreement by the Chairman that the invitation to FLVC could be included on the Forward Work Programme, the Chief Officer suggested that this could also incorporate feedback from organisations going through the process.

Councillor Dave Mackie queried the inclusion of street-lighting in the list of relevant categories and said that some people had expressed their frustration at being unable to move forward due to a lack of information shared. The Chief Officer stated that a number of Town and Community Councils had already taken on responsibility for street-lighting outside the CAT process. He explained that the schedule of available assets with cost data had been shared and that requests for further data had been dealt with. He went on to refer to the range of available assets and the level of work involved in responding to genuine requests for further information. When asked about access to grant funding, he said that discussions were taking place on opportunities for match-funding, lottery funding and support from large local businesses.

Councillor Mackie raised a number of concerns expressed by individuals about the potential of returning assets at the end of the 27 year lease period and suggested that these could be resolved by freehold transfer. The Chief Executive explained that the assets were likely to be owned by a public body (through the 27 year lease), and would be protected by leases that would be renewed at the end of their lease term, and that this would be a legacy arrangement for any new Local Authority with the expectation for re-negotiation with the leaseholder as a first option. On the return of play areas after the 27 year period, he felt that the Authority would be sympathetic to changing circumstances and could consider options to retain as open spaces if and when play equipment was withdrawn. On funding, Town/Community Councils were being asked to consider the most

appropriate model where a range of opportunities such as Welsh Government or European funding, not available to the County Council, could be accessed.

Following further remarks by Councillor Mackie on sharing intelligence about the process, the Deputy Leader said that the Council was leading on CAT in Wales, as demonstrated by the level of interest by other Welsh Authorities at the conference hosted by the Council. He referred to the comments around lack of information sharing and encouraged Members to liaise with officers on specific examples. The Chief Executive spoke about the potential to extend the role of FLVC to provide networking support and for the programme to share legal costs.

Councillor Chris Dolphin welcomed the efforts of senior officers in meeting with Town/Community Councils and agreed that the Council's position on CAT was more advanced than others across Wales. He referred to the complex paperwork, the need for feedback from those who had completed the process and asked if the sourcing of external legal support could help to speed up progress. He agreed to speak to the Chief Officer outside the meeting on the possible relocation of a sports log cabin to Bagillt. On the creation of the template, the Chief Officer said that only limited Legal involvement was envisaged to be needed in the future but that any capacity issues identified would require alternative resources to be sought elsewhere to avoid any delay in the process.

The Chief Executive explained that local groups were able to make their own enquiries with the Council, however due to the sensitivities involved, the preferred approach was for the Council to first engage with Town and Community Councils to enable them to consider the range of assets in those areas and encourage them to liaise with local groups.

Councillor Ron Hampson commented on the need to provide data on running costs to help decision-making on the potential Community Asset Trust in Buckley. The Chief Officer was aware of a similar Trust created in England and that if progressed here, this could present an opportunity to lever in grant support. With regard to running costs, these would be provided however the amount of data depended on the type/size of asset involved.

Councillor Andy Dunbobbin referred to positive examples of CAT such as the library in Bagillt and Arnos Vale Cemetery Trust in Bristol as a social enterprise project. In response to earlier concerns raised on the transfer of play areas, he said that other options and sources of support were available.

Following questions from Councillor Steele-Mortimer, the Chief Officer provided clarification on the title headings in the spreadsheet. On the community centre in Trelogan, he advised that this had been considered by the panel with further information being sought from the applicant.

The Chief Executive welcomed suggestions from local Members to explore different options for assets in their wards, such as that put forward by Councillor Mike Reece for the school, youth club and community hall in Bagillt.

In response to a question from Councillor Dolphin, the Chief Officer advised that since the start of the programme, around seven CATs had been

completed on 25 year leases: this lease period was linked to lottery funding and their requirement to be able to demonstrate a long period and commitment. The lease period had since been extended to 27 years to allow the respective organisation a two year settling-in period.

RESOLVED:

That the approach to Community Asset Transfers be endorsed.

16. FORWARD WORK PROGRAMME

The Member Engagement Manager introduced the current Forward Work Programme. The following were agreed:

- The venue for the next meeting on 28 September to be confirmed by the Member Engagement Manager.
- Following discussion on the previous agenda item, the meeting scheduled for 2 November to be changed to an all-Member workshop on Community Asset Transfers with an invitation to be extended to the Flintshire Local Voluntary Council and groups which had completed the process.
- Further updates on Community Asset Transfers to include the additional information discussed under the previous agenda item.

The Member Engagement Manager took the opportunity to remind Members of the workshop arranged for the following day to develop forward work planning for all the Overview & Scrutiny committees.

RESOLVED:

That the Forward Work Programme be updated accordingly.

17. MEMBERS OF THE PRESS AND PUBLIC IN ATTENDANCE

There was one member of the press in attendance.

