

## ORGANISATIONAL CHANGE OVERVIEW AND SCRUTINY COMMITTEE

<b>Date of Meeting</b>	Tuesday 28 <sup>th</sup> June
<b>Report Subject</b>	Progress with Plans for Libraries. Leisure and Cultural Services
<b>Report Author</b>	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.
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## REPORT DETAILS

<b>1.00</b>	<b>PROGRESS WITH PLANS FOR LIBRARIES, LEISURE AND CULTURAL SERVICES</b>
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"><li>• The re-location of Hawarden, Mancot and Queensferry library services to a new library at Deeside leisure centre funded by Welsh Government;</li><li>• The community asset transfer (CAT) of Mancot library to Mancot Community Library to enable the community of Mancot to retain a community run library;</li><li>• 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.</li><li>• The CAT of Hope Library to Castell Alun School and the Friends of Hope Community Library to retain a school and community run library.</li><li>• 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 30<sup>th</sup> June.</li></ul>
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"><li>• Hub libraries: that where appropriate are modernised through co-location, self service and extended hours.</li><li>• 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.</li></ul> <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 <sup>st</sup> 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"> <li>• Collaboration around digitisation and preservation;</li> <li>• What a sustainable network of facilities across the region will be for the future.</li> </ul>
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.

<b>2.00</b>	<b>RESOURCE IMPLICATIONS</b>
2.01	<p><b>Financial Implications</b></p> <p>Please see later report on this agenda covering 2017/18 budget.</p>
2.02	<p><b>Human Resource Implications</b></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>

<b>3.00</b>	<b>CONSULTATIONS REQUIRED / CARRIED OUT</b>
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>

<b>4.00</b>	<b>RISK MANAGEMENT</b>
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>

<b>5.00</b>	<b>APPENDICES</b>
5.01	None

<b>6.00</b>	<b>LIST OF ACCESSIBLE BACKGROUND DOCUMENTS</b>
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>

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<b>7.00</b>	<b>GLOSSARY OF TERMS</b>
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.