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Sefton Council ✠

MEETING:	CABINET
DATE:	Thursday 22nd June, 2017
TIME:	10.00 am
VENUE:	Birkdale Room, Town Hall, Southport

DECISION MAKER: **CABINET**

Councillor Maher (Chair)
Councillor Atkinson
Councillor Cummins
Councillor Fairclough
Councillor Hardy
Councillor John Joseph Kelly
Councillor Lappin
Councillor Moncur
Councillor Veidman

COMMITTEE OFFICER:	Steve Pearce
	Democratic Services Manager
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The Cabinet is responsible for making what are known as Key Decisions, which will be notified on the Forward Plan. Items marked with an * on the agenda involve Key Decisions
A key decision, as defined in the Council's Constitution, is: -
● any Executive decision that is not in the Annual Revenue Budget and Capital Programme approved by the Council and which requires a gross budget expenditure, saving or virement of more than £100,000 or more than 2% of a Departmental budget, whichever is the greater
● any Executive decision where the outcome will have a significant impact on a significant number of people living or working in two or more Wards

If you have any special needs that may require arrangements to facilitate your attendance at this meeting, please contact the Committee Officer named above, who will endeavour to assist.

We endeavour to provide a reasonable number of full agendas, including reports at the meeting. If you wish to ensure that you have a copy to refer to at the meeting, please can you print off your own copy of the agenda pack prior to the meeting.

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A G E N D A

Items marked with an * involve key decisions

Item No.	Subject/Author(s)	Wards Affected	
1	**Apologies for Absence**		

2 **Declarations of Interest**

Members are requested to give notice of any disclosable pecuniary interest, which is not already included in their Register of Members' Interests and the nature of that interest, relating to any item on the agenda in accordance with the Members Code of Conduct, before leaving the meeting room during the discussion on that particular item.

3 **Minutes of Previous Meeting**   (Pages 5 - 18)

Minutes of the meeting held on 25 May 2017

4 **Public Petition - Gardner Avenue Allotments Site**

A petition has been submitted by 45 local residents to request the Cabinet to give "reconsideration of the Council's rejection of the Local Government Ombudsman's decision in favour of the Gardner Avenue allotment holders in 2010."

Mr Joe Benton will speak in support of the petition and a copy of his submission will be circulated prior to the meeting.

* 5 **Accommodation Strategy/Agile Working Working Group**   All Wards   (Pages 19 - 44)

Report of the Head of Regulation and Compliance

* 6 **Framework for Change - ICT Procurement**   All Wards   (Pages 45 - 48)

Report of the Head of Corporate Resources

* 7 **Domiciliary Care Contracts - Future Tender**   All Wards   (Pages 49 - 58)

Report of the Head of Commissioning Support

and Business Intelligence

8   **Exclusion of Press and Public**

To comply with Regulation 5(2) of the Local Authorities (Executive Arrangements) (Meetings and Access to Information)(England) Regulations 2012, notice has been published regarding the intention to consider the following matter(s) in private for the reasons set out below.

No representations have been received on this matter and this agenda satisfies the requirements of Regulation 5(4).

The Cabinet is recommended to pass the following resolution:

That, under the Local Authorities (Executive Arrangements) (Meetings and Access to Information)(England) Regulations 2012, the press and public be excluded from the meting for the following item on the grounds that it involves the likely disclosure of exempt information as defined in Paragraph 3 of Part 1 of Schedule 12A to the Local Government Act 1972. The Public Interest Test has been applied and favours exclusion of the information from the Press and Public.

