Sir y Fflint Flintshire
CYNGOR
COUNTY COUNCIL

Contact Officer:
Maureen Potter 01352 702322
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To: Cllr Brian Dunn (Chairman)

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

6 September 2016

Dear Councillor

You are invited to attend a meeting of the Organisational Change Overview & Scrutiny Committee which will be held at 10.00 am on Monday, 12th September, 2016 in the Holywell Leisure Centre, Fron Park Road, Holywell, CH8 7UZ to consider the following items.

Members are asked to arrive at Holywell Leisure Centre in time for a tour of the building at 9.30 a.m. prior to the Committee meeting at 10.00 a.m.

A G E N D A

1   APOLOGIES

Purpose: To receive any apologies.

2   MINUTES (Pages 3 - 6)

Purpose: To confirm as a correct record the minutes of the meeting on 28 July 2016.

3   DECLARATIONS   OF   INTEREST   (INCLUDING   WHIPPING DECLARATIONS)

Purpose: To receive any Declarations and advise Members accordingly.

4   COMMUNITY RESILIENCE (Pages 7 - 16)

Report of Chief Officer (Organisational Change), Chief Officer (Organisational Change.) - Cabinet Member for Corporate Management

Purpose: To provide the Committee with an overview in relation to work on this priority from the improvement plan

5   MUSEUMS AND ARCHIVES (Pages 17 - 22)

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

Purpose: To update the Committee on progress in these services covering Heritage Lottery fund work at Greenfield and Lottery bid for Bailey Hill

6   FORWARD WORK PROGRAMME (Pages 23 - 28)

Report of Member Engagement Manager

Purpose: The Committee is asked to consider, and amend where necessary, the Forward Work Programme for the Organisational Change Overview & Scrutiny Committee.

Yours faithfully

Peter Evans
Democracy & Governance Manager

ORGANISATIONAL CHANGE OVERVIEW & SCRUTINY COMMITTEE
28 JULY 2016

Minutes of the meeting of the Organisational Change Overview & Scrutiny Committee of Flintshire County Council held in the Delyn Committee Room, County Hall, Mold, CH7 6NA on Thursday, 28 July 2016

PRESENT: Councillor Brian Dunn (Chairman)
Councillors: Clive Carver, Chris Dolphin, Ian Dunbar, Andy Dunbobbin, Ron Hampson, Brian Lloyd, Dave Mackie, Mike Reece, Paul Shotton and Nigel Steele-Mortimer

APOLOGIES: Councillors Christine Jones, Cabinet Member for Social Services, and Billy Mullin, Cabinet Member for Corporate Management

CONTRIBUTORS: Councillor Bernie Attridge, Cabinet Member for Environment, Councillor Kevin Jones, Cabinet Member for Waste Strategy, Public Protection & Leisure; Councillor Chris Bithell, Cabinet Member for Education, Chief Executive, Chief Officer (Organisational Change 1), Chief Officer (Organisational Change 2), Senior Officer Integrated Services Lead Adults, ADM & TSS Programme Manager, and Planning and Development Officer (Social Services). (For minute no.16 Mr. Chris Travers, Manager Holywell Leisure Centre)

IN ATTENDANCE: Member Engagement Manager and Committee Officer

10. **DECLARATIONS OF INTEREST**

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

Item 8: Alternative Delivery Models Update: Social Care, Learning Disability Day Care and Work Opportunities

11. **MINUTES**

The minutes of the meeting held on 28 June 2016 were submitted.

Accuracy

Councillor Paul Shotton said he had given his apologies to the meeting but had been listed under those present.

RESOLVED:

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

12. PERFORMANCE REPORT 2015/16

The Chief Executive introduced the report which provided an analysis of the Council's progress towards the national indicators set by the Welsh Government. He advised that initial indications were positive and the Annual Performance Report would be produced in September 2016. All national data will have been validated by this time and the Council's comparative performance position in Wales made known.

RESOLVED

That the Committee notes the report.

13. IMPROVEMENT PLAN 2015/16 YEAR-END PROGRESS

The Chief Executive introduced a report on the monitoring of progress for the fourth quarter/year end of 2015/16 focusing on the areas of under performance relevant to the Committee.

Councillor Paul Shotton commented on the success of the Community Asset Transfer (CAT) programme. He referred to the high number of expressions of interest received and asked if adequate resources were available to fulfil the outcomes of the three year trial. The Chief Officer (Organisational Change 1) responded and referred to the growth in social enterprise and volunteering which would start to emerge through asset transfers. He explained that those organisations which had undertaken a CAT would be reporting on the community benefits in 12 months' time.

RESOLVED

That the Committee notes the report.

14. FORWARD WORK PROGRAMME

The Member Engagement Manager presented the Forward Work Programme. He advised that the next meeting of the Committee on 12 September 2016, would be held at Holywell Leisure Centre and a short tour of the facilities would take place prior to the meeting.

In response to a comment made by Councillor Chris Dolphin concerning Cadwyn Clwyd, the Chief Executive advised that all capital programmes were assured.

RESOLVED:

That the Forward Work Programme be approved.