(The meeting started at 2.00 pm and ended at 3.28 pm)

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Chairman

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FLINTSHIRE COUNTY COUNCIL

REPORT TO: **ORGANISATIONAL CHANGE OVERVIEW & SCRUTINY COMMITTEE**

DATE: **28TH SEPTEMBER, 2015**

REPORT BY: **CHIEF OFFICER ORGANISATIONAL CHANGE**

SUBJECT: **CLWYD THEATRE CYMRU PROGRESS REPORT**

1.00 PURPOSE OF REPORT

To provide 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.

2.00 BACKGROUND

2.01 In 2014 CTC was described as “an arts centre with Wales' premier drama producing theatre (making 6-8 of its own productions per year) at its heart. It played to a 200,000 audience per annum, its annual turnover was around £5m and it employed around 200 people. Combined with its Theatre for Young People, it was the third largest client of the Arts Council of Wales with total public funding of £2.45m. The Theatre for Young People was a distinct Arts Council of Wales revenue funded organisation with its own Artistic Director, artistic policy and business plan, and reports to the Board of Governors.”

2.02 CTC is part of the Local Authority structure. It is managed by a Board of Governors and the following extracts from the ‘Theatres Governance Arrangements’ form key elements of the role of Board.

- The Board of Governors/Trustees will operate as a semi-independent Committee of the Council and co-opt external Members with responsibility for the artistic, financial and business performance of the Theatre.
- The Board has dual reporting to Flintshire County Council and the Arts Council of Wales.
- The Board will have a sufficiently inclusive membership to maintain sound and productive relationships with the Council and the Arts Council of Wales and the arts and business communities of Wales.
- The Council retains full legal and financial responsibility and

liability for the Theatre.

- The Board and appointed Officers of the Theatre and the Council have delegated authority to oversee artistic, business and financial affairs according to its business plan without undue interference by the Council.

2.03 As part of the Business Planning process all services went through to put forward budget proposals for 2015/16 onwards, CTC identified the following changes that were approved by the Council.

- To develop a new and more efficient operating model.
- The setting of a 1/3 Council budget reduction (£0.350m) over 2 years with a £0.200m reduction in 2015/16. To achieve this by a reduction in programme from 8 to 6 in house productions, a more efficient operation, and an increase in income. The plan outlined the priority of appointing a new Artistic Director and a commitment to future consideration of an alternative method of delivery to support change.

2.04 In addition Council members in agreeing these proposals commented on the importance of monitoring CTC's progress in increasing its commerciality and becoming closer to the local community.

2.05 As well as facing reductions in funding from the Council CTC is also currently applying to remain an Arts Council of Wales funded organisation. It will not find out the final outcome of this process, which will include future funding levels, until later in the year.

2.06 Therefore this report, which will follow a tour of CTC, aims to provide scrutiny with the ability to:

- comment on progress against the business plan, and new operating model, including delivery of the identified savings;
- hear the new emerging artistic vision for CTC from the newly appointed artistic director who took up post in August 2015;
- comment on the progress of CTC in increasing its commerciality and becoming closer to the local community.

3.00 CONSIDERATIONS

3.01 The following sections form a report from the new Artistic Director at CTC detailing progress against the business plan and detail on the emerging artistic vision, increasing commerciality and becoming closer to the community.

3.02 **Section 1 – Ongoing Priorities : Delivering our core annual ACW remit as follows**

3.02.1 A programme of 6-8 in-house shows:

This season is in the process of being developed but will embrace a broader range of work than in previous years, to include new writing, musical theatre, a regional premiere, Welsh language work and co-productions, as well as revivals of classic works.

3.02.2 Touring work around Wales:

We are continuing to explore touring possibilities and have been in discussions with several companies about next year's season. We are negotiating two possible UK tours for the latter half of 2016.

3.02.3 Developing a culture of new writing at the heart of our work:

We will be producing two new plays in autumn 2016 and workshopping at least one new musical in collaboration with a commercial co-producer in summer 2016. We are also working with a new organisation, Playwrights Studio Wales, to bring writers into the theatre in a series of regular residencies.

3.02.4 Presenting a diverse range of quality visiting work, film and visual art. Ensuring the best possible artistic quality and financial/operational management throughout:

We have been working to ensure that we programme further ahead in order to be able to secure higher quality touring shows and more favourable financial deals. We have also been working towards a more holistic approach to the work across the whole building and all the art forms that we present.

3.03 **Section 2 - Short/medium term (2015/16 - 2016/17)**

3.03.1 Appoint a new Artistic Director with a new artistic vision:

Tamara Harvey took up post on August 3rd 2015 and is 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 becomes a welcoming home for the community and a beacon of innovation across the creative arts in Wales, the UK and beyond.

