

Public Document Pack



Contact Officer:
Maureen Potter 01352 702322
maureen.potter@flintshire.gov.uk

To: Cllr Brian Dunn (Chairman)

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

22 June 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 Tuesday, 28th June, 2016 in the Delyn Committee Room, County Hall, Mold CH7 6NA to consider the following items

A G E N D A

1 APPOINTMENT OF CHAIR

To confirm the appointment of a Chair for the Committee.

2 APPOINTMENT OF VICE- CHAIR

To appoint a Vice-Chair for the Committee

3 APOLOGIES

Purpose: To receive any apologies.

4 DECLARATIONS OF INTEREST (INCLUDING WHIPPING DECLARATIONS)

Purpose: To receive any Declarations and advise Members accordingly.

5 MINUTES (Pages 3 - 10)

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

6 **COUNCIL FUND REVENUE BUDGET 2017/18 (FOR ORGANISATIONAL CHANGE)** (Pages 11 - 22)

Report of Chief Officer (Organisational Change), Chief Officer (Organisational Change.) - Leader of the Council and Cabinet Member for Finance

Purpose: To update on plans for future budgets and gain scrutiny views

7 **PLANS FOR PROPERTY, ESTATES AND FACILITIES MANAGEMENT SERVICES** (Pages 23 - 26)

Report of Chief Officer (Organisational Change), Chief Officer (Organisational Change.) - Cabinet Member for Waste Strategy, Public Protection and Leisure, Deputy Leader of the Council and Cabinet Member for Environment, Leader of the Council and Cabinet Member for Finance

Purpose: To update on plans for these services and gain scrutiny views

8 **PLANS FOR LEISURE, LIBRARIES, AND CULTURAL SERVICES** (Pages 27 - 32)

Report of Chief Officer (Organisational Change.) - Cabinet Member for Education


Purpose: To update on plans for these services and gain scrutiny views

9 **FORWARD WORK PROGRAMME (ORGANISATIONAL CHANGE)** (Pages 33 - 38)

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 & SCRUTINY COMMITTEE **26 APRIL 2016**

Minutes of the meeting of the Organisational Change Overview & Scrutiny Committee of Flintshire County Council held in the Clwyd Committee Room, County Hall, Mold on Tuesday, 26th April, 2016

PRESENT: Councillor David Roney (Chairman)

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

APOLOGY: Councillor Robin Guest

ALSO PRESENT: Councillors: Veronica Gay and Aaron Shotton

CONTRIBUTORS: Councillor Chris Bithell, Cabinet Member for Education; Councillor Kevin Jones, Cabinet Member for Waste Strategy, Public Protection & Leisure; Chief Executive and Chief Officers, Organisational Change

Tamara Harvey, Artistic Director of Theatr Clwyd (for minute number 60)
Pennie Corbett, Principal Librarian (for minute number 61)

IN ATTENDANCE: Member Engagement Manager and Committee Officer

57. COMMENTS FROM THE CHAIRMAN

As this was the last meeting of the Committee in the 2016/17 municipal year, the Chairman took the opportunity to thank the Members, Cabinet Members and officers for their input. He spoke positively about the approach taken to the meetings and debates which had taken place.

58. DECLARATIONS OF INTEREST (INCLUDING WHIPPING DECLARATIONS)

During discussion on Agenda Item 4 'Theatr Clwyd Progress Report', Councillor Dave Mackie declared a personal interest as he was a member of the Theatr Clwyd Board.

59. MINUTES

The minutes of the meeting held on 29 March 2016 were submitted.

Accuracy

Councillors Brian Dunn and Mike Reece had both submitted apologies for the meeting and asked that this be shown in the minutes.

RESOLVED:

That, subject to the amendments, the minutes be approved as a correct record and signed by the Chairman.

60. THEATR CLWYD PROGRESS REPORT

The Chief Executive introduced a progress report on the implementation of the business plan for Theatr Clwyd. He spoke about the importance of the theatre which was held in high regard and described the Council's support as a unique arrangement in Wales, reminding Members that this was a non-statutory service. Whilst including some risks and challenges, the business plan provided greater independence to the theatre with less reliance on financial support from the County Council and Arts Council of Wales. The Chief Executive took the opportunity to pay tribute to the level of financial and personal support for the theatre from the Arts Council and also thanked the Board Members and Chief Officers.

The Chief Officer, Organisational Change explained that the key components in achieving the sustainable business model were the creation of the robust business plan, the appointment of Tamara Harvey as Artistic Director, the recruitment of an Executive Director to manage the business side of the theatre, the staffing restructure, the building refurbishment using capital funding and future governance arrangements. He said that the theatre was in a position to sustain itself with reduced financial support for the current year, and would require flexibility to manage future pressures.

The Artistic Director provided an overview of progress on performance where a more diverse range of work was now available to appeal to wider audiences. She spoke about the generation of income from touring productions and developing a culture of new writing through different plays. A measured approach would be taken to the development of an Annual Report to provide guidance on business and artistic elements. A 3% cut in funding from the Arts Council had been better than predicted and was possibly in recognition of the theatre's place in arts across Wales. More creative solutions were being explored to deliver services due to a reduction in the production budget and information was shared on initiatives on working with young people, developing community partnerships and increasing the commerciality of the theatre. Confirmation on eligibility to claim Theatre Tax Relief was particularly welcomed and had been achieved through close working with Council officers. The new staff structure met management ambitions whilst resolving a mix of practicalities, financial and artistic concerns, and a draft Housing Agreement was currently under consideration. The valuable contributions of Trade Union and Council colleagues were noted on this work. A newly appointed Director of Marketing was due to start imminently and two other key posts would be recruited: a Director of Operations to build the commercial side of the theatre and a Director of Development to explore new revenue streams. The re-designation of a post had created an Associate role to focus on capital development projects, such as the £60,000 funding from Welsh Government to be used on short-term building refurbishments. The Artistic Director concluded by referring to her comments included in the theatre's latest brochure on the unique status of the theatre in Wales and her pride in its offer to communities which she felt was an extraordinary achievement by the Council.

Councillor Paul Shotton commended the excellent work done, in particular the decoration of the tunnel from the car park leading to the theatre with help

from local pupils. In response to questions, the Artistic Director advised that members of the Community Engagement team would be involved in the forthcoming Urdd National Eisteddfod, together with other festivals in Wales. When asked about the potential impact from the new theatre in Chester, she assumed that there would be some effect however there would also be opportunities for collaboration in supporting arts across the region and sharing marketing initiatives. In respect of theatre tax relief, it was not possible to claim retrospectively, therefore the first claim would start from the January 2016 season.

The progress made to date was also welcomed by Councillor Ian Dunbar who asked whether the work with young people would provide opportunities for all schools to be involved. The Artistic Director said that the aim was to build community partnerships by working with different schools and their feeder schools to capture a wider range of young people. She thanked Members for their positive comments on the progress of the theatre which had been achievable due to the significant contributions made by Terry Hands in his former role. On further questions, she spoke about advance advertising of productions to help with school planning and the development of a digital marketing strategy alongside the distribution of brochures which were recognised as important to the audience base.

