

**FLINTSHIRE COUNTY COUNCIL**

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

**DATE:**                 **28<sup>TH</sup> SEPTEMBER, 2015**

**REPORT BY:**         **CHIEF OFFICERS ORGANISATIONAL CHANGE**

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

**1.0    PURPOSE OF REPORT**

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

**2.00   BACKGROUND**

2.01    The aim of ADMs in each of these service areas are to sustain important services that are potentially at risk in the future if they remain within the Council, and at the same time reduce the impact of job losses. This is set in the context of trying to achieve a 30% budget reduction and prudently aiming to achieve a 50% saving over 5 years (working on 10% efficiency having already been made in 2015/16 this means 40% over the next 4 years).

2.02    The all member workshop session on ADMs provided members with the background on the type of models being considered, how an ADM can support service change, and the process and principles the Council is following in considering whether ADMs are appropriate.

2.03    The feasibility studies have been developed by senior managers within each service with support from our technical experts (Capita and Social Firms Wales). Comments have been received back from Corporate Services including internal audit on each feasibility study. The feasibility studies along with these comments have then been considered in detail by Cabinet portfolio holders together with a Chief Officer independent of the service area forming part of the ADM.

**3.00   CONSIDERATIONS**

3.01    Senior Managers from each service area will present a summary of the feasibility study along with the priorities they are considering in the

next stage of business planning work.

- 3.02 At the end of the feasibility stage services identified their preferred delivery model option, having considering as part of this the option of remaining as a Council service. This included identifying the future service offer, the benefits of the service delivery model, the estimated saving over a 5 year period, risks and how these would be mitigated.
- 3.03 In considering these feasibility studies Chief Officers and Cabinet Members then agreed whether the service should proceed to the next stage of work i.e. business planning, and if so what should be specific issues or conditions that would be covered in the next stage of work.
- 3.04 At this stage no decisions have been taken about whether services should ultimately establish ADMs, this will be done at the end of the business planning stage. The business planning stage will include engagement of all service staff to develop and consider final proposals. Business Plans are due to be completed at the end of this calendar year and early in the New Year.
- 3.05 The preferred options for each service and issues / conditions to be covered in the business planning stage are detailed below.

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

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

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

#### **4.00 RECOMMENDATIONS**

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

#### **5.00 FINANCIAL IMPLICATIONS**

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

50% saving over 5 years.

#### **6.00 ANTI POVERTY IMPACT**

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

#### **7.00 ENVIRONMENTAL IMPACT**

7.01 None as a direct result of this report.

#### **8.00 EQUALITIES IMPACT**

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

#### **9.00 PERSONNEL IMPLICATIONS**

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

#### **10.00 CONSULTATION REQUIRED**

10.01 Work during this next stage will take place with staff and users and services are required at the beginning of business planning to develop a communications plans.

#### **11.00 CONSULTATION UNDERTAKEN**

11.01 None at this stage.

#### **12.00 APPENDICES**

12.01 None

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

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

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