3.03.2 Deliver on reduced FCC funding by £200k in 2015/16 through a robust and financially sustainable business framework:

a) How the £200k this year will be delivered:

Plan from the board papers		£000s
- The budget incorporates public funding cuts of £200k from FCC and £34k from ACW.		(234)
- The surplus from 2014/15 brought forward.		26
- The net production budget has been reduced by £120k. This has been managed by replacing our own main house production with 4 weeks of visiting work which has generated additional net income of £10k. It should be noted that this is not practical to any greater extent due to the limited amount of visiting work available to a venue of our size and the impact this would have on our ACW funding.		120
- Marketing staff have been redeployed to earlier panto build and other projects.		10
- The marketing budget has been reduced by £10k in respect of the lost production and a further £10k to reflect our decision to extend the Autumn brochure to 4 months to chime with the transfer of programming to the new Artistic Director.		20
- Contribution from ancillary trading is planned to increase by £10k, especially with the planned		10

appointment of the new Events Manager in June.		
- Savings on energy costs (actual metering) /waste disposal amount to £18k.		18
- Ongoing staff savings arising from vacancies		30
Net Impact		0

b) Update on Delivery of Savings September 2015

- We're well on target to deliver this – the lost CTC show in the main house was replaced with 4 weeks of visiting work which played to 11,311 people and generated a surplus of £28k which was £18k higher than the planned £10k above.
- We are working with an independent advisor to deliver a full staffing restructure, which will enable us to better exploit our resources and explore new revenue streams.
- We are also developing a new marketing plan to enable us to reach out to different and more diverse audiences. Our season beginning in February 2016 will look to present a more varied programme of work with a greater number of collaborators. We are also working with new casting directors to ensure that we broaden our company of artists to further appeal to different audiences.

3.03.3 Find a means to claim Theatre Tax Relief and possible VAT Cultural Exemption as soon as practicable:

The position with this is that theatre specialist lawyers, Harbottle & Lewis supported by VAT specialists, SOCVAT, have been retained to help us resolve the issue of how a local authority owned venue can access the tax relief. Theatre Tax Relief (TTR) is claimable by tax eligible entities that create and deliver theatre productions and tours. The tax relief represents 16% (20% x 80%) of production costs excluding running which at current operating levels would amount to additional income of around £100k pa. A higher amount of 20% is also available in respect of touring productions. So, we need to create an appropriate tax eligible entity. Work is ongoing to complete establishing tax entity that achieves what we require.

3.03.4 Find creative solutions through new ways of working and initiating new partnerships and collaborations in all areas of our work, pursuing our Welsh Producing Consortium initiative:

Potential co-productions being explored for 2016 include work with Sherman Cymru, Wales Millennium Centre, St James Theatre

London, Theatre Iolo, Clean Break, Headlong and two commercial producers. Our team have had fruitful meetings with Venue Cymru, Aberystwyth Arts Centre and Chester Performs about ensuring greater collaboration in the future.

3.03.5 Develop our Celtic Festival of new writing in collaboration with theatres and companies from the other Celtic nations:

The Celtic Festival is currently pencilled for May 2016 and is being envisaged as an explosion of Celtic work in the building - bigger, bolder, more concentrated (with a big opening weekend and only a three week run) and encompassing all of the art forms and spaces in our building.

3.03.6 Develop an Annual Report to reflect and promote everything we do:

We have been consistently working with our Business Reports and developing these further as our new Artistic Director develops the new vision for Theatr Clwyd.

3.03.7 Extend our community links to a bigger and broader range of people:

This is a vital part of our new vision and will lie at the heart of all we do. The new Artistic Director has been meeting with different community groups and individual local artists to explore how we can create greater links. We are looking to relaunch the Youth Theatre in 2016 and to work with a wide range of community organisations to provide opportunities for artistic engagement both within and without the building. On 31 October 2015 is 'Open Doors', a day of free events in Theatr Clwyd for young and old alike, with all areas of the building - including wardrobe, props, rehearsal rooms and backstage areas - open to be explored. We are currently working with local partners on plans for an ice rink on the side of the building during the Christmas period, in order to draw more people up the hill. These plans will also include transportation for those in Community First areas. We are also looking to produce a site-specific immersive theatre piece in a house in Mold for this same period. The tunnel between the car park and the theatre is to house art by local schoolchildren and we are working with Betsi Cadwaladr University Health Board – Arts in Health & Wellbeing to pilot an arts scheme for the elderly and mentally ill.

3.03.8 Progress our building refurbishment project on to its development stage:

Work is taking place on a fundraising strategy for capital development and we are talking with a number of experienced colleagues about how to progress this in order to capitalise on our 40th anniversary celebrations next year. We are also working on a short/medium term programme of work to try out 'rough' versions of proposed changes,

both so that we can understand possible strengths and weaknesses and so that our audiences can join us in the journey towards a full capital development project.

3.04 Section 3 - Medium/long term (2016/17 to 2017/18)

3.04.1 Continuing from the planned achievements above, and Implementation of the new Artistic Director's vision, including developing partnerships and projects with Welsh companies and others:

We are striving to become a vital and vibrant arts centre at the heart of our community and a creative home for artists from Wales and beyond where new work can be created and new ways of working explored. We are reaching out to Welsh artists, theatre companies, dance companies and more, and to companies in the rest of the UK and beyond. We are working to make our building more accessible, more welcoming and more alive, through visual changes and through pre and post-show events in our foyers and other spaces.