9   **Exempt Minutes of Previous Meeting**   (Pages 59 - 62)

Exempt Minutes of the meeting held on 25 May 2017

*   10   **Commercial Acquisition Update Report**   Derby; Linacre
Report of the Chief Executive

*   11   **Commercial Acquisition - Shareholder approval of 2016/17 Accounts**   Derby; Linacre
Report of the Chief Executive

CABINET

MEETING HELD AT THE COMMITTEE ROOM, TOWN HALL, BOOTLE ON THURSDAY 25TH MAY, 2017

PRESENT: Councillor Maher (in the Chair)
                  Councillors Atkinson, Cummins, Hardy,
                  John Joseph Kelly, Lappin, Moncur and Veidman

ALSO PRESENT: Councillor Shaw (Minute No 1 to 10 only)

1.   APOLOGIES FOR ABSENCE

Apologies for absence were received from Councillor Fairclough.

2.   DECLARATIONS OF INTEREST

No declarations of any disclosable pecuniary interest were received.

3.   MINUTES OF PREVIOUS MEETING

Decision Made:

That the minutes of the Cabinet meeting held on 6 April 2017 be confirmed as a correct record.

4.   PUBLIC HEALTH ANNUAL REPORT

The Cabinet considered the report of the Director of Public Health which incorporated his independent annual report on the health and wellbeing of the population of Sefton highlighting key issues. The annual report had been developed through collaborative working with a range of Council and external partners and it considered the root causes of health inequalities across Sefton, what actions are already being undertaken locally to address these issues, as well as recommendations for future actions on nine key areas, which are:

- The best start in life
- Healthy schools and pupils
- Helping people find good jobs and stay in work
- Active and safe travel
- Warmer and safer homes
- Access to green and open spaces and the role of leisure services
- Strong communities, wellbeing and resilience

- Public protection and regulatory services
- Health and spatial planning

Decision Made:

That the annual Public Health report be received and the Council recommended to approve the publication of the report.

Reasons for Decision:

The report is a statutory independent report of the Director of Public Health and identifies key issues affecting health in the Sefton population.

Alternative Options Considered and Rejected:

None

5. SEFTON`S INTEGRATION STRATEGY "MAKING IT HAPPEN" AND A NEW SECTION 75 AGREEMENT

The Cabinet considered the report of the Director of Social Care and Health which provided details of the Health and Wellbeing Board`s strategy for integration "Making it Happen" and the proposals for the Council to enter into a new arrangement under Section 75 of the National Health Act 2006 with the Clinical Commissioning Groups of Southport and Formby and South Sefton covering the population of Sefton.

Councillors Cummins and John Joseph Kelly sought clarification on a number of items listed in Appendix B of the Strategy document (Pooled Budget – Sefton Council) and the Director of Social Care and Health indicated that he would send a response to each of them following the meeting.

Decision Made: That

(1) the strategy for integration "Making it Happen" be approved;

(2) the work to date on the new Section 75 Agreement be noted; and

(3) the Director of Social Care and Health, Head of Regulation and Compliance and Head of Corporate Resources in consultation with the Cabinet Member – Adult Social Care and Cabinet Member - Health and Wellbeing, be granted delegated powers to complete and enter into a new Section 75 Agreement with Southport and Formby Clinical Commissioning Group and South Sefton Clinical Commissioning Group.

Reasons for Decision:

Sefton`s Health and Wellbeing Board has the following statutory responsibilities:

- Duty to encourage integrated working.
- Duty to prepare and publish the Joint Strategic Needs Assessment.
- Duty to prepare and publish the Joint Health and Wellbeing Strategy.

Every year since 2014, Sefton has submitted a Better Care Fund Plan. This plan required each Health and Wellbeing Board to work towards a number of "National Conditions". Two "National Conditions" have been that

- The Health and Wellbeing Board agrees "The (BCF) Plan", and
- A Section 75 Agreement is in place.

In addition, The Care Act 2014 requires that funds allocated to local areas for the Better Care Fund must be put into pooled budgets established under Section 75 Partnership Agreements.

Alternative Options Considered and Rejected:

None.

6.   REGIONALISATION OF ADOPTION IN MERSEYSIDE

The Cabinet considered the report of the Director of Social Care and Health which provided details of the supporting information behind the national drive to create Regional Adoption Agencies across England and the proposed model for the Merseyside Regional Adoption Agency across Knowsley, Wirral, Sefton and Liverpool.