Following a query from Councillor Nigel Steele-Mortimer on funding from the Council, the Chief Officer, Organisational Change explained that the £150K reduction in 2016/17 was the remainder of the two-year saving of £350K. The total grant for 2016/17 was around £650K, a reduction of £1m from two years ago. The Chief Executive referred to the 30% reduction targets for all Council services including the theatre, other than education and social care, which were broadly being met. He spoke about the significant reforms implemented as part of the robust business plan of the theatre, including complex work on staff restructuring with excellent support from Trade Union colleagues.

Councillor Dave Mackie welcomed the positive changes and progress made by the Artistic Director since her appointment, with the support of the Chief Executive and Chief Officers. The Artistic Director pointed out that whilst significant work had been done to create a more sustainable and efficient model, it was important to acknowledge that this was a challenging period with large-scale cuts to funding and that further achievements were dependent on continued support.

The Chief Executive highlighted the importance of financial support from the Arts Council and spoke about the limitations on capital Council funding over the coming years which would require recognition and support from Welsh Government for supplementary funding. The Chief Officer, Organisational Change said that the impact from the reduction in funding had been lessened through more innovative ways of working.

Following comments by Councillor Andy Dunbobbin on the role of the theatre in tourism, the Artistic Director referred to partnership initiatives such as the Family for All The Family and work with bodies such as Visit Wales to create opportunities to promote tourism in Wales.

When asked by Councillor Chris Dolphin about plans for the cinema, the Artistic Director said that attendance had increased and that the longer-term aim was to extend the range of the cinema offer to give customers a different experience to that of larger, multiplex cinemas.

RESOLVED:

- (a) That having considered the implementation of the Theatr Clwyd Business Plan, the Committee is assured by the progress made; and
- (b) That the Committee is assured that the operational changes and modernisation currently taking place provides a sustainable model for Theatr Clwyd in the foreseeable future.

61. WELSH PUBLIC LIBRARY STANDARDS

As portfolio holder, Councillor Chris Bithell introduced a report explaining the changing context of the Welsh Public Library Standards, current performance and anticipated future performance. He gave an overview of the background, explaining that the Standards did not reflect the budgetary challenges faced by councils and emphasised the importance of community-based libraries run by volunteers to complement the formal library network. Overall, performance levels had been sustained despite the reduced funding and the network was developing through the new Deeside library where usage figures had increased and the planned Holywell library which had received Welsh Government (WG) funding. Councillor Bithell took the opportunity to pay tribute to Pennie Corbett, the Principal Librarian, who was shortly due to retire from the Council, and to thank her for her dedication and professionalism. These comments were endorsed by the Chairman and other Members of the Committee.

The Principal Librarian spoke about the robustness of the library network and the exciting developments for the future. She provided information on the Core Entitlements and Quality Indicators which had been met by the Council in 2014/15 and gave explanation on the reasons for partial compliance, some of which were outside the Council's control. The outcome for the percentage of materials budget spent on children's resources had been deemed as partial compliance, despite exceeding the target, due to the criteria set by WG and representations had been made to address this. Information was also shared on planned changes which would reflect positively on future performance, including the provision of Wi-fi at all libraries. Outcomes were expected to improve for 2016/17 as a result of the business plan and changes currently being implemented.

Councillor Clive Carver commented on the provision of Wi-fi where Broadband was already available. The Principal Librarian agreed to look into a reported problem with stopping points of the mobile library.

Concerning the Deeside library, Councillor Dave Mackie remarked on the capacity in comparison with the former library to which the Principal Librarian reported on current stock levels, including those in circulation, and advised that additional storage space was available for top-up. In response to concerns about the use of the self-service machine used by customers, she explained that it

could only be operated with tagged stock and that employees in Deeside Leisure Centre had been offering support in helping customers outside the manned hours. Following a question on the impact survey within the Annual Assessment Report, attention was drawn to Flintshire's standing in the lowest, median and highest figures as the ranking reflected only those councils which had submitted reports for the year.

Councillor Nigel Steele-Mortimer referred to the moving of the library service topic to the remit of the Committee and asked that a full report on the current and future library network, including plans for Holywell library, be brought to a future meeting. The Chief Officer, Organisational Change agreed to share the medium-term plan with an update on the progress of each library. The Chief Executive spoke about the resilience of the business model for libraries with no further proposals for change intended.

Councillor Paul Shotton welcomed the progress made and highlighted the community support for the transfer of Mancot library. Councillor Glenys Diskin thanked the Council for its support in the successful transfer of Mancot library and paid tribute to the community group involved.

Councillor Clive Carver raised a query about reporting arrangements when a topic under review was transferred to the remit of another Committee. The Chief Executive spoke about the need for Members' input on determining annual Forward Work Programmes, and that the Organisational Change Overview & Scrutiny Committee was different in having a rolling programme. This prompted some Members to share concerns about the movement of topics between different Committees.

In response to queries by Councillor Chris Dolphin on the mobile library service, the Principal Librarian felt that this important service offered value for money. She shared information on the service and explained that the stopping points were reviewed annually and that the level of materials issued were equivalent to that in a smaller branch library. New routes had recently been introduced to take account of changes to the library network.

Councillor Andy Dunbobbin stressed the importance of considering the impact of new technology which offered alternative ways of accessing books. It was noted that the library service provided e-books and e-magazines free of charge.

Councillor Ian Dunbar praised the support given by the Council on the transfer of Mancot library. He welcomed the increased attendance at the new Deeside library and asked if there were any issues. The Principal Librarian referred to the good support from workers at Deeside Leisure Centre and that there had been no issues on the open access aspect of the library.

In terms of other Community Asset Transfers, the Chief Officer, Organisational Change reported on the completion of the transfer of the library in Mynydd Isa with the transfer of Hope Community library nearing completion.

Following comments from Councillor Mike Reece on funding cuts, the Chief Executive said that any further meaningful cuts, beyond those already made, would result in changes to the model and inevitably, reduce services.

RESOLVED:

That the Committee is satisfied with the Council's progress on delivery within the changing context for the Welsh Public Library Standards.

62. ALTERNATIVE DELIVERY MODELS - THE NATIONAL CONTEXT

The Chief Officer, Organisational Change introduced a report to update Members on the national position on Alternative Delivery Models (ADMs) as set out in the Welsh Government (WG) commissioned document 'Is the Feeling Mutual?'. This was in line with the approach being taken by the Council on ADMs. The WG document highlighted the necessity for ADMs in public service delivery in Wales and provided a framework for the development of ADMs. Following consultation earlier in the year, WG was currently developing a national action plan with support package to assist councils in delivering ADMs. It was anticipated that the national framework would set a common approach for councils on issues such as managing contracts, legalities and human resources, and that the action plan would be implemented promptly to help sustain services and protect jobs through ADMs.

Following comments from Councillor Nigel Steele-Mortimer on the risks in Section 4 of the report, the Chief Officer, Organisational Change explained that since writing the report, the national action plan had been published and thereby demonstrated a level of commitment from WG.

