

ORGANISATIONAL CHANGE
OVERVIEW AND SCRUTINY COMMITTEE
2 NOVEMBER 2015

Minutes of the meeting of the Organisational Change Overview and Scrutiny Committee of the Flintshire County Council held at County Hall, Mold on Monday, 2 November 2015

PRESENT: Councillor David Roney (Chairman)
Councillors: Clive Carver, Glenys Diskin, Chris Dolphin, Ian Dunbar, Andy Dunbobbin, Ron Hampson, Dave Mackie, Mike Reece, Paul Shotton, Nigel Steele-Mortimer and Carolyn Thomas

SUBSTITUTIONS: Councillor Mike Peers (for Brian Dunn)

ALSO PRESENT: Councillors Carol Ellis, Veronica Gay, Hilary McGuill and Mike Lowe

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)), Chief Officer (Social Services), and Senior Manager Integrated Services, Lead Adult

IN ATTENDANCE: Member Engagement Manager and Committee Services Officer

25. DECLARATIONS OF INTEREST

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

5. Alternative Delivery Model Business Plans for Social Care

Councillors Andy Dunbobbin and Dave Mackie declared a personal interest in the following item.

8. Connah's Quay Swimming Pool Community Asset Transfer

26. MINUTES

The minutes of the meeting of the Committee held on 28 September 2015 had been circulated to Members with the agenda.

Matters arising:

Alternative Delivery Models: Leisure, Libraries and Facility Management Services

Councillor Clive Carver referred to page 9 and reiterated his concerns regarding the presentation which was made at the meeting. He said that he had requested that the meeting be adjourned to enable Members time to consider the information provided but this had not been recorded in the minutes. The Member Engagement Manager responded and explained that the presentation slides had not been available at the time the agenda had been despatched for the meeting but had subsequently been sent separately to the Committee for information. Officers explained that the intention had been to share the most up to date information with Members as early as possible. The Chief Executive acknowledged the points raised by Councillor Carver and it was agreed that whenever possible presentation slides would be provided to Members in advance of the meeting and published on the public website.

RESOLVED:

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

27. THE ROLE OF THE COMMITTEE IN SUPPORTING ORGANISATIONAL CHANGE

The Member Engagement Manager introduced a report to remind the Committee of its terms of reference and provide assurance that whilst the way the Committee operated may be different from the other five functional Overview & Scrutiny Committees it was still fulfilling its role within the Council's Constitution as an Overview and Scrutiny Committee. He referred to the specific functions of the Committee as detailed in the report.

Responding to a query raised by Councillor Clive Carver the Member Engagement Manager advised that Libraries, Culture and Heritage and Leisure Services fell within the remit of the Organisational Change Overview & Scrutiny Committee and not Education and Youth. The Committee also took the lead on consideration of Alternative Delivery Models.

During discussion the Member Engagement Manager responded to the further questions raised regarding the way information was provided to the Committee and the different ways in which the Committee operates.

RESOLVED:

That the report be received.

28. ALTERNATIVE DELIVERY MODELS: SOCIAL CARE – DAY CARE AND WORK OPPORTUNITIES

The Chief Officer (Organisational Change (1)) introduced a report on the Alternative Delivery Model (ADM) working taking place in Social Care and covering Day Care and Work Opportunities. He advised that feasibility work was now complete and business planning underway.

The Chief Officer (Social Services) gave presentation on the reasons for considering an ADM, and outlined the benefits this would potentially provide and the preferred models under consideration. The main points of the presentation were as follows:

- ADM Social Services – Learning Disability Services
- Current provision
- Glanrafon Day Centre
- Key risks and issues

The Chair invited Members to raise questions.

Councillor Dave Mackie thanked the Chief Officer (Social Services) for his presentation. He referred to the information that Glanrafon building was no longer fit for purpose and did not meet service user needs and asked what action had been taken to date. He also commented on the reference to meaningful work or activities that service users could undertake and said that the term 'meaningful work' depended on the value to the service user. Councillor Mackie sought clarification of the reference to Taith and the SHARP programme in the presentation slides.

Councillor Carol Ellis commented on the need for a new building which fully addressed the needs of vulnerable service users and people with severe disabilities. She asked for information on the potential location of the site for the new build and an indication of how long the process would take.