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

RESOLVED:

That the press and public be excluded for the remainder of the meeting for the following items by virtue of exempt information under paragraph(s) 15 of Part 4 of Schedule 12A of the Local Government Act 1972 (as amended).

16. **HOLYWELL LEISURE CENTRE: COMMUNITY ASSET TRANSFER PROPOSAL**

The Chief Officer (Organisational Change 1) introduced a report on the Holywell Leisure Centre: Community Asset Transfer (CAT) Proposal which provided a summary of the Business Case and proposals for re-locating Holywell Library to the leisure centre.

RESOLVED:

That the Committee supports the business plan.

17. **ALTERNATIVE DELIVERY MODELS UPDATE: SOCIAL CARE, LEARNING DISABILITY DAY CARE AND WORK OPPORTUNITIES**

The Chief Officer (Organisational Change 2) introduced a report to provide an update on the progress of establishing an Alternative Delivery Model (ADM) for Learning Disability Day Care and Work Opportunities. He advised that the project aimed to modernise and transform day and work services for people with learning disabilities and reported on the main considerations.

RESOLVED

That progress in the implementation of the ADM for Social Care - Learning Disability Day Care and Work Opportunities be noted.

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

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

(The meeting started at 9.30am and ended at 11.13 am)

…………………………
Chairman

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CYNGOR Sir y Fflint Flintshire COUNTY COUNCIL

ORGANISATIONAL CHANGE OVERVIEW AND SCRUTINY COMMITTEE

Date of Meeting	Monday 12th September 2016
Report Subject	Community Resilience – Development of the Improvement Plan Priority and Emerging Partnership Working
Report Author	Chief Officers Organisational Change

EXECUTIVE SUMMARY

For the last two years the Council Improvement Plan has had as one of its sub priorities 'Developing Communities' with the intended impact being 'supporting communities to become more resilient'. Much work has taken place on this sub priority and an overview of progress is provided in this report.

The Flintshire Public Services Board bringing together key public agencies in Flintshire is developing a joint approach to improving Community Resilience in Flintshire. This work includes defining in more detail what is meant by community resilience and having a greater impact through a joint approach.

This report intends to increase understanding around Community Resilience and enable Scrutiny Committee to make comment on both the current work of the Council and the emerging partnership approach.

RECOMMENDATIONS	
1	To consider and comment on the development of the improvement plan priority.
2.	To comment on and support the partnership approach to developing community resilience.

REPORT DETAILS

1.00	COMMUNITY RESILIENCE
1.01	The current improvement plan has a range of actions under the community development sub priority including: • Developing and growing social enterprises; • Encouraging volunteers; • Ensuring community benefit; • Designing and implementing Alternative Delivery Models; • Empowering communities to run and manage Community Asset Transfers; • Ensuring our Armed Forces Community and their families are not disadvantaged.
1.02	Progress has been substantial. New social enterprises have been developed for example Cambrian Aquatics. A volunteering framework has been developed that ensures the Council provides appropriate and quality volunteering opportunities. Community Benefits reports are a requirement of every Community Asset Transfer as well as being included in all procurement processes. Three new Alternative Delivery Models will be established in 2017 which will create two new social companies and enable a social enterprise to grow in Flintshire. Community Assets have been sustained and are being operated by local communities for example the community, youth centre and library in Mynydd Isa.
1.03	While the achievements of this work have significant benefits by themselves there is a wider overall impact. By growing the strength of the social sector i.e. increasing the number of social enterprises and volunteers, increasing the business strength of local social enterprises, ensuring social organisations deliver community benefits, it means the social sector is better able to support local communities and therefore increase the resilience of our communities. An example of this is that a group of social enterprises recently met with the Council and they are now developing their own priorities to develop the social enterprise sector.
1.04	Appendix A provides a set of slides that were discussed at the July Public Services Board. These slides aim to enable co-ordinated work on this agenda by defining community resilience, providing examples and learning from case studies of work in this area, and identifying areas of work that could be co-ordinated across public bodies to maximise the impact.
1.05	The Council's approach to community resilience is resulting in real benefits and real impact, with signs that the social sector is now growing in strength and is beginning to develop its own approaches to supporting local communities. The work of the Council is helping shaping work across public bodies in Flintshire and this will potentially increase the impact of this work overall.

2.00	RESOURCE IMPLICATIONS
2.01	Financial Implications No implications at this stage.
2.02	Human Resource Implications No implications at this stage.

3.00	CONSULTATIONS REQUIRED / CARRIED OUT
3.01	Consultations are taking place with the partners on the Public Services Board.

4.00	RISK MANAGEMENT
4.01	Key Risks and Mitigation (1) Capacity of the Social Sector – support being provided to the sector and sector support agencies to enable growth in the sector (2) Capacity of the Council – support being provided through Organisational Change and external advisors to develop and implement the Council's work (3) Capacity of Partners – the Council is enabling thinking in the Public Services Board to develop a co-ordinated approach

5.00	APPENDICES
5.01	Appendix A – Community Resilience Scope for Discussion: Presentation to Flintshire Public Services Board 13th July 2016.

