

ORGANISATIONAL CHANGE
OVERVIEW AND SCRUTINY COMMITTEE
28 SEPTEMBER 2015

Minutes of the meeting of the Organisational Change Overview and Scrutiny Committee of the Flintshire County Council held at Theatr Clwyd, Mold on Monday, 28 September 2015

PRESENT: Councillor David Roney (Chairman)
Councillors: Clive Carver, Ian Dunbar, Brian Dunn, Robin Guest, Ron Hampson, Dave Mackie, Mike Reece, Paul Shotton, and Carolyn Thomas

SUBSTITUTIONS: Councillors Adele Davies-Cooke (for Nigel Steele-Mortimer), Peter Curtis (for Andy Dunbobbin), and David Healey (for Glenys Diskin)

APOLOGIES: Councillors Aaron Shotton and Chris Dolphin

ALSO PRESENT: Councillor Ron Davies

CONTRIBUTORS: Councillor Bernie Attridge, Deputy Leader and Cabinet Member for Environment, Councillor Kevin Jones, Cabinet Member for Waste Strategy, Public Protection and Leisure, Chief Executive, Chief Officer (Organisational Change (1)), Chief Officer (Organisational Change (2), (For minute no. 20) Tamara Harvey, Artistic Director, Clwyd Theatr Cymru, Facilities Operations Manager, Principal Leisure Services Officer, and Principal Librarian

IN ATTENDANCE: Member Engagement Manager and Committee Services Officer

Prior to the start of the meeting the Chairman thanked Tamara Harvey, Artistic Director, for her hospitality and tour of the theatre.

Councillor Ron Davies, Chairman of the Theatr Clwyd Board of Governors, welcomed Members. He commented on the recent appointment of Tamara Harvey and welcomed her commitment and vision for the development of Theatr Clwyd Cymru in Wales and beyond.

18. DECLARATIONS OF INTEREST

Councillors Robin Guest, Ron Hampson and Dave Mackie declared a personal interest in the following item as they were members of the Theatr Clwyd Board of Governors.

4. Clwyd Theatr Cymru Progress Report

19. MINUTES

The minutes of the meeting of the Committee held on 21 July 2015 had been circulated to Members with the agenda.

RESOLVED:

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

20. CLWYD THEATRE CYMRU PROGRESS REPORT

The Chief Executive introduced a progress report on Clwyd Theatr Cymru (CTC) covering delivery of the business plan and budget efficiencies, and the emerging vision for the Theatre after the appointment of a new Artistic Director.

The Chief Executive provided background information and context and referred to the key considerations as detailed in the report concerning progress against the business plan and the emerging artistic vision, increasing commerciality, and becoming closer to the local community.

The Chief Executive provided clarification on the financial circumstances, governance arrangements, and accountability for CTC. He explained that whilst facing reductions in funding from the Council, the CTC had also applied to remain an Arts Council of Wales funded organisation. He advised that initial feedback to the application was positive, however, the actual amount of funding to be granted would not be known until later in the year.

The Chief Officer (Organisational Change (1)) outlined the key issues concerning delivery of the business plan and referred to the appointment of a new Artistic Director, ensuring the Theatr was fit for purpose in terms of staffing, applying for funding from the Arts Council for Wales, and capital development.

It was agreed that the Business Plan Progress report which was considered at the last meeting of the board be circulated to the committee.

The Chairman welcomed Tamara Harvey, new Artistic Director, to the meeting and invited her to give an overview of her role, responsibilities and vision for the theatre. The Artistic Director thanked Members for their attendance and took the opportunity to pay tribute to Terry Hands, former Artistic Director, for his exceptional work in developing and promoting the theatre during the last 18 years.

The Artistic Director explained she was committed to a broader artistic programme with a holistic approach to all art forms across the building, drawing in new audiences and ensuring that Theatr Clwyd became an intrinsic part of the local communities and a symbol of innovation across the creative arts in Wales and beyond. She outlined the range of work to be undertaken

to progress the business plan and the emerging artistic vision and referred to a broader range of production work, increasing commerciality and marketing, and development of partnerships and projects with Welsh companies and the rest of the UK. She also reported on how the Theatr would deliver against the challenge of reduced funding from the Council in 2015/16 through the implementation of a robust and financially sustainable business framework.

Councillor Paul Shotton congratulated the Artistic Director on her recent appointment and welcomed the new initiatives. He referred to the discussions taking place to explore touring possibilities and said he would like a more positive stance to be taken towards that happening.