Councillor Dave Mackie spoke about the Council's achievements on ADMs and the expectation for WG funding as there was no capacity in Town and Community Councils. He added that there were still issues around asset transfers including the need for more flexibility for the organisations involved. The Chief Officer, Organisational Change referred to the Community Asset Transfer process on finding solutions at a local level and the need for discussions on funding at an early stage. The Chief Executive spoke about the differences between funding for County Councils and that for Town/Community Councils where a range of grants could be accessed. He welcomed the recognition from WG on ADMs on which Flintshire's progress had been acknowledged nationally.

Councillor Paul Shotton commented on examples of asset transfers involving innovative solutions. In relation to the transfer of Connah's Quay swimming baths, it was reported that the legal process had been finalised and the new organisation would take over on 31 May.

RESOLVED:

That the Committee is satisfied with the Council's progress on Alternative Delivery Models within the national policy context and emerging proposals for the Welsh Government.

63. IMPROVEMENT PLAN 2016/17

The Chief Executive introduced the report on sections of the Improvement Plan 2016/17 which were relevant to the Committee. The Improvement Plan had been updated to reflect the key priorities of the Council for next year and retained the eight priorities and the sub-priorities. Five of the eight priorities continued with a refresh of longer term projects or ambitions, whereas the remaining three had been reviewed to reflect local circumstances and priorities. A new section within each sub-priority referenced national issues which could potentially impact the delivery of the priorities.

The Chief Officer, Organisational Change summarised the aims of the 'Developing Communities' sub-priority, as set out in the report, and reminded Members about the Council's duties on reporting statutory measures.

Councillor Andy Dunbobbin asked that the wording in the report be amended to correctly reflect the objective to ensure that the Armed Forces community and their families 'are not disadvantaged' when accessing Council Services'.

In terms of awarding contracts, Councillor Clive Carver queried the approach in the event of under-performance. The Chief Officer, Organisational Change said that there were key performance indicators for larger contracts which were subject to monitoring at regular contract meetings. He agreed to provide a separate response to the query on the number of contracts valued above £1m which were awarded by the Council each year.

In response to a query from Councillor Ian Dunbar on the Community Benefits Board, explanation was given on the setup and involvement by the Chief Officer, Community & Enterprise.

The Chief Executive said that Members were able to submit any further questions to officers prior to consideration of the Improvement Plan at the special County Council meeting in June.

RESOLVED:

- (a) That the Committee accepts the content of the Improvement Plan and 'How we Measure Achievement' document for the priority 'Developing Communities'; and
- (b) That the Committee accepts the proposed targets for the national performance indicators.

64. FORWARD WORK PROGRAMME

The Member Engagement Manager introduced the current Forward Work Programme. The Committee agreed to his suggestion that the new Chairman liaise with officers on scheduled items for the remaining meetings of the municipal year. It was also agreed that the update report on the library network be scheduled for the June meeting.

In response to earlier discussion, the Member Engagement Manager gave a reminder about the process involving Members for agreeing Terms of Reference for Committees. The Chief Executive suggested that Members may wish to consider at the forthcoming Annual General Meeting the best approach in dealing with incomplete topics passed to other Committees.

RESOLVED:

- (a) That the Forward Work Programme be approved with the additions; and
- (b) That the Member Engagement Manager, in consultation with the Chair and Vice-Chair, be authorised to vary the Forward Work Programme between meetings.

65. MEMBERS OF THE PRESS AND PUBLIC IN ATTENDANCE

There was one member of the press in attendance.

(The meeting started at 10.00 am and ended at 12.20 pm)

.....
Chairman



ORGANISATIONAL OVERVIEW AND SCRUTINY COMMITTEE

Date of Meeting	Tuesday, 28 June 2016
Report Subject	Council Fund Revenue Budget 2017/18
Portfolio Holders	Deputy Leader and Cabinet Member for Environment; Cabinet Member for Waste Strategy, Public Protection and Leisure; Cabinet Member for Education
Report Author	Chief Officers Organisational Change Chief Executive Officer Corporate Finance Manager
Strategic/Operational	Strategic

EXECUTIVE SUMMARY

This report updates the financial forecast for the 2017/18 financial year and presents the budget pressures and proposed efficiencies for Organisational Change for 2017/18 as the third and final year of the current portfolio business planning cycle.

The original forecast for the 2017/18 financial year, the third and final year of the current MTFS, set a likely 'gap' between the total spending requirement and anticipated income of £13.7M. The 'gap' is in effect the total which has to be found in efficiencies, service cost reductions, and income growth as part of annual budget planning. This forecast has been revised at regular intervals based on more recent budget developments at a national and a local level. The latest forecast presents, at this stage, a working 'gap' of £8.1M between the forecast 'gap' and the combined total of working corporate and service portfolio efficiency proposals of £6.3M. Cabinet has endorsed the developing portfolio business plans and corporate financial stewardship plans for early consultation with the Overview and Scrutiny Committees.

The Council has re-adopted a three part strategy of addressing the financial 'gap' each year:-

- Service Reform;
- Corporate Financial Stewardship; and
- Working with Welsh Government.

A presentation was made to Council on 14 June on the developing plans for the third part of the strategy *Working with Welsh Government*.

All Overview and Scrutiny Committees are being consulted on the development of the Council Fund Budget for 2017/18 throughout the June and July Committee cycles. The Community and Enterprise Overview and Scrutiny Committee is also being consulted on the Housing Revenue Account.

The following tables and appendices are included within the report:-

Table 1: Revised Financial Forecast for 2017/18-2018/19

Table 2: Service Portfolio Business Plan Projections 2017/18

Table 3a and 3b: Summary of Organisational Change Portfolio Cost Pressures and Proposed Efficiencies

Appendix 1: Detailed Organisational Change Business Plan Proposed Efficiencies

RECOMMENDATIONS

1	Committee comments on the Organisational Change Business Plan cost pressures and proposed efficiencies for 2017/18, and indicates its level of support for the proposals.
---	---

REPORT DETAILS

1.00	Medium Term Financial Strategy 2016/17-2018/19
	The Revised Financial Forecast
1.01	The original forecast for the 2017/18 financial year, the third and final year of the current published MTFS, set a likely 'gap' between the total spending requirement and anticipated income of £13.7M. This forecast has been revised based on more recent budget developments at a national and a local level. Key variables within this initial forecast are the eventual local government financial settlement for 2017/18, local Council Tax levels, standard and non-standard inflation patterns, and emergent national and local cost pressures. The revised forecast as set out in Table 1 below shows a starting 'gap' between anticipated income and predicted cost pressures of £14.4m. A longer-term forecast has been added for the 2018/19 financial year to complete the three year picture.