6.00	LIST OF ACCESSIBLE BACKGROUND DOCUMENTS
6.01	None **Contact Officers:** Ian Bancroft / Karen Armstrong **Telephone:** 01352 704180 **E-mail:** ian.bancroft@flintshire.gov.uk / karen.armstrong@flintshire.gov.uk

7.00	GLOSSARY OF TERMS
7.01	Social Sector – The term used to describe organisations not in the private or public sector sometimes referred to as the third or not for profit sector
7.02	Community Asset Transfer – The transfer of a public building to a local

	community
7.03	Alternative Delivery Models – A different operating model for delivery of the service
7.04	Volunteering – Time freely chosen and freely given
7.05	Public Services Board – The Board established to co-ordinate Public Service work in Flintshire

Community Resilience
# Scope for discussion

## Public Services Board meeting 13.07.16

FLINTSHIRE **PUBLIC SERVICES** BOARD
BWRDD **GWASANAETHAU CYHOEDDUS** SIR Y FFLINT

What is Community Resilience?

▶ Effective, successful and resilient places –

  ▶ Have the ability to resolve their own problems respond to and bounce back from economic, social and environmental issues e.g. flooding

▶ Have support from all sectors to solve problems

  ▶ Well connected and able to make decisions

  ▶ Play important facilitation and brokerage roles, which connect a wide range of assets and resources