Councillor Mike Peers referred to the workshop held with Glanrafon Senior Staff concerning future service provision and said it would be helpful if the Committee were provided with feedback on the discussions held and the outcome. In response to a further question from Councillor Peers regarding the outcomes of feasibility studies, the Chief Officer (Social Services) agreed to provide a summary of the responses to the next meeting of Social & Health Care Overview & Scrutiny Committee.

The Chief Officer (Social Services) explained that the location of a new building would be in Flintshire and potentially on the 'Deeside strip'. He envisaged that the process would take at least 2 years as the aim was to establish a quality service over the medium to long term. He explained that he had an "open mind" about the location and would listen to suggestions to help determine the most appropriate site. The Chief Officer said the needs of service users would be acknowledged and their views taken into account.

In response to a question from Councillor Hilary McGuill, the Chief Officer (Social Services) stated that the Council remained the guardian of the Service going forward in terms of setting the quality and standards of service provided. In response to the further queries made by Councillor McGuill concerning costs and ADMs, Councillor Attridge advised that no decision had yet been taken about a new building or a location. The Chief Executive commented that it was expected that the Council would regard this matter as

a priority in the capital programme and that a significant saving could be made if Council owned land could be used for the project.

Councillor Carol Ellis raised concern around the outsourcing of day care services out of County. The Chief Officer confirmed that day care services would need to be based in Flintshire.

Councillor Ron Hampson emphasised the need to ensure that the location for the potential new building would meet the transport needs of service users. He expressed praise for the quality of service provided by staff at Glanrafon and said he would not wish to see any reduction in the staffing level to achieve financial efficiencies.

Responding to comments on the deteriorating condition of Glanrafon building, the Chief Officer (Social Services) and Councillor Bernie Attridge advised that funding had been provided during the last 2 years to improve the building but there was a recognition that the building was beyond refurbishment and no longer fit for purpose.

The Chief Officer (Social Services) invited the Senior Manager Integrated Services to give a presentation on Day Opportunities Small Businesses. The main points of the presentation were:

- Business planning – progress update
- Day/work opportunities – key risks and issues
- Small business- finance summary

The Chair invited Members to raise questions.

Councillor Dave Mackie suggested that the existing small businesses providing day care and support to vulnerable adults should contact other similar organisations nationally to exchange ideas. In response to the further comments and questions raised by Councillor Mackie concerning development of the Double-Click Design & Print business, the Chief Officer (Social Services) explained that he would provide an update on progress to the next meeting of the Social & Health Overview & Scrutiny Committee.

Councillor Paul Shotton asked if all the existing small businesses could be accommodated within the one location to achieve financial savings. Councillor Hilary McGuill made a number of suggestions for combining small businesses and also commented on the potential for some commercial development of Wepre Park in Connah's Quay. The Senior Manager Integrated Services explained that the potential for consolidating small businesses would be explored but the diverse needs of service users would have to be taken into account and one location may not be feasible for all.

Referring to capital restraints the Chief Executive said that representations needed to be made to the Welsh Government for funding for ADMs to optimise commercial potential. He commented that the work undertaken by the Council on ADMs had been well received at national level

and whilst the Council had demonstrated its ambition it did not have the available capital.

RESOLVED:

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

29. ESTABLISHING 'INTELLIGENT CLIENT' APPROACHES FOR VALUATION, PROPERTY AND ESTATES

The Chief Officer (Organisational Change (2)) introduced a report on the plans for the development of an 'Intelligent Client Function' which would see an increasing commissioning role within the service areas covered within the report. He advised that the model was developed as part of the work relating to the Alternative Delivery Model Programme and seeks to deliver work through strategic framework contracts where appropriate rather than direct in house delivery.

The Chief Officer referred to the role and purpose of the Intelligent Client function and gave an outline of the Design Consultancy and Property Maintenance service and Valuation and Estates service. He commented on the Service remodel and final design solution for Property and Capital Delivery Services.

The Chair invited Members to raise questions.

Councillor Dave Mackie commented that the information contained in appendix 'C' was difficult to read. He raised concerns around the implications for schools and queried how it could be more cost efficient to commission external services than those provided in-house by the Council. The Chief Officer explained that schools gave very careful consideration to the services which could be purchased from the external marketplace. He advised that the Service had significantly modified its existing service level agreement into a buy back agreement which schools could choose to opt in or out of for future provision of school maintenance services

The Chief Officer explained that the model was developed as part of the work relating to the Alternative Delivery Model Programme and sought to deliver work through strategic framework contracts where appropriate rather than direct in house delivery. The transformation work would produce more streamlined and efficient in house delivery which procured work through national and local framework contracts. . He referred to the need to reduce invoice processing through streamlining the main contractor supply chain. The Chief Officer commented on the need for quality and consistency across the supply chain.