3.04.2 Develop our first co-production with National Theatre Wales, a new play for summer 2016:

We are working with various Welsh companies and companies in the rest of the UK to create co-productions for the 2016 season.

3.04.3 Restore the position of New Plays Associate along with a commissioning budget:

This is a target for 2016, to be developed in light of the staff restructure. In the meantime, we are in conversation with several contemporary writers about future commissions and are working with Playwrights Studio Wales to place Theatr Clwyd at the heart of new writing in Wales.

3.04.4 Deliver on reduced FCC funding by another £150k in 2016/17 bringing the total grant to around £650k:

2016/17 target

Savings	£000s
Reduced Production budget – CTC shows	50
Staff cost savings	60
Overhead savings	5
Income	
New visiting contribution	5
Extra trading contribution	10
New Events income	15
Other donated income	5
Ticket price increases	0

TOTAL	150
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a) How the £150k next year will be delivered - Savings

Next year is currently less specific – the original plan presented to the Board in November is attached below and whilst the savings will still be in the same areas, with the changes to our methodology that are now becoming a (welcome) reality, we would expect to achieve the production savings without reducing the number of our own shows. Co-productions, longer term planning and a new approach to production design, whilst maintaining quality, should achieve the savings. We're also reviewing our pricing and marketing strategies exploring dynamic pricing, etc. We're currently engaged in a complete staff structure review - this will be complete by Christmas and implemented by March 2016, which will generate the planned staff savings. As part of this the Events Manager post will be reviewed and implemented to generate the proposed ancillary commercial income.

b) Income

This is mostly picked up above with regard to ancillary trading. The function room refurbishment is now complete and a Commercial Manager will be appointed to drive this activity forward. We've started selling confectionary which will generate additional revenue and we'll be engaging on a completely new marketing campaign broadening our appeal significantly to include all sectors of the community and developing all sorts of additional daytime activities to ensure the building is used much more. Sponsorship is also being developed and with longer term planning arcs has a much better chance of generating income. Basically a big shift in mindset and company culture. Visiting work in the main house is to be pursued on a more commercial basis along the lines of the gains achieved this spring and the artistic programme itself will also contribute to this as we find further life for our work through touring.

3.04.5 Develop our family audience and Arts and Learning programme:

Theatre for Young People continues to work with local schools and young people. We are working with BCUHB - Arts in Health & Wellbeing to deliver a pilot scheme for the elderly and those with mental health issues. We are relaunching our Youth Theatre in 2016 and are looking to turn Studio 2 into a dedicated space for young people and young artists. We are also exploring a possible story telling area and soft play area within our public spaces.

3.04.6 Explore our position within the national Welsh Arts Strategy with a

view to consolidating our national presence and contribution:

The Artistic Director has had fruitful discussions with the Chief Executive at the Arts Council of Wales and is working on ambitious plans for our 40th anniversary to work with high profile Welsh artists in defining and articulating a Welsh theatrical canon.

- 3.04.7 Transform our building into a crucible of creativity – a cultural and social hub buzzing day and night:

This is absolutely integral to all our plans. As well as our artistic programming, we are working on short, medium and long terms plans to revitalise our foyer spaces in terms of both the entertainment on offer and the food and drink available.

- 3.04.8 Move the capital feasibility study through the development stage:

Technical staff are working to progress the design plans and the work on the staffing restructure will be crucial to ensure there are the right skills in the team to develop the capital project.

4.00 RECOMMENDATIONS

- 4.01 To comment on CTC's progress against delivery of it's business plan and identified savings.
- 4.02 To comment on the emerging artistic vision of the theatre.
- 4.03 To comment on CTC's progress in increasing it's commerciality and becoming closer to the local community.

5.00 FINANCIAL IMPLICATIONS

- 5.01 This report details the progress CTC has been making on delivery a revised budget that includes reductions from the Council and the Arts Council of Wales.

6.00 ANTI POVERTY IMPACT

- 6.01 CTC aims to increase it's links with communities including those that are unlikely to visit the theatre due to their financial circumstances.

7.00 ENVIRONMENTAL IMPACT

- 7.01 The capital project at CTC will play a major part in making the theatre more environmentally sustainable.

8.00 EQUALITIES IMPACT

- 8.01 CTC strives to provide artistic opportunities for all with an increasing

emphasis on young people and local communities.