▶ Potential Impacts in the Current Context

  ▶ Supports reductions in demand for public services

 ▶ Enables communities to respond to changes in public service delivery
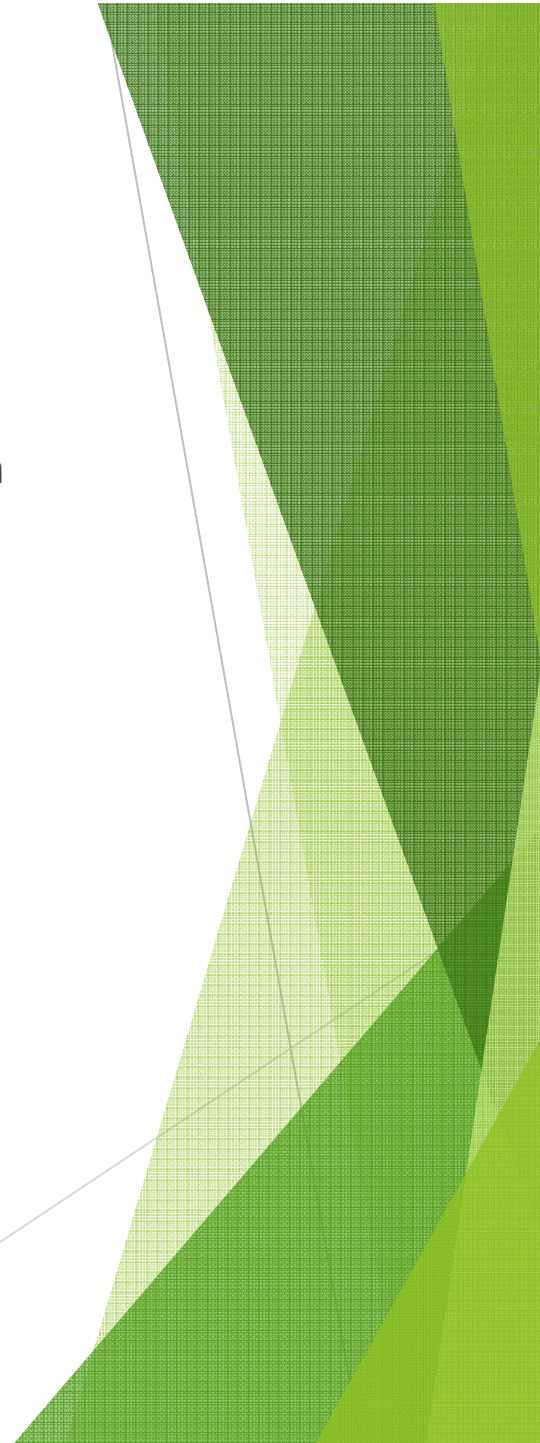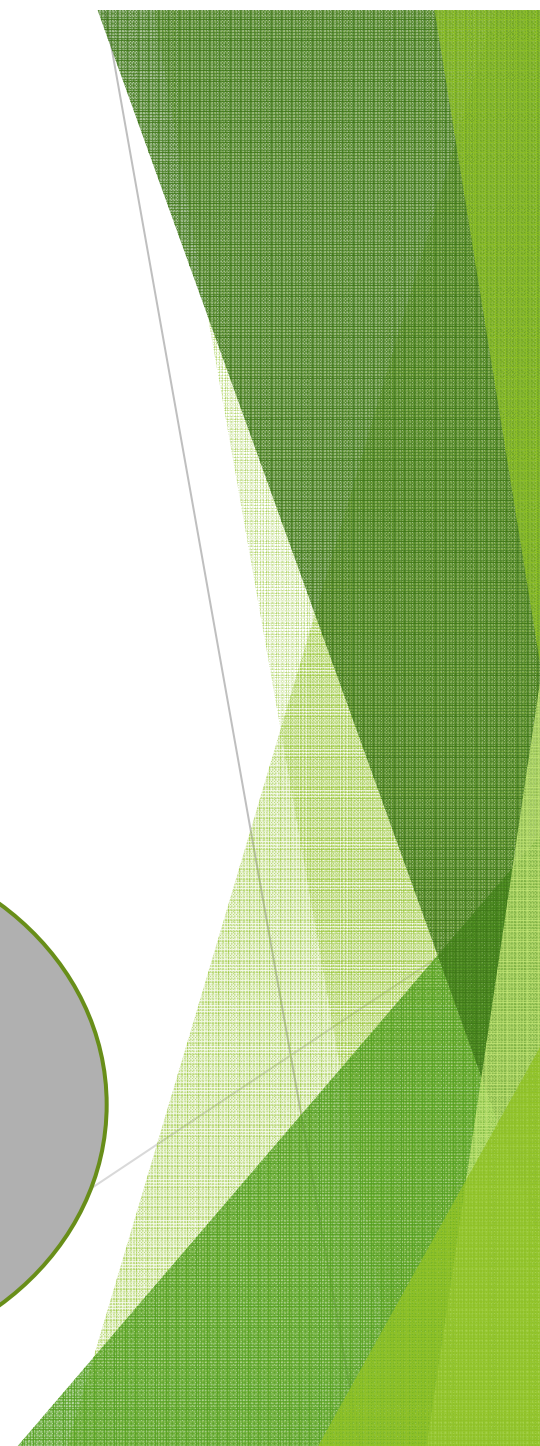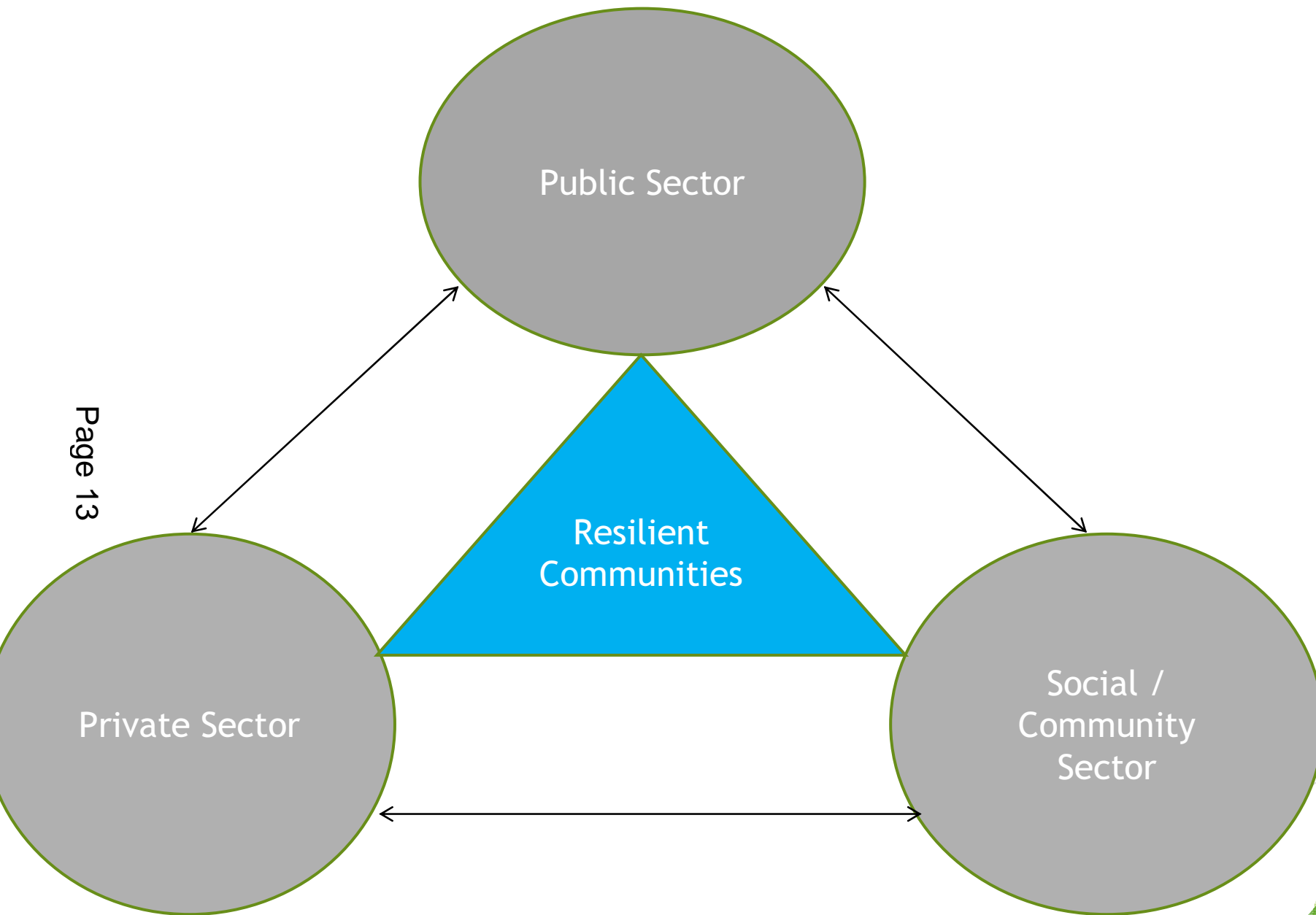
Key Questions from Case Studies

▶ What can we do to ensure our public services are resilient as budgets continue to reduce and the size of the sector reduces?