Councillor Mike Reece asked if Theatr Clwyd was included on the asset transfer programme. The Chief Executive advised that the Theatr was not included at the moment, however, an “open minded” approach was being taken for the future. The Chief Officer (Organisational Change (1)) clarified that asset transfers took place regarding the building but not the service, alternative delivery models encompassed transfer of the building and services.

In response to the further comments from Councillor Shotton around funding from the Arts Council of Wales, the Chief Executive advised that confirmation had been received that CTC would remain a funded organisation with the Arts Council and reiterated that the amount of grant would not be known until the end of the year.

Councillor Clive Carver sought further information around the possibility of claiming Theatre Tax Relief. He also referred to the introduction of car parking charges at the County Hall complex and expressed concerns that if CTC expanded its range of events there may not be sufficient parking capacity and that the cost of parking may be prohibit some members of the community from attending such events. Officers responded to the comments and questions raised. Concerning the claiming of Theatre Tax Relief the Chief Officer (Organisational Change (1)) explained that an achievable solution was being determined and further detail would be provided soon. On the subject of introduction of car parking charges at the County Hall complex the Chief Executive explained that this was a complicated matter still under consideration. He advised that parking for staff and visitors at the County Hall complex would be treated no differently to the arrangements for charges for car parking at Mold town during the day time. There would be no charges for car parking during the evening.

The Artistic Director acknowledged the concerns raised by Councillor Carver around car parking charges and conceded that it may deter people on low incomes from attending CTC and be detrimental to improving links with communities and attracting those people who are unlikely to visit the Theatr due to financial circumstances.

Councillor Ian Dunbar asked what action was being taken to encourage more schools to attend productions and events at CTC. The Artistic Director

responded that the Theatre continued to work closely with schools, however, one of the main challenges was the current financial restraints on school budgets. She referred to the work of the Theatre for Young People which also went into schools to deliver work experience projects and said that the Theatre recognised the need for collaboration and integration to ensure it was accessible to schools and provided alternative ways of engaging them in its work. Councillor Peter Curtis commented on the cost of school transport which was a main concern for all schools when planning school trips.

Councillor Carolyn Thomas referred to the possibility of CTC engaging with young people through the Welsh Baccalaureate scheme. She also commented on the need to improve links with Tourism and cited Mold Tourist Information Centre as an example of engaging visitors as well as residents. Councillor Thomas expressed concerns that the cost of tickets for performances at CTC could be prohibitive for families and people on low incomes and asked if this could be taken into consideration and that any special offers or discounts be broadly marketed.

In response to the comments by Councillor Peter Curtis about attracting a wider audience to the Theatre through popular and well known productions, the Artistic Director explained that due to capacity the Theatre was not always in a position to offer the best commercial deal to producers to enable it to attract the biggest productions. The Chief Executive offered to circulate a paper on profit margins for information.

During discussion Officers responded to the further comments and concerns raised by Members. The Chief Executive referred to the age of the building and the need for capital investment in the future and commented that the Theatre was in a strong position to attract lottery and Welsh Government one-off funding.

RESOLVED:

That the progress of Clwyd Theatre Cymru against delivery of its business plan and identified savings, the emerging artistic vision and increased commerciality and community links be supported.

21. ALTERNATIVE DELIVERY MODELS: LEISURE, LIBRARIES AND FACILITY MANAGEMENT SERVICES

The Chief Officer (Organisational Change (2)) introduced a report on the completed feasibility work for Leisure, Libraries and Facility Management services, including preferred Alternative Delivery Model (ADM) options, and to share the initial priorities for the business planning phase of work.

The Chief Officer (Organisational Change (2)) provided background information and referred to the key considerations as detailed in the report. He advised that at this stage no decisions had been taken about whether services should ultimately establish ADMs; this would 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 the year/New Year. The preferred options for each services and issues/conditions to be covered in the business planning stage were detailed in the report.

The Chief Officer (Organisational Change (1)) introduced Steve Jones, Facilities Operations Manager, and invited him to give a presentation on the ADM Facilities Services (Catering and Cleaning). The main points of the presentation were as follows:

- current provision
- approach
- strategic objectives
- the Catering and Cleaning TECKAL
- considerations for change
- making it stack up
- key risks and mitigation
- the new offer
- Finance
- next steps

The Chair invited Members to raise questions.

Members expressed concerns that they had not been given the opportunity to consider the information provided in the presentation prior to the meeting. It was agreed that Officers would be requested to consider how information was provided in the future, in light of the work of the Committee which was asked to provide comments on change initiatives. In response to the further concerns raised by Councillor Carver around scrutiny, Officers explained that there would be a further opportunity for the Committee to scrutinise proposals in the business plan in more detail during the second stage.