Members of the Cabinet sought clarification that the proposals set out in the report were identical to those highlighted to them at a previous informal meeting. The Head of Children's Social Care advised that the appropriate Council staff would be seconded the Merseyside Regional Adoption Agency under the shadow arrangements and be based at Halewood but they would be expected to come back and work within the Sefton area and hold events within Sefton.

Decision Made: That

(1)   subject to the Director of Social Care and Health submitting a further report to the Cabinet meeting on 7 September 2017, clarifying the level of service provision within the Sefton, approval be given the proposed model for the Knowsley, Wirral, Sefton and Liverpool Regional Adoption Agency (RAA), including the recommendation that local authority staff are seconded into the RAA;

(2)   the intention for the new model to move into shadow arrangements during the third quarter of 2017 and go live in January 2018 be noted; and

(3)   approval be given to the proposal to use the name AIM (Adoption in Merseyside) as the brand for the RAA going forward.

Reasons for Decision:

In June 2015, the Department for Education (DfE) published a White Paper that proposed local authorities should create Regional Agencies by 2020 (Regionalising Adoption- June 2015). The White Paper set out an expectation that local authorities should form firm proposals, in partnership with their voluntary partners, to align adoption services into a Regional Adoption Agency (RAA). The Government commitment to this approach was developed further in the Education and Adoption Act 2016 which give the government the power to direct a local authority to enter into a RAA if it has not done so by the end of 2017

Clarification was sought on the level of service provision to be provided under the shadow arrangements for the RRA.

Alternative Options Considered and Rejected:

None.

7.   **SOUTH SEFTON COLLEGE - PROPOSED MERGER WITH HUGH BAIRD COLLEGE**

Further to Minute No. 89 of the meeting held on 16 February 2017, the Cabinet considered the report of the Head of Schools and Families which provided details of the outcome of the consultation on the proposed merger of South Sefton College and Hugh Baird College and proposals to publish a Statutory Notice relating to this proposal.

Members of the Cabinet commended the proposals set out in the report which had been produced as a result of the inclusion of South Sefton College in the Liverpool City Region Area Review.

Decision Made: That

(1)   the responses to the statutory consultation process be noted;

(2)   approval be given to the merger between Hugh Baird College and South Sefton College as the option which is in the best interests of students and staff;

(3)   the estimated financial implications associated with the two options presented within the report be noted:

(4)   approval be given to the funding of the potential merger as set out in the report, including the use of the Closed Schools Earmarked Reserve (£1.481m) and the Transforming Sefton Reserve (£0.645m);

(5)   officers be authorised to progress the merger negotiations with Hugh Baird and South Sefton College; and

(6)   approval be given to the publication of the Statutory Notice on the discontinuance of South Sefton College in order to enable the merger with Hugh Baird College to take place.

Reasons for Decision:

The Local Authority has the statutory power to close a maintained school following the statutory process detailed in the report.

Alternative Options Considered and Rejected:

None.

8.   LAND AT FORMBY

The Cabinet considered the report of the Executive Director which provided details of proposals to transfer land at Formby to the National Trust

Decision Made: That

(1)   the outcome of the consultation on the proposed disposal of the land at Ravenmeols and Lifeboat Road, Formby be noted;

(2)   subject to resolution (3) below, that the Head of Corporate Support together with the Head of Regulation and Compliance be authorised to negotiate the terms of disposal and the Head of Regulation and Compliance be authorised to execute the necessary legal documentation to transfer the land to the National Trust, in consultation with the Cabinet Member - Regulatory, Compliance and Corporate Services.

(3)   it be noted note that an independent valuation of the land is expected shortly and the outcome will be reported to the Cabinet Member – Regulatory, Compliance and Corporate Services who has authority to refer the matter back to Cabinet for further consideration should the valuation materially affect the transfer.