9.00 PERSONNEL IMPLICATIONS

9.01 A complete staffing restructure is underway and will be overseen by the CTC Board.

10.00 CONSULTATION REQUIRED

10.01 Engagement will take place with Local Communities to develop CTC's future programme.

11.00 CONSULTATION UNDERTAKEN

11.01 CTC Board has considered Business Plan updates.

12.00 APPENDICES

12.01 No appendices

**LOCAL GOVERNMENT (ACCESS TO INFORMATION ACT) 1985
BACKGROUND DOCUMENTS**

None

Contact Officer: Tamara Harvey, Artistic Director
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Email: harvey.tamara@google.com

FLINTSHIRE COUNTY COUNCIL

REPORT TO: **ORGANISATIONAL CHANGE OVERVIEW & SCRUTINY COMMITTEE**

DATE: **28TH SEPTEMBER, 2015**

REPORT BY: **CHIEF OFFICERS ORGANISATIONAL CHANGE**

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

1.0 PURPOSE OF REPORT

To provide a report and presentations on the completed feasibility work for these services, including preferred Alternative Delivery Model (ADM) options, and to share the initial priorities for the business planning phase of work. The aim is to enable Scrutiny to comment on the feasibility studies and help inform the business planning work.

2.00 BACKGROUND

- 2.01 The aim of ADMs 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).
- 2.02 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.
- 2.03 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.

3.00 CONSIDERATIONS

- 3.01 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.

- 3.02 At the end of the feasibility stage services identified their preferred delivery model option, having considering 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.
- 3.03 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.
- 3.04 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.
- 3.05 The preferred options for each service and issues / conditions to be covered in the business planning stage are detailed below.

Service	ADM Recommendation	Conditions
1. Leisure	<ul style="list-style-type: none"> - Community Asset Transfer of local leisure facilities - Mutual / Co-operative for retained commercial facilities - Joint Mutual / Cooperative with Libraries 	<ol style="list-style-type: none"> 1. Delivery of a 50% saving across leisure and libraries budgets over 5 years. 2. Assessment of capital issues and potential solutions during business planning. 3. Priority be placed on using commercial and trading approach to sustain play areas that would otherwise be lost and the amount of play areas that can be retained to be identified as part of business planning process. 4. Determination of final legal governance model as part of business planning. 5. Agreement of final financial assumptions between Council and Services as part of business planning.

		6. Assessment of VAT implications and solutions as part of business planning. 7. Completion of a communications plan for staff and the public prior to business planning starting.
2. Libraries	<ul style="list-style-type: none"> - Community Asset Transfer of local library facilities - Mutual / Co-operative for retained hub libraries - Joint Mutual / Cooperative with Leisure 	- Same as above for leisure
3. Facility Management Services	<ul style="list-style-type: none"> - Take forward consideration of a TECKAL Company 	<ol style="list-style-type: none"> 1. Provide absolute clarity and detail on why a TECKAL was chosen i.e. how it will deliver the benefits identified. 2. Detail how the quality of the service will be guaranteed. 3. Stretch the savings to 50% over 5 years. 4. Address how consistency of delivery to School will be Ensured.

3.06 The two other services at the same stage of work, Day Care Service and Work Opportunities will bring forward their feasibility studies and priorities for business planning to the next Scrutiny Committee meeting.

4.00 RECOMMENDATIONS

4.01 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.

5.00 FINANCIAL IMPLICATIONS

5.01 Financial projections will be detailed in the presentations. The services are working on the basis of a 30% saving over 3 years and a

50% saving over 5 years.

6.00 ANTI POVERTY IMPACT

6.01 The aim of the work is to protect services at risk and this will in particular support individuals and communities who need these services.

7.00 ENVIRONMENTAL IMPACT

7.01 None as a direct result of this report.

8.00 EQUALITIES IMPACT

8.01 The aim of this work is to try and maximise service provision within in a sustainable budget and operating model. This should enable services to still work within targeted groups.

9.00 PERSONNEL IMPLICATIONS

9.01 A range of personnel implications including TUPE and pensions will be considered during the business planning and the stage after this if they proceed i.e. set up.

10.00 CONSULTATION REQUIRED

10.01 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.

11.00 CONSULTATION UNDERTAKEN

11.01 None at this stage.

12.00 APPENDICES

12.01 None

**LOCAL GOVERNMENT (ACCESS TO INFORMATION ACT) 1985
BACKGROUND DOCUMENTS**

Slides and Documents provided at the All Member workshop on
Alternative Delivery Models

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ORGANISATIONAL CHANGE OVERVIEW & SCRUTINY COMMITTEE

Date of Meeting	28 th September, 2015
Report Subject	Quarter 1 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 first 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 1 Improvement Plan Monitoring Report, highlight concerns and feedback details of any challenge to the Corporate Resources Overview & Scrutiny Committee who is responsible for the overview and monitoring of performance.
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REPORT DETAILS

1.00	EXPLAINING THE 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	CAMMS has been purchased to provide benefits which include: <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	During the process of setting the Improvement Plan into CAMMS, some changes were required/requested by officers. A log of all changes made can be found at Appendix 2.
1.05	Analysis of performance against the Improvement Plan measures is undertaken using the RAG (Red, Amber and Green) status. This is defined as follows:- <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.
1.06	The high level (RED) risk area identified for the Organisational Change Overview & Scrutiny Committee, is as follows:-

1.06.1	<p>Priority: Modern and Efficient Council (Improving Resource Management) <i>Risk: The capacity and capability of the organisation to implement necessary changes.</i></p> <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.</p>
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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 has been reported on for quarter 1 and the detail is included in the report at Appendix 1.