▶ How do we enable and ensure the private sector is working with us to deliver community benefits?

▶ How do we grow the social sector to be more entrepreneurial and work with local communities?
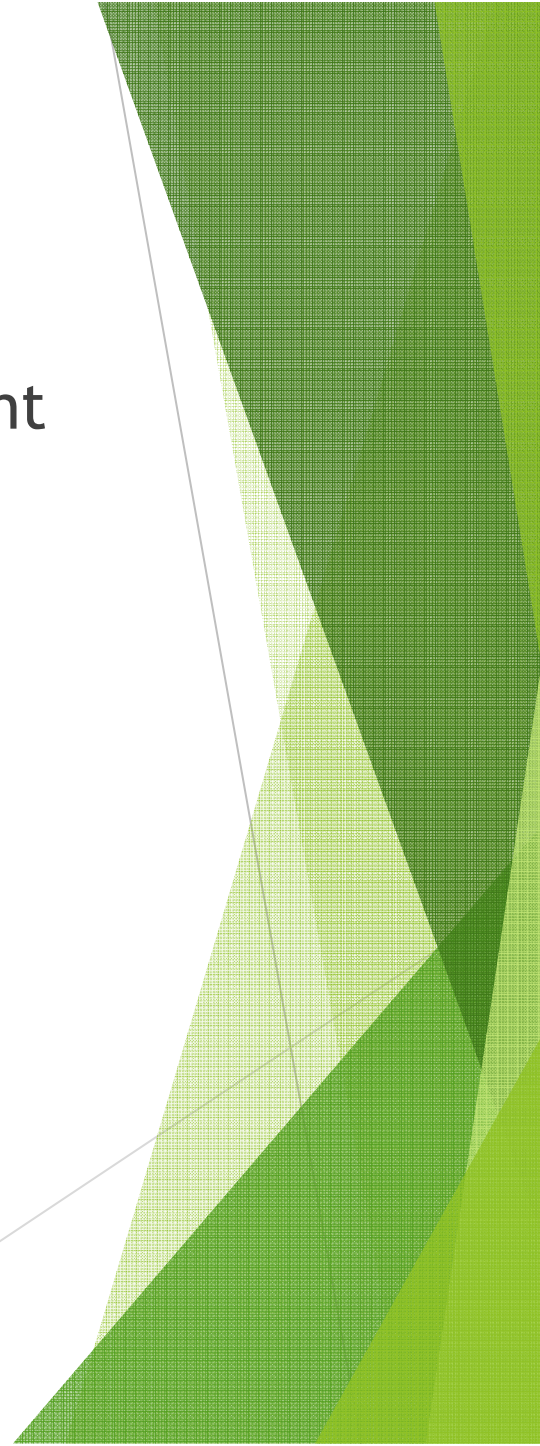
mples of Work to Improve Community Resilience

▶ Joint Public – Commercial – Social Sector Projects
   - Community Asset Transfers
   - Alternative Delivery Models
   - Co-location

▶ Social Sector Development
   - Social enterprise development
   - Volunteering programmes

▶ Community Problem Solving
   - Community organisations supporting residents affected by flooding
   - Community led and public sector commissioned weight loss programmes

▶ 'Think Local'
   - Local currency
   - Targeted local procurement opportunities
   - Commitments to delivery of an agreed set of community benefits
   - Increasing spend in the local supply chain : public and commercial

▶ Network Development
   - Common Purpose Leadership programmes
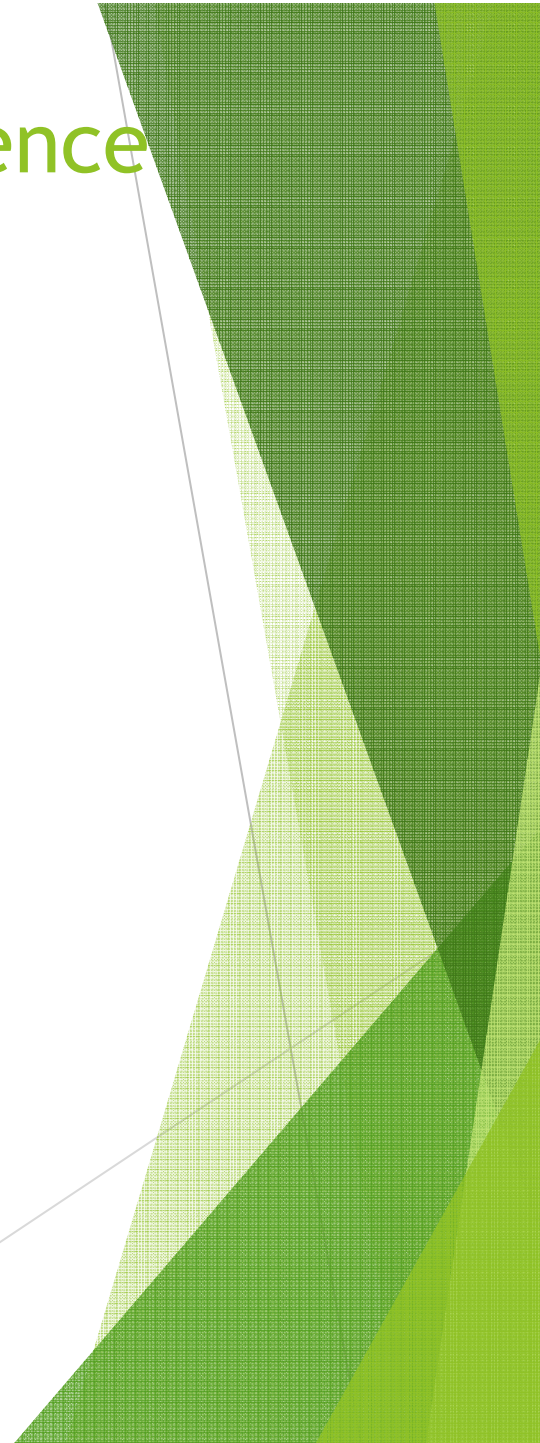
Initial Considerations for the PSB