1.02

Table 1: Revised Financial Forecast 2017/18-2018/19

	2017/18	2018/19
Expenditure	£m	£m
National Pressures	0.7	0.3
Local Pressures	6.2	1.6
Inflation	3.1	3.2
Workforce Pressures	4.1	0.7
Income		
Reduction in Revenue Support Grant	2.8	2.7
Council Tax increase	(2.5)	(2.3)
Projected Gap	14.40	6.20

Footnotes to Table 1:

1. Revenue Support Grant for 2017/18 and 2018/19 is modelled on an illustrative reduction of 1.5%
2. National and local pressures are working estimates based on latest information. The latest revision includes initial estimates of the sizeable increase in care sector costs, and insurance costs
3. Pay inflation is assumed at 1% for 2017/18 and 2018/19
4. Limited provision is made for price inflation
5. Workforce pressures include the ongoing impact of Single Status, Auto-enrolment, the Apprentice Tax Levy and the outcome of the Clwyd Pension Fund Actuarial Review
6. Council Tax is illustrated at a 3% annual increase for 2017/18 and 2018/19
7. The initial 2018/19 forecast does not include the impact of any changes in social care transition costs or the longer term impacts of the Living Wage on Council workforce costs.

1.03

Any forecast can only be predictive based on the most reliable available intelligence, and working assumptions, based on past experience. This latest forecast is subject to change through the decisions of decision-makers such as Governments, the impacts of national fiscal policies, economic trends, and changes in supply and demand markets for goods and services in a turbulent global economy. National fiscal policy is subject to change as demonstrated in the most recent budget of the Chancellor of the Exchequer and the authoritative economic forecasts of bodies such as the Office of Budget Responsibility and the Institute of Fiscal Studies; local government in Wales has not yet been given an indicative financial settlement to work with by the incoming Welsh Government; unfunded annual workforce cost pressures compound year on year; significant unfunded cost pressures continue to build in the social care sector. There is a high degree of unpredictability in planning due to external circumstances beyond the control of the Council.

Meeting the Financial Challenge

1.04

The Council has adopted an MTFs which took a principled but high risk approach to finding solutions to the unprecedented level of budget savings to be found in 2016/17. Flintshire, as a relatively low funded council under the local government funding formula, and one faced with a funding 'gap' of

	<p>up to £20M in a single year, had limited options to find solutions without Welsh Government offering some reprieve from the scale of national funding reductions (for Revenue Support Grant and specific grants) first forecast. The Council adopted a three part strategy of:-</p> <ul style="list-style-type: none"> • Service Reform; • Corporate Financial Stewardship; and • Working with Welsh Government.
1.05	<p>Without some reprieve over the level of national funding reductions the Council would have faced a position of having to withdraw key services (such as economic development and business support), closing local facilities some of which were at a mid-point of transition to alternative delivery models (such as leisure centres) and reducing funding support to mandatory services (such as education and social services). Such decisions would not only have been unsupportable by councillors and local communities alike but would have compromised the achievement of the Council's Improvement Priorities. Such funding reductions could possibly have undermined the ability of the Council to meet its mandatory duties in full. The Council was eventually able to set a balanced budget for 2016/17 through following this three part strategy, and with a higher level of risk-taking than in previous years. As is shown in this report support will be needed from Welsh Government for Flintshire in 2017/18 due to the size of the working gap between the forecast financial 'gap' and the combined total of corporate and service portfolio efficiency proposals. Other councils will be in a similar position particularly those with low funding per capita under the current Local Government Funding Formula.</p>
1.06	<p>Cabinet has since readopted this three part strategy. This will involve:-</p> <ul style="list-style-type: none"> • continuing to reduce costs and increase income through service reform as a central theme of the service portfolio business plans; • continuing to control and reduce corporate costs through careful planning and stewardship; and • working with Welsh Government to maintain sufficient levels of national funding for local government and for Flintshire, reforming the local government funding system to give councils greater financial freedom and flexibility, and properly funding nationally set policies for services and welfare benefits which councils have to administer. A presentation was made to Council on 14 June on this ongoing work as part of the response to the report and recommendations of the Independent Commission on Local Government Finance in Wales.
2.00	Portfolio Business Planning
	Service Portfolio Business Plans
2.01	<p>The service portfolio business plans have been developed with options for the period 2015/16-2017/18. Based on current work there are supportable options with potential for a further round of annualised efficiencies, service cost reductions and income growth in the region of £6.3M as shown in Table</p>

2 below. The total value of these proposals has reduced by £1.6M since the report made to Committee in April. This is a result of a detailed review of a challenge process on the acceptability and the workability of proposals, and their likely efficiency yield, and also through early engagement with Overview and Scrutiny Committees on specific service change options.

2.02

Table 2: Service Portfolio Business Plan Projections 2017/18

	2016/17	2017/18
Portfolio	£m	£m
Planning & Environment	0.413	0.205
Street-scene & Transportation	2.158	1.900
Social Care	0.838	0.690
Education & Youth	0.710	0.873
Organisational Change	1.272	0.943
Community & Enterprise	1.509	0.807
Corporate Services	0.855	0.903
Total	7.755	6.321

Footnotes to Table 2:

1. 2016/17, column shows approved budgeted efficiencies
2. 2016/17 efficiencies are budgeted as approved by Council. These are subject to in-year variation which will be reported as part of in year monitoring
3. The projected efficiencies for 2017/18 are subject to ongoing review and refinement

2.03

The majority of budget reductions continue to be made through organisational change, overhead and workforce cost reduction, and service modernisation and productivity. The ongoing service changes where there are impacts for the public, and consultation and engagement will be needed include:-

- the programme of school modernisation and reviews of primary and secondary provision;
- the school funding formula and levels of annual funding;
- changes to social care models; cost recovery through charging and partnership contributions; entitlement and non-statutory service provision;
- waste policy including household recycling centre provision and side waste enforcement; subsidised transport routes; the review of

	<p>transport entitlement and operational policies e.g. school transport;</p> <ul style="list-style-type: none"> • charging and cost recovery for services; and • minimum service provision and the 'core service offer' to local communities which could be supplemented by local community action and local income e.g. through town and community council contributions.
2.04	The business plan proposals are being shared with Overview and Scrutiny Committees for consultation through June and July. The proposals, both those which are internalised and have no direct impact on the public and those which affect service provision and do impact on the public will be shared in full with Committees for consultation. The latter only will be presented for public consultation.
2.05	As in previous years there will be risk to the achievement of proposed budget efficiencies, either because certain proposals prove to be unacceptable to the Council or the public in their recommended form or because of complexities in their practical implementation. The scope to achieve savings through collaboration with neighbouring councils is limited during a period of uncertainty over the probability of a reorganisation of local government. These limitations are both political and practical. Some of the business plans include pragmatic and beneficial service integration proposals for which support cannot be realised with neighbouring councils. This is a limiting factor beyond the control of Flintshire.
2.06	The portfolio business plans will continue to be reviewed and developed for future years including 2018/19 as the third and final year of the current MTFS period. The options for identifying further savings at this level, beyond 2017/18, are very limited. The scope for further savings through organisational change, efficiency, and charging within current legislative and national policy limitations, is reducing year on year.
	Organisational Change 1 and 2 Business Plans
2.07	The proposals for the Organisational Change 1 and 2 portfolios are set out in Appendix 1. These are summarised in Table 3 below alongside the service cost pressures.