5.00	APPENDICES
5.01	Appendix 1 – Improvement Plan Monitoring Report
5.02	Appendix 2 – Log of changes to the Improvement Plan 2015/16.

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/



Improvement Plan Progress Report for the Organisational Change

Overview & Scrutiny Committee Quarter 1 2015/16

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Flintshire County Council





8 Modern and Efficient Council



8.1 Supporting communities to become more resilient

8.1.1 Developing Communities



ACTIONS

ACTION	RESPONSIBLE PERSON	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	20.00%	 GREEN	 GREEN



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 20% complete relates to this being a three year plan of work. Last Updated: 27-Aug-2015

ACTION	RESPONSIBLE PERSON	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	15.00%	 GREEN	 GREEN

Developing and publicising a volunteering policy by November 2015. Work 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. Last Updated: 27-Aug-2015

ACTION	RESPONSIBLE PERSON	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	40.00%	 GREEN	 AMBER

Feasibility studies have been completed for 5 services who are now working toward completing business plans. We are on target in terms of progress for time elapsed, but the risks are quite high for achieving the desired outcomes by the end of the two year plan, hence the amber outcome RAG status. Last Updated: 27-Aug-2015


ACTION	RESPONSIBLE PERSON	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	25.00%	 GREEN	 AMBER

Seven Community Asset Transfer (CAT) business plans have now been approved which will progress through to completion and transfer of assets. Over 60 expressions of interest have been received in total. We are on target for 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: 27-Aug-2015

PERFORMANCE INDICATORS

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TITLE	LEAD OFFICER	SUPPORTING OFFICER	PERIOD TARGET	PERIOD ACTUAL	PROGRESS RAG	PROGRESS COMMENTS
The number of public assets transferred to the community	Neal Cockerton – Chief Officer – Organisational Change	Paula Blellock – Senior Valuer	0.00	0.00	 GREEN	No completions Apr-Jun 2015; 6 applications approved at Stage 2 but no anticipated completions July-Sept 2015. Target to be met by end financial year for 2015/16.



RISKS

RISK TITLE	LEAD OFFICER	SUPPORTING OFFICER	INITIAL RATING	CURRENT RATING	PROGRESS COMMENTS
The capacity and appetite of the community and social sectors	Ian Bancroft - Chief Officer - Organisational Change 1	Sian Speed – Executive PA – Organisational Change 1 & 2	 Moderate (3)	 Moderate (3)	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.
The willingness of the workforce and trade unions to embrace change	Ian Bancroft - Chief Officer - Organisational Change 1	Sian Speed – Executive PA – Organisational Change 1 & 2	 Major (4)	 Moderate (3)	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.
Market conditions which the new alternative delivery models face	Ian Bancroft - Chief Officer - Organisational Change 1	Sian Speed – Executive PA – Organisational Change 1 & 2	 Moderate (3)	 Moderate (3)	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.
Limitations on public funding to subsidise alternative models	Ian Bancroft - Chief Officer - Organisational Change 1	Sian Speed – Executive PA – Organisational Change 1 & 2	 Major (4)	 Moderate (3)	The "Is the Feeling Mutual" report published on behalf of Welsh Government identified the need to support Alternative Delivery Models (ADM) 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.




8.2 Front line services are efficiently and effectively supported

8.2.1 Improving Resource Management

ACTIONS

ACTION	RESPONSIBLE PERSON	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-2016	2.00%	 AMBER	 GREEN
<p>The Council has been working through this activity on a number of levels as follows:-</p> <ul style="list-style-type: none"> - 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 rationalisation of space <p>Last Updated: 27-Aug-2015</p>							

PERFORMANCE INDICATORS

TITLE	LEAD OFFICER	SUPPORTING OFFICER	PERIOD TARGET	PERIOD ACTUAL	PROGRESS RAG	PROGRESS COMMENTS
The percentage reduction in the floor space (m2) of office accommodation occupied	Neal Cockerton - Chief Officer - Organisational Change 2	Lisa McLellan – Asset Manager	5.00%	5.00%	 GREEN	Reduction related to a number of initiatives from the increased utilisation at Flint Offices, demolition of Connahs Quay Offices and the relation of staff to Alltami.
Reduction in the running costs of corporate accommodation	Neal Cockerton - Chief Officer - Organisational Change 2	Lisa McLellan – Asset Manager	0.50%	0.50%	 GREEN	Progress following moves to Alltami and the increased utilisation of Flint Offices together with the demolition of Connahs Quay Offices all contributing to this current outturn.
Agile working - desk provision as a percentage of staff (County Hall)	Neal Cockerton - Chief Officer - Organisational Change 2	Lisa McLellan – Asset Manager	15.00%	24.50%	 GREEN	A move plan has been developed with relocations into phase 1 to progress following fire prevention works which must be undertaken before staff move commences. Desk provision equates to a ratio of 8m2 per person.