Reasons for Decision:

The land at Formby was identified as one of number of coastal 'Destination Gateways' whose purpose is to strengthen the visitor

economy by providing access to local communities and visitors, high quality amenities and preservation of the ecology of the natural environment in favourable condition. The Council had negotiated an opportunity with National Trust that would see a very significant financial investment in visitor infrastructure at Formby by National Trust that would create a direct benefit to the visitor economy and to make a tangible contribution to of the outcomes of Vision 2030.

The Cabinet Member for Locality Services has declared the land at Formby as surplus to operational requirements and the asset is included in the Asset Disposal Programme.

Alternative Options Considered and Rejected:

The alternative options include:

- Land remains in Council ownership – it is unlikely that that the Council would ever be able to match the scale of investment proposed by National Trust and in addition would also struggle to maintain and augment the current facilities at Formby Lifeboat Road and Ravenmeolls, whereas National Trust would develop sympathetically and appropriately.

- Council leases the land to National Trust – National Trust would not make this scale of investment unless the land was in the ownership of the Trust.

- Council and National Trust enter into a joint Special Purpose Vehicle – National Trust would not accept this proposal as experience of partnerships elsewhere has led to a number of compromises that have denuded the brand value of the Trust and created operational challenges.

- Disposal on the open market for best consideration – the land is graded as low grade agricultural land in the green belt. It was considered that no other party had the financial resource to make the same scale of investment, nor owned land adjacent to the land owned by the Council, to create a whole site of scale, that warranted investment in visitor amenities and could be promoted nationally. In addition no other organisation could declare the land inalienable, to the extent that in the Trust's ownership, it could not be sold and would be protected in perpetuity for generations to come. In addition, the core purpose of the Trust - access, conservation and community engagement aligns very strongly with the core purpose of the Council and Vision 2030 –By transferring the land from the Council there will be considerably greater opportunities for the future improvement and management of Formby Point by the National Trust.

CABINET- THURSDAY 25TH MAY, 2017

9.   APPOINTMENTS TO OUTSIDE BODIES 2017/18

The Cabinet considered the report of the Head of Regulation and Compliance which sought the appointment of Council representatives to serve on Outside Bodies set out in the report for 2017/18, or for periods longer than one year. Details of the proposed representation on Outside Bodies were set out in the report.

Decision Made: That:

(1)   the following Members be appointed to serve on the undermentioned Outside Bodies for 2017/18:

ORGANISATION	NUMBER OF REPRESENTATIVES	REPRESENTATIVE(S)
British Destinations	1	Cabinet Member - Regeneration and Skills (Cllr Atkinson) or nominee
Committee in Common – Healthy Living Programme	1	Cabinet Member – Health and Wellbeing (Cllr Moncur)
Formby Pool Trust - Board	2	Cllr Page and Head of Locality Services – Provision (Andrew Walker)
Joint Health Scrutiny Committee (where 3 or less local authorities request the scrutiny of a substantial variation to a service)	3	Chair (Cllr Page) and Vice Chair (Cllr Dams) of the O & S Committee (Adult Social Care and Health) and one Lib Dem Member (Cllr Dawson) (Lab 2 / Lib Dem1 / Con 0 / Ind 0)
Joint Health Scrutiny Committee (where 4 or more local authorities request the scrutiny of a substantial variation to a service)	2	Chair (Cllr Page) and Vice Chair (Cllr Dams) of the O & S Committee (Adult Social Care and Health)

Agenda Item 3

Liverpool City Region Child Poverty and Life Chances Commission	1	Cabinet Member – Children, Schools and Safeguarding (Cllr John Joseph Kelly)
Liverpool City Region Employment and Skills Board	1	Cabinet Member - Regeneration and Skills (Cllr Atkinson)
Liverpool City Region Housing and Spatial Planning Board	1	Cabinet Member – Communities and Housing (Cllr Hardy) (Substitute: Cabinet Member – Planning and Building Control – Cllr Veidman)
Liverpool City Region Local Enterprise Partnership Board	1	Leader of the Council (Cllr Maher)
Liverpool John Lennon Airport Consultative Committee	1	Cllr Roche (Substitute: Cllr Dams)
Local Government Association General Assembly	1	Leader of the Council Cllr Maher (5 votes)
Local Solutions	1	Cllr Roche
Mersey Forest Steering Group	1	Cllr Roche
Mersey Port Health Committee	6	**Member** **Substitute** Cllr Burns Cllr Linda Cluskey Cllr John Kelly Cllr Brenda O'Brien