▶ Is this type of Community Resilience Model helpful?

▶ Would we benefit from communities being able to respond themselves more actively to issues?

▶ Where might we focus our time and effort on what is a huge agenda?

e.gs (1) Prioritising an area of joint public service delivery that we need to ensure is not lost with further budget reductions e.g. health prevention

(2) Joint Community Planning – local level plan identifying requirements for a community designed jointly with town and community councils e.g. Gwernymynydd

(3) Improving environmental resilience : e.g. Deeside coast and docks

(4) Buying from the private sector with joined up approaches e.g. community benefits and local supply chain delivery

(5) Jointly growing the social sector to deliver where communities most need it e.g. community safety, social care

▶ What might these programme look like?

▶ How would we measure impact?
- changes in a community against the factors of community resilience
- reductions in demand for public services in the thematic areas e.g. environment, health
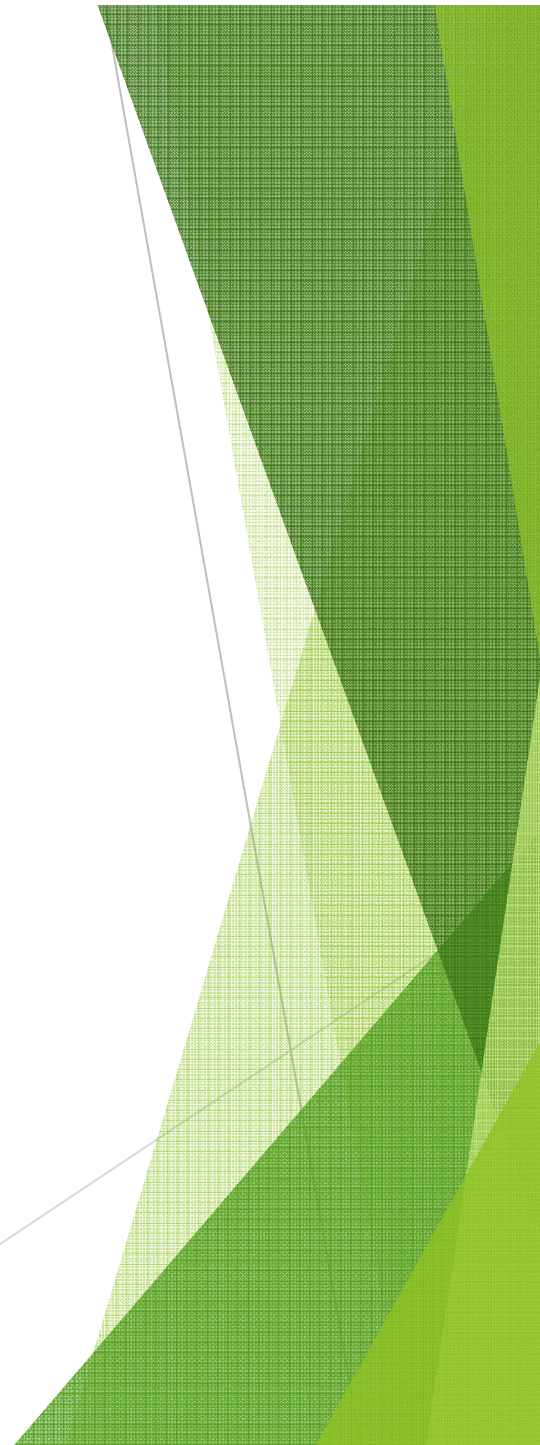
ORGANISATIONAL CHANGE OVERVIEW AND SCRUTINY COMMITTEE

Date of Meeting	Monday 12th September 2016
Report Subject	Museums and Archives Service Developments
Report Author	Chief Officers Organisational Change

EXECUTIVE SUMMARY

Museums and Archive Services form part of the Organisational Change portfolio. They are relatively small services with budgets and staff numbers as detailed below.