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Corrections / Amendments to Improvement Plan 2015/16 following Council approval**Improvement Plan:**

Page	Detail	Correction / Amendment
11	The impact for the Safeguarding sub-priority was missing: 'Ensuring adults, young people and children are safeguarded'.	Correction
11	The impact for the sub-priorities Business Sector Growth and Town and Rural Regeneration were incorrectly stated as 'Enabling more people to live independently and well at home' but should have read 'Creating jobs and growing the local economy'.	Correction
11	The impact for the sub-priority Transport Infrastructure and Services was incorrectly stated as 'Helping people to access employment, local services and facilities' but should have read 'Safely accessing employment, local services and facilities'.	Correction
11	The impact for the sub-priority Sustainable Development and Environmental Management was incorrectly stated as 'Developing and protecting the environment' but should have read 'Environmental development which maximises social and economic benefits'.	Correction
11	The impact for the sub-priority Developing Communities was incorrectly stated as 'Supporting communities to be resilient' but should have read 'Supporting communities to become more resilient'.	Correction
11	The impact for the sub-priority Improving Resource Management was incorrectly stated as 'Supporting front line services to perform well whilst being efficient' but should have read 'Front line services are efficiently and effectively supported'.	Correction
12	Sub-priority: Appropriate and Affordable Housing A measure to increase the number of gifted new homes using the Community Infrastructure Levy (CIL) was included under activity 2 (stimulate the growth of affordable housing). This has been amended as the CIL cannot be introduced until the LDP is adopted and this is approximately 3 years away. The measure has been changed to 'Increasing the numbers of gifted new homes using Section 106 Planning Agreement'.	Amendment
14	Sub-priority: Independent Living A measure to monitor care home inspection reports under the activity 'Ensure Care Home Provision within Flintshire enables people to live well and have a good quality of life', has been amended to reflect the monitoring of care homes, which will be undertaken through existing	Amendment

	contract monitoring arrangements.	
14	Sub-priority: Independent Living The milestone to evaluate the impact of the pilot project being undertaken with Age Concern 'Listening Voices' should have read 'Listening Friends'.	Correction
15	Sub-priority: Integrated Community Social & Health Services The four risks for this sub-priority have been amalgamated into two: (1) Funding between Health and the Council does not transfer smoothly e.g. CHC, ICF, Primary Care Funds (2) Service Provision is not coordinated / integrated	Amendment
21	Sub-priority: Safe Communities The risk 'New Community Safety Partnership arrangements will not be effective enough to fully deliver its priorities' has been reworded for clarity to 'Grant funded services that are administered through the Community Safety Partnership are not delivered effectively'.	Amendment
22	Sub-priority: Poverty A measure to increase the number of <i>parents</i> receiving an enhanced Health service, under the activity 'Help children, young people and families, in or at risk of poverty achieve their potential', should have read <i>children</i> .	Correction
25	Sub-priority: Sustainable Development & Environmental Management The risk 'The necessary planning approvals are not secured' has been amended for clarity to 'The necessary planning approval for the waste transfer station is not secured'.	Amendment
25	Sub-priority: Sustainable Development & Environmental Management The risk 'Recycling and energy efficiency programmes are not supported by the public and employees' has been amended removing the reference to energy efficiency programmes as they have a good response.	Amendment
27	Sub-priority: Improving Resource Management The measures under the activity 'Optimise purchasing efficiencies through the use of regional and national procurement collaborations and through the increased use of electronic solutions' were incorrect and related to alternative delivery models. They should have read: <ul style="list-style-type: none"> • Creating efficiencies through the use of the regional and national procurement collaborations. • Reducing the cost of procurement through the use of end to end electronic purchasing. 	Correction

Supporting Document (How we measure achievement):

Page	Detail	Correction / Amendment
2	Sub-priority: Appropriate and Affordable Housing The milestone to introduce the Community Infrastructure Levy (CIL) by July 2015 has been deleted. The CIL cannot be introduced until the LDP is adopted and this is approximately 3 years away.	Amendment
3	Sub-priority: Appropriate and Affordable Housing A measure to increase the number of gifted new homes using the Community Infrastructure Levy (CIL) was included under activity 2 (stimulate the growth of affordable housing). This has been amended as the CIL cannot be introduced until the LDP is adopted. The measure has been changed to 'The number of gifted new homes realized through Section 106 Planning Agreement between the Council, NEW Homes and the developers'.	Amendment
6	Sub-priority: Independent Living The milestone to evaluate the impact of the pilot project being undertaken with Age Concern 'Listening Voices' should have read 'Listening Friends'.	Correction
6	Sub-priority: Independent Living A measure to monitor care home inspection reports has been deleted and replaced with the contract monitoring measures to monitor care homes which are a 'service of concern' or deemed to be 'in escalating concerns'. In addition, the baseline data and targets for both have been confirmed as 3 and 2 respectively.	Amendment
7	Sub-priority: Independent Living The measure referenced 'SCAM2L' should have been referenced 'SCAL/023'.	Correction
12	Sub-priority: Business Sector Growth The roll out of superfast broadband across the county had been included as both a milestone and a measure. It should only have been included as a milestone; measure now deleted.	Correction
14	Sub-priority: Town and Rural Regeneration The milestone '72 unit extra care development in Flint by <i>Wales and West</i> to start construction in August 2015' should have read <i>Pennaf</i> .	Correction
23	Sub-priority: Maximising Income The measure to increase the numbers of <i>parents</i> receiving an enhanced Health service, under the activity 'Help children, young people and families, in or at risk of poverty achieve their potential', should have read <i>children</i> . In addition, the baseline data (2014/15) should have been 1515 instead	Correction