During discussion Officers responded to the further concerns raised by Councillor Dave Mackie around the tendering process and the need for local

framework contracts. Officers advised that the in house client function worked closely with portfolio departments to enable service areas to deliver core business.

RESOLVED:

- (a) That the Committee's comments on the development of an intelligent client function be considered by the officers and used to inform further progress; and
- (b) That the operating model for the service areas covered in the report be endorsed.

30. VARIATION IN ORDER OF THE AGENDA

The Chair indicated that there would be a slight change in the order of business to bring forward agenda item 8. .

31. 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 item by virtue of exempt information under paragraph(s) 14, 15 of Part 4 of Schedule 12A of the Local Government Act 1972 (as amended).

32. CONNAH'S QUAY SWIMMING POOL – PROPOSAL FOR A COMMUNITY ASSET TRANSFER

The Chief Officer (Organisational Change (1)) introduced a report to outline the initial proposals from the community for a Community Asset Transfer (CAT) of Connah's Quay Swimming Pool. He gave a presentation on the Community Groups proposal for a CAT which covered the following main points:

- the basis of the proposal
- future opening hours and types of use
- implications if there is not a Community Asset Transfer
- implications for staff
- proposals for future funding
- key dates

The Chief Officer advised that the community was working on the initial proposals to formulate a business plan for final consideration by the Council. The Committee was asked to consider and comment on the proposals. Feedback would be provided to the community and Cabinet prior to consideration of the final proposal from the community in December 2015.

Councillor Paul Shotton spoke in support of the project and referred to the financial contribution provided by Connah's Quay Town Council. He asked if other local town and community councils had been contacted to ask if they would be willing to support the proposals. Councillor Mike Peers said the initiative was a good example of a CAT and commented on the availability of the facility for use by the wider community. He also expressed the view that other Town and Community Councils should be asked to contribute to the cost. The Chief Officer advised that the next stage was to work more widely with other Town and Community Councils and organisations.

Councillor Ian Dunbar also spoke in support of the proposals and reiterated the need to contact other local Town and Community Councils to seek potential support. He emphasised the importance of maintaining swimming lessons and school sessions for young people and commented on the need to ensure that 'affordable pricing' was maintained. Councillor Dunbar raised further concerns around the future maintenance costs of the building. The Chief Officer gave an assurance that safeguards were in place to protect pricing levels and gave an outline of the potential provisions to be applied at point of transfer to address future building issues.

During discussion the Chief Officer responded in detail to the further queries raised by Members around resource implications and risk management.

RESOLVED:

That the Committee's comments on the initial proposals from the community for the Community Asset Transfer of Connah's Quay Swimming Pool be considered by the officers and used to inform further progress.

33. FORWARD WORK PROGRAMME

The Member Engagement Manager introduced the Forward Work Programme. He advised Members that it had been agreed that the meeting of the Committee scheduled for 7 December 2015 had been changed to a workshop to consider progress with Community Asset Transfers which would be open to all Members of the Council. The next scheduled meeting of the Committee would be held on 11 January 2016.

In response to a query from Councillor Clive Carver concerning the Quarter 1 – Improvement Plan Monitoring Reports the Member Engagement Manager advised that this information would be incorporated into the Quarter 2 – Mid Year Improvement Plan Monitoring Report to be considered at the next meeting of the Committee.

RESOLVED:

- (a) That the Forward Work Programme as submitted be approved;

- (b) That the meeting of the Organisational Change Overview & Scrutiny Committee scheduled for 7 December 2015 be changed to a workshop to consider progress with Community Asset Transfers; and
- (c) That the Member Engagement Manager, in consultation with the Chair and Vice-Chair be authorised to alter the Forward Work Programme between meetings

34. MEMBERS OF THE PUBLIC AND PRESS IN ATTENDANCE

There was one member of the press and no members of the public in attendance.

(The meeting commenced at 10.30am and ended at 12.52pm)

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Chairman