Museums –   Budget £0.063m   Staff 0.8 fte
Archives –   Budget £0.281m   Staff 7.4 fte

Over the past two years the services achieved a small level of efficiency but due to the size of the services any significant efficiency would have a major impact on the services resulting in significant closures of facilities or reductions in accessibility. Both services have made significant improvements. The Museums Service has played a significant role in the re-development of Greenfield Valley leading the implementation of the £1m Heritage lottery project to improve the Museum and visitor attractions on site. The Archives Service has received national accreditation being one of the first local authorities to achieve this in Wales.

Long term sustainability of these services needs to enable them to manage budget efficiencies without having a real impact on service delivery, something that is unachievable in their current form as the services have no ability but to reduce services to make further efficiencies. The Museum Service has been looking at the options of being part of an existing charity such as Greenfield Valley where overhead costs could be shared and additional income could be found, or being part of the leisure and libraries employee led mutual which would achieve the same benefits. The Archives Service lends itself to regional collaboration with the potential for storage costs to be shared regionally and the opportunities to digitise materials and make them available on line. Work across the region has started to scope out where these regional opportunities exist. Through this approach it is believed that storage costs and overhead costs of the service can be reduced enabling the service to be sustainable in the long term.

This report aims to update scrutiny on the service developments in these two service areas and provide an opportunity to comment on their future direction.

RECOMMENDATIONS	
1	To consider and comment on the service developments taking place in these two services.
2.	To consider and support the approach to ensuring sustainability of these two services that aims to result in no major loss of service provision.

REPORT DETAILS

1.00	SERVICE DEVELOPMENTS
1.01	The Museums Service is a discretionary service and is made up of the following elements: • Responsibility for 3 accredited Museums including Greenfield Valley, Buckley Museum and Mold Museum; • The Flintshire Museum store in Deeside; • Connahs Quay heritage displays at Connahs Quay Library. In regional terms the service is comparatively small.
1.02	Over the last two years 2015/16 and 2016/17 the main focus of the service has been to develop and deliver two major heritage Lottery Fund projects at Greenfield Valley and Bailey Hill. More detail is provided below. These projects demonstrate the enabling and developmental role of the service in working co-operatively with other partners to access major lottery awards i.e. Greenfield Valley Trust, Friends of Bailey Hill and Mold Town Council. This enabling role also includes mentoring independent museums for example St Winefrides Well. Two smaller developments have been completed in Council locations, Connecting Connahs Quay to its past at Connahs Quay Library, and Sharing the Treasures at Buckley Museum. Apart from the work in Council locations which will continually be managed by the service, development and mentoring work cannot be ongoing and projects and organisations need to be sustainable themselves at the end of each project e.g. Greenfield Valley.
1.03	'Greenfield Valley Uncovered' is a significant project to improve the visitor experience at Greenfield Valley. The project aims were to develop new flexible, interactive interpretation for buildings and collections; to improve the shop and entrance building; upgrade signage and site orientation; and provide better access through improved pathways. Finally to employ an activity leader to lead a bold three year volunteer project. The value of the project is £1.2 million and the capital works were completed in April 2016. It has made a significant difference to visitor numbers including school visits.
1.04	Bailey Hill is a significant project to improve the heritage environment of the Motte & Bailey Castle at Bailey Hill in Mold. This includes large areas

	of tree removal, access improvements, a new play area and site-wide interpretation including a display area in the Custodians Lodge. The Council is working in partnership with Mold Town Council and the newly formed Friends of Bailey Hill Group. The value of the Heritage Lottery application is estimated at £1.2m through the Parks for People programme and a successful stage 1 development application for £0.044m was completed in July 2016. The development stage will include employment of technical advisors to work on capital development, access, interpretation and governance structure for the site and its operation. This work is due to be complete by September 2017 with an estimated stage 2 application to be submitted if the work is agreed by all partners by the end of 2017 or the beginning of 2018. The biggest challenges for the project are creating a sustainable governance structure and achieving the local match funding.
1.05	Further efficiencies in the service can only be achieved by either closing the Museums store, reducing access to displays or reducing staffing hours. To avoid these significant reductions the service has considered the option of joining an existing Museums Trust or considering the option of joining the Leisure and Libraries Employee Led Mutual. Greenfield Valley Trust have stated at this stage they do not want the additional responsibility for managing the museums service on behalf of the County as they need to concentrate on operating Greenfield Valley for the benefit of local residents. As a result the service is now considering in detail being part of the Employee Led Mutual and recommendations will be brought forward to Cabinet as part of the leisure and libraries implementation plan which is due in December, and will if approved enable establishment of the organisation during 2017.
1.06	The Archives Service provides access to records including those from Local Authorities, Schools, Businesses, Parishes and Landed Estates. It is a statutory service with a legal requirement for a care plan to be in place for records held by the Council. The service includes a Record Office with a search room, environmentally controlled storage, and a conservation studio. Staff include professional archivists and a conservator. Some records are stored off site due to the lack of storage space. In regional terms the service is relatively large as the Record Office and services were originally part of Clwyd Council.
1.07	Developments in the service have included the establishment of an online catalogue, grant funded projects to improve conservation and outreach, and the conservator acting as a mentor to other archive staff.
1.08	The Archives Service received Accredited status in March 2015, becoming one of the first local authorities in North Wales to do so. This status is due for review by March 2018, by which time the Council will be expected to have made progress in solving the two major issues, lack of storage space and digital preservation.
1.09	Funding has been gained by the North Wales Authorities from Welsh Government through the Museums, Archives and Libraries function 'MALD' to explore opportunities for collaborative working. The advisors are looking at scope work for specific areas including preservation, buildings and staff. This work will be complete by February 2017

1.10	The lead officers for both services will be available at the meeting to answer questions from the committee about the contents of this report.