2.08

Table 3a: Summary of Organisational Change 1 and 2 Cost Pressures

	2017/18
Cost Pressures	£m
No cost pressures in 2017/18	
Total Organisational Change Cost Pressures	0

Table 3b: Summary of Organisational Change 1 and 2 Efficiencies

	2017/18
Organisational Change 1 Efficiencies	£m
Deeside Library re-locations	0.020
Alternative Delivery Models	0.415
Total Organisational Change 1	0.435
Organisational Change 2 Efficiencies	
Catering	
Work process changes and office efficiency	0.005
Stock management and control	0.030
Increase meal numbers (income)	0.080
Increased Growth	0.006
Different model of delivery (mobile)	0.005
CCTV	
Income increases	0.010
Other	
Maintenance	0.005
Valuations and Estates	
Lease Renewals	0.021
Office management	0.002
Estate management cost recovery (dilapidations etc)	0.005
Property, Maintenance and Design	
Reduce maintenance budget	0.150
Office running costs	0.004
Office management	0.005
Valuation and Estates	
Staff reductions	0.150
Increased growth	0.030
Total Organisational Change 2	0.508
Total Organisational Change 1 and 2 Efficiencies	0.943

2.09

Progress against business plans for both Organisational Change 1 and Organisation Change 2 have reported fully in earlier reports on this agenda. 2.01 refers to reductions in planned efficiencies across portfolios for 2017/18. The only reduction in Organisational Change is in relation to

	<p>Organisational Change 1 and the Alternative Delivery Models proposal. Originally this was estimated at £0.544. This has now been reduced to £0.415 with an estimated start date of July 1st 2017 rather than April 1st 2017. At the end of the business planning stage these proposals went through rigorous scrutiny and assessment and as a result the timescales have been adjusted to provide a further three months to establish the new organisation.</p>
2.10	<p>Organisational Change 1 services have been through a programme of efficiencies in 2015/16, followed by community asset transfers in 2016/17 and have a planned programme of Alternative Delivery models for 2017/18. In a context of trying to retain jobs and services this is enabling the maximum number of facilities for the community, and jobs for staff, to be sustained. In libraries performance against public library standards has on the whole remained stable with an estimated improvement predicted against performance for 2017/18. Theatr Clwyd has reduced its Council subsidy from £1m to approximately £0.650m in two years with efficiencies, reductions in performance and increases in income. A core and resilient network of library, leisure and cultural facilities and services remain and are considered sustainable, while the target of a 30% saving across these services is planned to be achieved. Any additional savings required to those already planned will impact on the number of facilities that can be kept open and the opening hours of these facilities. Either of these approaches would be viewed as resulting in a network of facilities and services that would not meet our community's needs.</p>
2.11	<p>Organisational Change 2 services have also been through a programme of efficiencies in 2015/16, with Facilities Management Services now transitioning into an Alternative Delivery Model (Independent Trading Company with a TECKAL exemption to trade). The other services within the portfolio (Valuations and Estates Services and Property Maintenance and Design Consultancy {Property Services}) were reviewed as part of the ADM process, however, it was determined that there would be no specific benefit, at this stage, with progressing through an ADM and these services are now developing solutions which will see them restructure and form themselves into a commissioning client. The overarching principles, that the services both Facilities Management and Property Services, follow are that they have a target of 30% savings over the three year period, the target being achieved for 2015/16, and currently on plan for this financial year.</p>
2.12	<p>Given that all portfolios have been expected to fundamentally review their priorities, operations, efficiency and cost within the three year business planning process, the Council has become acutely aware of the risks of change proposals, the public acceptability of major change, and the impacts on maintaining services which are sustainable and resilient. In support of the business plans, and as evidence for our case for the need for national funding support and relief as a 'low funded council', each portfolio is producing an evidential resilience statement and an efficiency statement as twin documents.</p>
2.13	<p>The resilience statements will cover the risks to Council priorities, mandatory duties, service quality and service sustainability should the Council have no</p>

	option but to go beyond the efficiency targets within its current portfolio business plans. The efficiency statements will demonstrate the actual and comparative cost bases of services and their value for money.
2.14	The resilience and efficiency statements for the Organisational Change portfolios will be presented to the Committee at either its July or September meeting.

3.00	RESOURCE IMPLICATIONS
3.01	The resource implications of financial are significant. The Medium Term Financial Strategy will continue to carry many risks. Careful risk assessment in planning and decision-making will continue to be a central feature of review and debate.

4.00	CONSULTATIONS REQUIRED / CARRIED OUT
4.01	Consultation with Group Leaders, Overview and Scrutiny Committees, external partners, external advisors and representative bodies, and eventually the communities of Flintshire will follow. The strategic approach advocated for the MTFS builds on the current approach which had majority member and public support in planning the 2016/17 annual budget.

5.00	RISK MANAGEMENT
5.01	All parts of the financial forecast, and all budget solutions, are risk assessed stage by stage. An overall risk assessment and risk management statement will be produced both for the revised MTFS and the draft annual budget for 2017/18. The appendix which sets out the specific portfolio business plan proposals for the corporate services includes commentary on risk.
6.00	APPENDICES
6.01	Appendix 1: Detailed Organisational Change Business Plan Proposed Efficiencies

7.00	LIST OF ACCESSIBLE BACKGROUND DOCUMENTS
7.01	<p>MTFS Parts 1 and 2 http://www.flintshire.gov.uk/en/PDFFiles/Medium-Term-Financial-Strategy/Medium-Term-Financial-Strategy-Part-1.pdf</p> <p>http://www.flintshire.gov.uk/en/PDFFiles/Medium-Term-Financial-Strategy/Medium-Term-Financial-Strategy-Part-2-September-2015.pdf</p> <p>2016/17 Council Fund Budget Report http://cyfarfodyddpwylgor.siryfflint.gov.uk/documents/g3508/Public%20report</p>

[s%20pack%2016th-Feb-2016%2014.00%20Flintshire%20County%20Council.pdf?T=10&LLL=undefined](http://cyfarfodyddpwyllgor.siryfflint.gov.uk/documents/g3574/Public%20report%20pack%2016th-Feb-2016%2014.00%20Flintshire%20County%20Council.pdf?T=10&LLL=undefined)

MTFS Cabinet Report, April 2016

<http://cyfarfodyddpwyllgor.siryfflint.gov.uk/documents/g3574/Public%20report%20pack%2019th-Apr-2016%2009.30%20Cabinet.pdf?T=10&LLL=undefined>

Contact Officers: Ian Bancroft and Neal Cockerton
Telephone: 01352 704180
E-mail: ian.bancroft@flintshire.gov.uk
neal.cockerton@flintshire.gov.uk

8.00 GLOSSARY OF TERMS

8.01 Medium Term Financial Strategy (MTFS): a written strategy which gives a forecast of the financial resources which will be available to a Council for a given period, and sets out plans for how best to deploy those resources to meet its priorities, duties and obligations.

Revenue Support Grant: the annual amount of money the Council receives from Welsh Government to fund what it does alongside the Council Tax and other income the Council raises locally. Councils can decide how to use this grant across services although their freedom to allocate according to local choice can be limited by guidelines set by Government.

