

**ORGANISATIONAL CHANGE OVERVIEW & SCRUTINY COMMITTEE**  
**29 JANUARY 2018**

Minutes of the meeting of the Organisational Change Overview & Scrutiny Committee of Flintshire County Council held in the Delyn Committee Room, County Hall, Mold on Monday, 29 January 2018

**PRESENT: Councillor Dave Mackie (Chairman)**

Councillors: Janet Axworthy, Marion Bateman, Sean Bibby, Geoff Collett, Ian Dunbar, Mared Eastwood, Veronica Gay, Tudor Jones, Brian Lloyd, Mike Reece, Paul Shotton and David Wisinger

**ALSO PRESENT:**

Members of Social & Health Care Overview & Scrutiny Committee invited to attend for Agenda Item 4: Councillors: Carol Ellis, Andy Dunbobbin, Kevin Hughes, Mike Lowe, Hilary McGuill and Martin White

Councillor Patrick Heesom attended as an observer

**CONTRIBUTORS:** Councillor Aaron Shotton, Leader and Cabinet Member for Finance; Councillor Christine Jones, Cabinet Member for Social Services; Chief Officer (Organisational Change 1); Chief Officer (Organisational Change 2); Senior Manager - Integrated Services and Lead Adults; and Commissioning Manager

**IN ATTENDANCE:** Overview & Scrutiny Facilitator and Democratic Services Officer

**40. DECLARATIONS OF INTEREST**

None were received.

**41. FORWARD WORK PROGRAMME**

The current Forward Work Programme was presented for consideration. Following detailed work on Alternative Delivery Models (ADMs) and Community Asset Transfers (CATs) over the past few years, three emerging key priorities had been identified. The Chief Officers (Organisational Change) provided an overview of those priorities within their respective areas:

Community Resilience

Councillor Paul Shotton welcomed 'social prescribing' initiatives where signposting to groups and activities could promote healthy living and help reduce pressures on the Ambulance Service.

The Chief Officer (Organisational Change 1) said that the aim of this priority was to maximise opportunities for community resilience by working with public sector partners. The 'social prescribing' element involved creating

pathways outside formal social care settings to encourage residents to access a network of opportunities and help prevent health issues.

Additional information was provided by the Senior Manager - Integrated Services on the development of the Single Point of Access to support GPs by signposting to various community activities. She also referred to planned work on the Aging Well Plan.

The Chairman said that GPs could do more to refer individuals to healthy initiatives and activities such as local walking groups.

The Chief Officer (Organisational Change 2) gave examples of new technology which could be used to assist vulnerable people in their own homes.

On the latter point, Councillor Ellis said that detailed explanation would be required on the use of such devices. She pointed out that some wards had a significant number of older residents and that it would be helpful for local Members to be given a nominated officer contact with whom they could refer issues.

#### Digital and Customer Services Strategy

In response to concerns from some Members, the Chief Officer (Organisational Change 1) clarified that the aim of the Digital Strategy was to encourage and improve digital contact for those who wanted it. The digital customer overview appended to the report demonstrated the creation of the customer account. This approach would help to improve opportunities for other individuals who preferred more traditional means of contact, for example by telephone or face to face. Assurance was given that these options would continue to be available to meet the needs of all customers.

Councillor Gay spoke about the role of 'community agents' which she felt could be explored for Flintshire. In response to concerns about the lack of Wi-fi in public buildings, the Chief Officer agreed to look into provision at Douglas Place in Saltney. He said that future development of public buildings should take account of Wi-fi provision for members of the public. Whilst the Council had no control on the Broadband rollout programme, customers would still be able to access the Council by telephone or face to face contact.

Councillor McGuill asked if the expansion of digital services would mean extended working hours for officers. The Chief Officer said that the expectations of residents would need to be identified to establish how these could be reasonably met.

#### Council's Property Asset Rationalisation Programme

Councillor Lloyd suggested that plans for County Hall be deferred until a decision by Welsh Government on local government reorganisation. The Chief Officer (Organisational Change 2) said that action was necessary as the significant maintenance liability on the building meant that the current position

was unsustainable. Following the closure of phases 3 and 4 of the building, careful planning was needed to achieve the right model of a modern and flexible work environment.

In response to questions from Councillor Ellis, the Chief Officer said that planning was in the early stages and would involve significant work on cultural change. Over the coming weeks, there would be consultation with the workforce and Trade Unions to feed into the overarching strategy.

Councillor Reece asked about the possible use of space at Theatr Clwyd and was informed that this would be considered as part of the Masterplan for the County Hall site.

Following a query by Councillor Bibby, it was explained that whilst areas of asbestos in County Hall had been recorded, 'disruptive testing' during the demolition process was likely to identify further issues.

**RESOLVED:**

- (a) That the Forward Work Programme as submitted be approved; and
- (b) That the Overview & Scrutiny Facilitator, in consultation with the Chair of the Committee, be authorised to vary the Forward Work Programme between meetings as the need arises.

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

**RESOLVED:**

That the press and public be excluded from the meeting as the following item was considered to be exempt by virtue of paragraph 14 of Part 4 of Schedule 12A of the Local Government Act 1972 (as amended).

**43. ALTERNATIVE DELIVERY MODELS UPDATE (SOCIAL CARE - LEARNING DISABILITY DAY CARE AND WORK OPPORTUNITIES)**

The Chief Officer (Organisational Change 1) introduced an update report on progress in establishing an Alternative Delivery Model (ADM) for Learning Disability Day Care and Work Opportunities.

The Senior Manager - Integrated Services and Lead Adults gave a reminder that the aim of the ADM was to establish a sustainable service by commissioning an experienced provider with social values. She spoke about the role of the Transition Board in overseeing the project and involvement by service users and their families to ensure due diligence on the completion of the contract.

Councillor Aaron Shotton expressed his appreciation for the work undertaken by officers and Members. He said that the Council had recognised

the importance of continuing to invest in this valued service, which was not a statutory duty. The ADM would help support the development of the new facility which was to replace the existing learning disability day centre at Glanrafon in Queensferry.

Members commended the report and said that progress should be reported to Overview & Scrutiny.

In response to questions, the officers provided clarification on a range of issues including access to grant funding, the selection process for the service provider and terms of the contract. The Commissioning Manager referred to the transparent approach to financial matters of the partnership and agreed to provide a separate response on the value of the contract. The Senior Manager said that arrangements for rota visits would require consideration by the Transition Board.

Councillor Christine Jones paid tribute to the efforts of the team and both Chief Officers during the process, and the all-inclusive approach involving service users, Trade Union colleagues and employees.

The Committee supported the Chairman's proposal for a slight amendment to the recommendation to reflect the points raised.

**RESOLVED:**

- (a) That the Committee notes the Council's wishes to continue to support the service and recognises the efforts made by staff; and
- (b) That the Committee notes progress made to date, and supports progress made in the implementation of the Alternative Delivery Model for Social Care - Learning Disability Day Care and Work Opportunities.

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

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

(The meeting started at 10am and ended at 11.50am)

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**Chairman**