2.00	**RESOURCE IMPLICATIONS**
2.01	Financial Implications Current budgets are detailed in this report. The Museums Service Investment has played a major role in bringing funding into the area with the £1.2m investment at Greenfield Valley and the potential £1.2m investment at Bailey Hill The aim in future is to sustain both services while recognising there may well be a need for future efficiencies .
2.02	Human Resource Implications No implications at this stage. Depending on the final solution for sustainability then staff may need to be transferred to another organisation in which case Transfer of Undertakings Protection of Employment Regulations (TUPE) would apply.

3.00	**CONSULTATIONS REQUIRED / CARRIED OUT**
3.01	Consultations have taken place with Greenfield Valley Trust about their interest in housing and operating the Museum Service on behalf of the county. The Trust has stated it does not want to do this as they need to concentrate on the development of Greenfield Valley as a local attraction. Consultation is currently taking place with the other North Wales authorities and Welsh Government through 'MALD' about opportunities for collaboration between Archive Services.

4.00	**RISK MANAGEMENT**
4.01	Key Risks and Mitigation (1) Long term sustainability of the service – without future operating models that can reduce overhead costs then the services are vulnerable if future budget efficiencies are needed, this is why Alternative Delivery Models (ADMs) are being explored (2) Loss of local accountability – If ADMs are implemented then the contractual arrangements need to ensure the local authority can hold to account the management organisation on behalf of Flintshire residents. (3) Reductions in the quality of the service – if efficiencies are needed then the quality of service will reduce through less staffing or

	reductions in access to the service, the aim of the ADM work is to avoid this.

5.00	APPENDICES
5.01	None

6.00	LIST OF ACCESSIBLE BACKGROUND DOCUMENTS
6.01	None **Contact Officers:** Sophie Fish / Claire Harrington **Telephone:** 01352 714172 **E-mail:** sophie.fish@flintshire.gov.uk

7.00	GLOSSARY OF TERMS
7.01	Alternative Delivery Model – A different operating model for delivery of the service
7.02	MALD – The arm of Welsh Government leading on Museums, Archives and Libraries
7.03	Heritage Lottery Fund – Lottery body established to fund heritage projects in the United Kingdom
7.04	Greenfield Valley Trust – Independent charity responsible for the management of Greenfield Valley including the Museum
7.05	Archives Accreditation – The national standard across the United Kingdom for Archive Services
7.06	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.

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ORGANISATIONAL CHANGE OVERVIEW & SCRUTINY COMMITTEE

Date of Meeting	Monday 12 September 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 of the Committee be authorised to vary the Forward Work Programme between meetings, as the need arises.

REPORT DETAILS

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

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

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

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

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

6.00	**LIST OF ACCESSIBLE BACKGROUND DOCUMENTS**
6.01	None. **Contact Officer:** Robert Robins Member Engagement Manager **Telephone:** 01352 702320 **E-mail:** robert.robins@flintshire.gov.uk

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

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

DATE	SUBJECT	O&S FOCUS	REPORT FROM
Monday, 17th October 2016 10.00am County Hall	Leisure and Libraries ADM	Information/assurance	Ian Bancroft
	Facilities Management ADM	Information/assurance	Neal Cockerton
	Quarter 1 Improvement Plan Monitoring Report	Monitoring/assurance	Robert Robins
	Forward Work Programme	Development	Robert Robins
Monday 21st November 2016 10.00am Deeside Leisure Centre	Holywell Leisure Centre ADM final implementation plan	Information/assurance	Ian Bancroft
	Community Asset Transfer Review	Information/assurance	Neal Cockerton/Ian Bancroft
	Childcare ADM proposal for the Pepperpot	Information/assurance	Ina Bancroft/Neal Cockerton
	Forward Work Programme	Development	Robert Robins
Friday, 9th December 2016 2pm County Hall	*Budget Consultation Meeting* *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*	Consultation	

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

Monday 9th January 2017 10am Venue to be determined.	Q2/Mid year monitoring Report Play update Forward Work Programme	Monitoring/assurance Information/assurance Development	Robert Robins Ian Bancroft Robert Robins
Friday, 13th January 2017 2pm County Hall	*Budget consultation Meeting* *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.*		
Monday, 6th February 2017 10am Venue to be determined.	Forward Work Programme	Development	Robert Robins
Monday, 13th March 2017 10am Venue to be determined.	Q 3 Improvement monitoring report Forward Work Programme	Development	Robert Robins

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