	of 1236.	
24	Sub-priority: Maximising Income The measure 'amount of additional Social Security and Tax Credits paid to Flintshire residents as a result of the work undertaken by Flintshire County Council', had been duplicated; one now removed.	Correction
26	Sub-priority: Fuel Poverty The target for the measure 'number of private homes receiving energy efficiency measures' had been incorrectly stated as 750. In total the target is for 750 homes to receive measures; 350 private homes and 400 council homes.	Correction
28	Sub-priority: Transport Infrastructure and Services The impact was incorrectly stated as 'People being able to safely access employment, local services and facilities' and should have read 'Safely accessing employment, local services and facilities'.	Correction
32	Sub-priority: Sustainable Development & Environmental Management The milestone for securing planning permission for the introduction of a waste transfer station by July 2015 has been expanded to include reference to its proposed location (Greenfield).	Amendment
34	Sub-priority: Developing Communities A milestone for the development and publishing of a volunteering policy was incorrectly included under the activity 'Ensure community benefit through our commissioning of goods and services. This has now been removed.	Correction
36	Sub-priority: Improving Resource Management The 2015/16 target for the amount of efficiency targets achieved should have been £12.874m in line with the final approved budget, not £10.3m.	Correction

FLINTSHIRE COUNTY COUNCIL

REPORT TO: **ORGANISATIONAL CHANGE OVERVIEW & SCRUTINY COMMITTEE**

DATE: **MONDAY 28 SEPTEMBER, 2015**

REPORT BY: **MEMBER ENGAGEMENT MANAGER**

SUBJECT: **FORWARD WORK PROGRAMME**

1.00 PURPOSE OF REPORT

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

2.00 BACKGROUND

2.01 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 Strategic Assessment of Risks & Challenges.

2.02 In identifying topics for future consideration, it is useful for a 'test of significance' to be applied. This can be achieved by asking a range of questions as follows:

1. Will the review contribute to the Council's priorities and/or objectives?
2. Is it an area of major change or risk?
3. Are there issues of concern in performance?
4. Is there new Government guidance or legislation?
5. Is it prompted by the work carried out by Regulators / Internal Audit?

3.00 CONSIDERATIONS

3.01 Overview & Scrutiny presents a unique opportunity for Members to determine the Forward Work Programme of the Committees 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.

4.00 RECOMMENDATIONS

4.01 That the Committee considers the draft Forward Work Programme attached as Appendix 1 and approve/amend as necessary.

5.00 FINANCIAL IMPLICATIONS

5.01 None as a result of this report.

6.00 ANTI POVERTY IMPACT

6.01 None as a result of this report.

7.00 ENVIRONMENTAL IMPACT

7.01 None as a result of this report.

8.00 EQUALITIES IMPACT

8.01 None as a result of this report.

9.00 PERSONNEL IMPLICATIONS

9.01 None as a result of this report.

10.00 CONSULTATION REQUIRED

10.01 N/A.

11.00 CONSULTATION UNDERTAKEN

11.01 Publication of this report constitutes consultation.

12.00 APPENDICES

12.01 Appendix 1 – Forward Work Programme

**LOCAL GOVERNMENT (ACCESS TO INFORMATION ACT) 1985
BACKGROUND DOCUMENTS**

None.

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

DATE	SUBJECT	O&S FOCUS	REPORT FROM
Monday 2 nd November 2015 10.00 a.m.	Alternative Delivery Models Business plans for social care (Members of Social & Health O&SC to be invited to attend for this item)	Information /Assurance	Ian Bancroft
	Establishing 'Intelligent Client' approaches for Valuation, Property and Estates	Information /Assurance/policy development	Neal Cockerton
	Forward Work Programme	Consultation/development	Robert Robins
Monday 7 th December 2015 10.00 a.m.	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
	Quarter 2 Mid year Improvement Plan Monitoring and Chief officer Performance report	Assurance/monitoring	Robert Robins
	Forward Work Programme	Consultation/Development	Robert Robins
Monday 11 th January 2016 10.00 a.m.	Forward Work Programme		
Friday 15 th January 2016- Friday 26 th January 2016	Budget Consultation meetings – dates for specific committees yet to be determined		

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

DATE	SUBJECT	O&S FOCUS	REPORT FROM
Monday 15 th February 2016 10.00 a.m.	Forward Work Programme		
Monday 14 th 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 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		