Specific Grants: An award of funding from a grant provider (e.g. Welsh Government) which must be used for a pre-defined purpose.

Office of Budget Responsibility: created in 2010 to provide independent and authoritative analysis of the UK public finances.

Institute of Fiscal Studies: formed in 1969 and established as an independent research institute with the principal aim of informing public debate on economics in order to promote the development of effective fiscal policy.

Independent Commission on Local Government Finance in Wales: established to examine how local government funding can be made more sustainable with a view to providing specific recommendations for improvement and reform.

Welsh Local Government Association: the representative body for unitary councils, fire and rescue authorities and national parks authorities in Wales.

Business Planning Efficiencies for Organisational Change Portfolio

ORGANISATIONAL CHANGE 1										
No	Specific 2016/17 Proposals and 2017/18 Options	Type	16-17 PROPOSALS £m	16-17 MANDATORY duties	16-17 RISK status of ACCEPTABILITY and DELIVERABILITY	17-18 Outline OPTIONS £m	17-18 MANDATORY duties	17-18 RISK status of ACCEPTABILITY and DELIVERABILITY	Categorisation of financial robustness	Explanation
14	Deeside Library Relocations	Service Reduction	0.030	Statutory duty for a comprehensive and efficient library service; proposals do not compromise this requirement.		0.020	Statutory duty for a comprehensive and efficient library service; proposals do not compromise this requirement.		1	Re-locate Mancot, Hawarden and Queensferry Libraries to Deeside Leisure Centre, offset by £20k one off funding in year 1
15	Community Asset Transfers	Service Reduction	0.544			-		-	2	Community Asset Transfer of i)Connahs Quay Pool, ii)Holywell Leisure Centres iii)potentially rural libraries iv)building transfer of Holywell and Broughton libraries
	Alternative Delivery Models	Structural Review	-	NM	-	0.415	Statutory duty for a comprehensive and efficient library service; proposals do not compromise this requirement.		2	Alternative Delivery Models being considered for leisure and library services.
Totals			0.574			0.435				
Clwyd Theatr Cymru										
1	Proposal to reduce shows and increase productivity	Service Reduction/ Service Efficiency/ Income Generation	0.150	NM		-	-	-	1	Reduction in shows from 8 to 6, combined with a reduction in staffing costs, and increases in income from productions and related activities
Total Organisational Change 1			0.724			0.435				
ORGANISATIONAL CHANGE 2										
1	Catering Work process changes and office efficiency	Service Efficiency	0.005	NM		0.005	NM		1	Review of the office processes and paperwork flows drawing on best practice and increased use of electronic delivery.
2	Staff structural change	Structural Review	0.019	NM		-	-	-	1	Review of the catering service resources delivered to High Schools, Primary Schools, Residential Homes and Day Care Centres and the way the current service is delivered.
3	Stock management and control	Service Efficiency	0.077	NM		0.030	NM		1	Stock control management system has now been purchased and its use is being embedded within the service to deliver increased efficiencies.
4	Increase meal numbers (income)	Service Efficiency	0.080	NM		0.080	NM		1	Current performance and take up in schools is currently 39% with a recent study indicating that 43% should be a target that is achievable. This requires improved marketing and promotion of the catering service to increase take up.
5	Debt recovery (income)	Service Efficiency	0.010	NM		-	-	-	1	Manage more effectively the levels of debt relating to school meals and take appropriate action to tackle debt levels. This deliverable is now linked to a new debt process.
Totals			0.191			0.115				
7	Increased Growth	Income Generation	0.003	NM		0.006	NM		1	Grow cleaning service into other areas such as leisure services, schools, care facilities.
8	Different model of delivery (mobile)	Income Generation	0.004	NM		0.005	NM		1	Deliver a peripatetic cleaning service to areas of the County and in addition increase external market contracts.
Totals			0.007			0.011				
9	Security/Caretaking Staff reductions	Service Reduction	0.056	NM		-	-	-	1	Review undertaken for County Hall and close down at County Hall in place augmented by improved CCTV coverage around the campus.
10	Lock Down and Shift Pattern modifications	Service Efficiency	0.020	NM		-	-	-	1	Review position at Flint and modify service. Continue to review Mold service.
Totals			0.076							
11	CCTV Staff reductions	Service Reduction	0.040	NM		-	-	-	1	Rationalise service following a review to create efficiencies.
12	Income increases	Income Generation	0.010	NM		0.010	NM		1	A number of strands relating to recovery of fee income from system users based upon a more responsive and peripatetic provision, and reductions in system maintenance costs.
Totals			0.050			0.010				
13	Other Campus Management	Structural Review	0.030	NM		-	-	-	1	Rationalise service following a service review to create efficiencies.
14	Maintenance	Service Efficiency	0.005	NM		0.005	NM		1	Review budgets and reduce the level of maintenance to the main campus facility.
Totals			0.035			0.005				
16	Valuations & Estates Lease renewals	Income Generation	0.023	NM		0.021	NM		1	Increases in rental income on new leases, renewal of leases, agricultural rents and grazing licences.
Totals										
18	Office management	Service Efficiency	0.002	NM		0.002	NM		1	Undertake a LEAN review of the office processes and paperwork flows drawing on best practice and increased use of electronic delivery of the service.
19	Estate management cost recovery (dilapidations etc)	Income Generation	0.005	NM		0.005	NM		1	Increased and more effective recovery from tenants of dilapidation costs following tenant
Totals			0.030			0.028				
20	Property Maintenance & Design Reduce maintenance budget	Structural Review	0.150			0.150	NM		1	Review of the councils existing corporate maintenance budgets in conjunction with a reducing property estate, through
Totals										
22	Office running costs	Service Efficiency	0.004	NM		0.004	NM		1	Undertake a review of the office running costs, reducing accommodation space and service cost.
23	Office management	Service Efficiency	0.005	NM		0.005	NM		1	Undertake a review of office processes and paperwork flows drawing on best practice
24	Valuations & Estates Staff Reductions	Service Reduction		NM		0.150	NM		1	Salary savings within Valuation & Estates, subject to a review.
25	Property Maintenance & Design Increased Growth	Income Generation		NM		0.030	NM		2	A new SLA with schools to manage their school premises and maintenance will generate
Totals			0.159			0.339				
Total Organisational Change 2			0.548			0.508				

TOTAL ORGANISATIONAL CHANGE 1.272 0.943

ORGANISATIONAL CHANGE	
Total value of Business Plan proposals	2.215

CATEGORISATION KEY	Count Number	Total 16-17	Total 17-18
1 = Fully Costed and Safe - Very detailed costings/modelling undertaken and the accuracy can be relied upon not to change significantly	22	0.728	0.498

This page is intentionally left blank



ORGANISATIONAL CHANGE OVERVIEW AND SCRUTINY COMMITTEE

Date of Meeting	Tuesday 28 th June 2016
Report Subject	Progress with Plans for Facilities Management and Property Services
Report Author	Chief Officer Organisational Change

EXECUTIVE SUMMARY

Progress with the development of the Alternative Delivery Model for Facilities Management continues to make good progress with the transition board formed, risk register developed and initial staff consultation events scheduled for July 2016.