In response to the comments raised the Facilities Operations Manager advised that the aim was to provide a modern, efficient and profitable catering and cleaning services in a delivery model which reduced and eventually removed the need for financial subsidy from the Council.

Councillor Carolyn Thomas sought further explanation of the TECKAL Company model. The Chief Officer (Organisational Change (1)) advised that the TECKAL Company was a legal entity which would remain wholly owned by the Authority, maintaining social responsibility. It would maintain service provision within the public sector whilst supporting expansion into the private sector.

Responding to the further questions and concerns raised Officers explained that the intention was to share information with Members as early as possible to engage thoughts and comments which would be used to inform and progress the business planning prior to scrutiny of the proposals.

Councillor Bernie Attridge emphasised that at this stage no decisions had been made by Cabinet about whether services should establish ADMs.

Referring to the financial information provided in the presentation Councillor Robin Guest expressed concern around the reference to the term 'FCC subsidy'. The Chief Officer (Organisational Change (1)) explained that the term was used to describe a fee for the service and it was agreed that the wording 'FCC subsidy' should be replaced by the wording 'FCC fee'.

The Chief Officer (Organisational Change (1)) introduced Mike Welch, Principal Leisure Services Officer, and Pennie Corbett, Principal Librarian, and invited them to give a presentation on the ADM Leisure and Libraries. The main points of the presentation were as follows:

- current provision
- approach
- strategic objectives
- which ADM and benefits
- Community Asset transfer
- transfer to a mutual or cooperative
- the new offer
- how will an ADM be more productive and increase income
- key risks and mitigation
- Finance: MTFP
- next steps

The Chairman invited Members to raise questions.

In response to a query raised by Councillor Carolyn Thomas the Chief Officer (Organisational Change (1)) provided further clarification on transfer to a mutual or cooperative company or society.

Councillor David Healey referred to the longer term consideration of Community Asset Transfers to secure the future of dual use school sites and expressed concerns around the implications for staffing arrangements during weekends and school holidays. The Principal Leisure Services Officer commented on the need for collaborative working with local communities and said there were good examples of where partnership working between the community and school worked well to keep services open longer. In response to the further concerns raised by Councillor Peter Curtis around community asset transfers and leisure centres the Chief Officer (Organisational Change (1)) agreed to provide figures on the running costs and usage for the Council's leisure centres.

During discussion it was agreed that Officers consider and refine the terminology used so that it went beyond the current 10 models for alternative delivery to describe some of the likely legal models and how asset transfer differed to other delivery models.

Councillor Carolyn Thomas referred to the financial information provided in the presentation and asked that more detail be provided on fixed play provision and playschemes. She requested that this be included as an item on the Committee's forward work programme. In response to the further comments and concerns raised by Councillor Thomas regarding mobile library service provision in rural areas the Principal Librarian confirmed that this service was under review.

RESOLVED:

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

22. QUARTER 1 – IMPROVEMENT PLAN MONITORING REPORTS

The Chairman asked Members to consider deferring the item until the next meeting.

RESOLVED:

That consideration of this item be deferred to the next meeting, but in the interim, should Members have any questions, these may be sent to the Member Engagement Manager.

23. FORWARD WORK PROGRAMME

The Member Engagement Manager introduced the Forward Work Programme. It was agreed that the Quarter 1 – Improvement Plan Monitoring Reports would be added to the list of items for consideration at the meeting of the committee to be held on 2 November 2015.

It was suggested that consideration be given to an alternative venue for the next meeting of the Committee to be held on 2 November, and that consideration be given to holding the 7 December meeting, to consider progress with Community Asset Transfers, as a workshop open to all Members of the Council.

It was agreed that the offer from Councillor Bernie Attridge that the Alternative Delivery Workshop be re-run be accepted with alacrity.

RESOLVED:

- (a) That the Forward Work Programme as submitted, with the verbal amendments be approved;
- (b) That the Member Engagement Manager, in consultation with the Chair and Vice-chair be authorised to alter the Forward Work Programme between meetings;

- (c) That the Deputy Leader's offer that the Alternative Delivery Workshop be re-run be accepted with alacrity;
- (d) That consideration be given to holding the December meeting, to consider progress with Community Asset Transfers, as a workshop open to all Members of the Council.

24. MEMBERS OF THE PUBLIC AND PRESS IN ATTENDANCE

There were two members of the press and no members of the public in attendance.

(The meeting commenced at 10.30am and ended at 13.30pm)

.....
Chairman