Work around the development of a commissioning model for Property Services is making good progress with market provider meetings and discussions developing around future services, community benefit and the creation of sustainable markets using local supply chains.

RECOMMENDATIONS

1	Committee comments on the progress of service development in the areas of Property Services and Facilities Management Services.
---	---

REPORT DETAILS

1.00	PROGRESS WITH PLANS FOR FACILITIES MANAGEMENT AND PROPERTY SERVICES
1.01	<p>Organisational Change 2 has the following services within its portfolio:-</p> <ul style="list-style-type: none"> • Facilities Management • Design and Property Maintenance • Valuation and Estates Services <p>As part of work relating to efficiencies the services undertook initial</p>

	scoping work and exploration around the development of Alternative Delivery Models (ADMs).
1.02	In relation to the above Facilities Management is now transitioning into an Alternative Delivery Model (Independent Trading Company with a TECKAL exemption to trade). The other services within the portfolio (Valuations and Estates Services and Property Maintenance and Design Consultancy {Property Services}) were reviewed as part of the ADM process, however, it was determined that there would be no specific benefit, at this stage, with progressing through to an ADM and these services are now developing solutions which will see them restructure and form themselves into a commissioning client.
1.03	<p><u>Progress – Facilities Management</u></p> <p>As noted above Facilities Management is moving through the transition phase of its development into Independent Trading Company with a TECKAL exemption to trade. Work around this includes the following activities:-</p> <ul style="list-style-type: none"> • Setting up a transition board and governance structure including terms of reference; • Development of risk register; • Preparation and issue of a staff newsletter; • Rollout of a number of staff awareness raising events followed by more formal consultation; • Consideration of current and future financial systems; • Specific professional advice as needed; • Consideration and development of a shadow board. <p>The overall timeline for the formalisation of the new company is April 2017.</p>
1.04	<p><u>Progress – Property Services</u></p> <p>In the report to Scrutiny on the 2nd November 2015, the initial thoughts and considerations were shared with Members in relation to the development of an intelligent client function. Since then the service has been in further discussions with a number of contract framework providers to understand more their particular model of delivery and partnership approach so as to support the delivery of a commissioning model, which will include creating a sustainable model of delivery which engages with local suppliers, and which delivers a range of wider community benefits.</p>
1.05	As part of next steps there will need to be a detailed review of the current resource levels and a streamlining of these to create a fit for purpose organisations, discussions with staff have commenced and a number of vacant posts at various levels within the organisation have not been filled as a consequence of these discussions.
1.06	The plans for these services, which are on the whole discretionary, are intended to sustain existing services through the provision of new models of delivery which create service resilience, improved performance and, in the case of the ADM opportunities to grow external business through the

	<p>application of the Tecal exemption.</p> <p>At present progress is on target to achieve the above, while also managing a 30% reduction in budget.</p>
--	---

2.00	RESOURCE IMPLICATIONS
2.01	<p>Financial Implications</p> <p>Please see later report on this agenda covering 2017/18 budget.</p>
2.02	<p>Human Resource Implications</p> <p>The proposals relating to Property will result in a more sustainable but streamlined staff team with a retained core which will deliver work through a commissioning process</p> <p>The ADM regarding the Facilities Management proposal will create a sustainable service into the future enable the service to develop and grow into new market areas.</p>

3.00	CONSULTATIONS REQUIRED / CARRIED OUT
3.01	<p>Informal and / or formal consultation has taken place with all of these proposals.</p>

4.00	RISK MANAGEMENT
4.01	<p>Key Risks and Mitigation</p> <p>(1) The capacity of services to manage this change – support is being provided to services both internally and externally and is being regularly reviewed to ensure it is appropriate.</p>

5.00	APPENDICES
5.01	<p>None</p>

6.00	LIST OF ACCESSIBLE BACKGROUND DOCUMENTS
6.01	<p>Contact Officers: Neal Cockerton, Chief Officer (Organisational Change);; Telephone: 01352 703169 E-mail: neal.cockerton@flintshire.gov.uk</p>

7.00	GLOSSARY OF TERMS
7.01	Community Asset Transfer – The transfer of a building to a community organisation with a 27 year lease and peppercorn rent.
7.02	Alternative Delivery Model – A different way of providing the service ranging from shared service through to a social organisation through to external procurement
7.03	Intelligent Client: - Can be defined as in-house capability within the Council which assists and protects the Council in the procurement of outsourced services. The Intelligent Client retains sufficient professional and technical knowledge and skills of the services being provided by a third party to competently specify requirements and manage and scrutinise the delivery of those services.



ORGANISATIONAL CHANGE OVERVIEW AND SCRUTINY COMMITTEE

Date of Meeting	Tuesday 28 th June
Report Subject	Progress with Plans for Libraries. Leisure and Cultural Services
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 that are proposed to be managed by an Alternative Delivery Model. For rural libraries it recommended assessing the feasibility of community asset transfers.

As part of the proposals for the Alternative Delivery Model covering leisure and library services plans have been agreed that propose the Community Asset Transfer of Connahs Quay Swimming Pool and Holywell Leisure Centre, with the remainder of the facilities to initially be part of the proposed Alternative Delivery Model.

Theatr Clwyd is in the second year of making efficiencies totalling £0.350m through cost reductions, reductions in number of performance, and increases in income. A sustainable staffing structure is being put in place and the key appointments of Artistic Director and Executive Director have been successfully appointed to.

Museums and Archives services have been considering their future context in light of plans for regional collaboration. This work is progressing with Archives. Museums are considering other options for sustaining their services and this includes being part of the proposed Alternative Delivery Model.

This report aims to provide an overview of progress with service development in all of the service areas that form part of the Organisational Change 1 portfolio.

RECOMMENDATIONS

1	Committee comments on the progress of service development in the areas of libraries, leisure and culture and indicates its level of support for the progress made.
---	--

REPORT DETAILS

1.00	PROGRESS WITH PLANS FOR LIBRARIES, LEISURE AND CULTURAL SERVICES
1.01	At the March 2015 Cabinet a Medium Term Plan for Libraries was proposed and agreed. This included designated hub libraries in Mold, Holywell, Connahs Quay, Deeside Leisure Centre, Buckley and Flint.
1.02	<p>Substantial progress has been made with the implementation of these plans including</p> <ul style="list-style-type: none"> • The re-location of Hawarden, Mancot and Queensferry library services to a new library at Deeside leisure centre funded by Welsh Government; • The community asset transfer (CAT) of Mancot library to Mancot Community Library to enable the community of Mancot to retain a community run library; • The CAT of Mynydd Isa Community Centre and Library to Café Isa to enable the community of Mynydd Isa to retain a community run library. • The CAT of Hope Library to Castell Alun School and the Friends of Hope Community Library to retain a school and community run library. • The re-location of bookstock and computers in Saltney to the youth and community centre to enable these facilities to be available to young people and the community when the library ceases to operate from the 30th June.
1.03	The remaining elements of work in the medium term plan are to transfer the library building but not services to the communities of Holywell and Broughton. Plans are well underway in Holywell with the library proposed to re-locate to the leisure centre and the leisure centre proposed to transfer to the community during this year. In Broughton initial discussions have taken place with the school and community council about how the library can better integrate with the school and free up space potentially for classroom provision.
1.04	<p>The completion of these pieces of work is intended to result in a sustainable, efficient and resilient Council library network that will be managed by the proposed Alternative Delivery Model and consist of:</p> <ul style="list-style-type: none"> • Hub libraries: that where appropriate are modernised through co-location, self service and extended hours. • An integrated and modernised mobile and housebound service: this integration was achieved in 2015 and plans for replacement of the current mobile library with a new vehicle ready for 2017 are well underway. <p>This will be complemented by the community run libraries.</p>

1.05	Connahs Quay Swimming Pool transferred successfully to Cambrian Aquatics on Tuesday 31 st May and has been open since this date to swimming clubs and the public.
1.06	Substantial work has taken place in relation to the transfer of Holywell Leisure Centre. The community group now plan to submit this to the CAT panel by the end of June. This would then enable consideration of this proposal by Cabinet and Scrutiny in July. This timescale is important as the work to re-locate the library to Holywell Leisure Centre with a grant from Welsh Government needs to begin in the Summer if this is to be completed by the time of transfer.
1.07	The remaining leisure facilities are intended to transfer in 2017 into the proposed ADM of an Employee Led Mutual that this committee has scrutinised previously. This includes the more complex and commercial facilities at Deeside and Flint (Jade Jones) and the Dual Use centres (Mold, Buckley, Saltney, Hope Connahs Quay Sports Hall). A review of dual use provision is likely to be needed in the future but is not proposed at this stage until 2018 at the earliest.
1.08	Play areas have been discussed recently by scrutiny, who supported consultation with town and community councils about how many play areas could be sustained in the future by the County Council. This consultation is due to take place in the Summer.
1.09	At the last scrutiny meeting committee members considered in detail progress with the implementation of Theatr Clwyd's business plan.
1.10	Discussions have been ongoing for the last two years about collaborative work in across North Wales in relation to Archive services. This is as this service is relatively small and the quality of the service varies considerably across each authority. Our service is recognised as one of the best and this has been acknowledged through accreditation. It has now been agreed to progress with collaborative work that will consider the following key areas: <ul style="list-style-type: none"> • Collaboration around digitisation and preservation; • What a sustainable network of facilities across the region will be for the future.
1.11	The Museums service is also relatively small and has been considering similar issues to that of the Archives service. Options for either working collaboratively across the region or being part of an existing heritage organisation have been considered. As neither of these look possible then the service is currently considering the feasibility and benefits of being part of the leisure and libraries ADM.
1.12	The plans for these all services, which are on the whole discretionary, are intended to sustain maximum provision for communities and retain as many jobs as possible. At present progress is substantial and is on target to achieve this, while also managing a 30% reduction in budget.

2.00	RESOURCE IMPLICATIONS
2.01	<p>Financial Implications</p> <p>Please see later report on this agenda covering 2017/18 budget.</p>
2.02	<p>Human Resource Implications</p> <p>The aim of these proposals is to sustain as many jobs as possible. CATs work through each proposal looking at whether Transfer of Undertakings Protection of Employment Regulations (TUPE) applies and what options are available for re-deployment. With the ADM proposal TUPE will apply. The work on the revised staffing structure at Theatr Clwyd has taken place closely with unions and staff.</p>

3.00	CONSULTATIONS REQUIRED / CARRIED OUT
3.01	<p>Informal and / or formal consultation has taken place with all of these proposals, the intention of this report is to provide an overview of proposals.</p>

4.00	RISK MANAGEMENT
4.01	<p>Key Risks and Mitigation</p> <p>(1) The capacity of services to manage this change – support is being provided to services both internally and externally and is being regularly reviewed to ensure it is appropriate.</p> <p>(2) The capacity of community organisations to take on community assets – support is being provided to communities both internally and externally, and work on each large transfer considers as part of the diligence whether the community organisations has the necessary capacity for the transfer to be sustainable.</p>

5.00	APPENDICES
5.01	None

6.00	LIST OF ACCESSIBLE BACKGROUND DOCUMENTS
6.01	<p>Medium Term Libraries Plan – Cabinet March 2015</p> <p>Various Cabinet and Scrutiny report on CATs, ADMs, Theatr Clwyd over the past 12 months</p>

	<p>Contact Officers: Ian Bancroft, Chief Officer (Organisational Change);; Kate Leonard, Principal Librarian; Mike Welch Principal Leisure Services Officer</p> <p>Telephone: 01352 704180</p> <p>E-mail: ian.bancroft@flintshire.gov.uk</p>
--	---

7.00	GLOSSARY OF TERMS
7.01	Community Asset Transfer – The transfer of a building to a community organisation with a 27 year lease and peppercorn rent.
7.02	Alternative Delivery Model – A different way of providing the service ranging from shared service through to a social organisation through to external procurement
7.03	Transfer of Undertakings Protection of Employment Regulations (TUPE) – Employees transfer automatically to the new organisation with their terms and conditions of employment and continuity of service preserved.

This page is intentionally left blank



ORGANISATIONAL CHANGE OVERVIEW & SCRUTINY COMMITTEE

Date of Meeting	Tuesday 28 June, 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.

This page is intentionally left blank

Organisational Change Overview & Scrutiny Committee
Forward Work Programme 2016/17

DATE	SUBJECT	O&S FOCUS	REPORT FROM
Thursday 28 th July 2016 10.00 a.m.	ADM Social care Forward Work Programme	Information/assurance Development	Ian Bancroft Robert Robins
Monday, 12 th September 2016 10.00am	Forward Work Programme	Development	Robert Robins
Monday, 17 th October 2016 10.00am	Forward Work Programme	Development	Robert Robins
Monday 21 st November 2016 10.00am	Forward Work Programme	Development	Robert Robins
Friday, 9 th December 2016 2pm	<i>Budget Consultation Meeting</i> <i>At the Annual Meeting, when the schedule of meetings for 2016/17 was approved, we had identified the specific slots for budget meetings for all committees in both December and January. A decision will be made at a later stage as to which are to be used</i>		
Monday 9 th January 2017 10am	Forward Work Programme	Development	Robert Robins
Friday, 13 th January 2017 2pm	<i>Budget consultation Meeting</i> <i>At the Annual Meeting, when the schedule of meetings for 2016/17 was approved, we had</i>		

Organisational Change Overview & Scrutiny Committee
Forward Work Programme 2016/17

	<i>identified the specific slots for budget meetings for all committees in both December and January. A decision will be made at a later stage as to which are to be used.</i>		
Monday, 6 th February 2017 10am	Forward Work Programme	Development	Robert Robins
Monday, 13 th March 2017 10am	Forward Work Programme	Development	Robert Robins