	Cllr Page	Cllr Anne Thompson
	Cllr Roche	Cllr Tweed
	Cllr Weavers	Cllr Jo Barton
	Cllr Bill Welsh	Cllr Lynne Thompson
	(Lab 4 / Lib Dem 2 / Con 0/ Ind 0)	

Merseyside Community Safety Partnership	2	Cabinet Member - Communities and Housing (Cllr Hardy) and the Head of Communities (Andrea Watts)
Merseyside Pension Fund Pensions Committee	1	Cabinet Member – Regulatory, Compliance and Corporate Services (Cllr Lappin) or nominee
Merseyside Playing Fields Association	1	Cllr Cummins (Substitute: Cllr Moncur)
North West Older Peoples Network	1	Cabinet Member – Adult Social Care (Councillor Cummins)
North Western Local Authorities' Employers' Organisation	1	Cabinet Member – Regulatory, Compliance and Corporate Services (Cllr Lappin) (Substitute: Cllr Moncur)
PATROL (Parking and Traffic Regulations Outside London) Adjudication Joint Committee	1	Cabinet Member – Locality Services (Councillor Fairclough) (Substitute: Councillor Veidman)

Agenda Item 3

Sefton Coast Partnership Board	3	Cabinet Member – Locality Services (Cllr Fairclough) and Councillors Booth and Dutton
Sefton Council for Voluntary Service	3	Cllrs Grace, Pullin and Moncur
Sefton Cycling Forum	2	Cllrs John Joseph Kelly and Weavers
Sefton Education Business Partnership	3	Cabinet Member - Children, Schools and Safeguarding (Cllr John Joseph Kelly) and Cllrs Keith and Moncur
Sefton New Directions Limited Board	3	Cllrs Brennan and John Joseph Kelly and Chief Executive (Margaret Carney)
Sefton Sports Council	3	Cabinet Member – Health and Wellbeing (Cllr Moncur), and Cllrs Cummins and Weavers
Southport Pier Trust	3	Cllrs Ball, Byrom and Hands
Standing Advisory Committee for Religious Education (SACRE)	3	Cllrs Grace, Keith and Pitt
The John Goore Charity, Lydiate	1	Cllr Sayers
Trans Pennine Trail Members Steering Group	2	Cabinet Member – Locality Services (Cllr Fairclough) and Cabinet Member - Planning and Building Control (Cllr Veidman) or their nominees

OFFICER APPOINTMENTS

One Vision Housing Shareholders Meetings	1	Chief Executive (Margaret Carney)

Southport Business Improvement District Board	1	Chief Executive (Margaret Carney)

(2)   in relation to those appointments for a longer period than one year, the following persons be appointed to serve on the Outside Bodies indicated:

ORGANISATION	NUMBER OF REPRESENTATIVES	REPRESENTATIVE(S)	TERM OF OFFICE EXPIRES
Canal and River Trust – North West Waterway Partnership	1	Councillor Lappin	15.3.2019 (3 year appointment)
Merseyside Strategic Flood and Coastal Risk Management Partnership	1	Councillor McKinley (Deputy representative – Councillor Atkinson)	31.5.2021 (4 year appointment)
North West Reserve Forces and Cadets Association	1	Councillor Byrom	31.5.2020 (3 year appointment)
North Western Inshore Fisheries and Conservation Authority	2	Cllr Owens or nominee and Principal Officer - Coast and Countryside Services (Rachel Northover)	31.5.2020 (4 year appointment)
South Sefton Development Trust (Regenerus)	1	Councillor Fairclough	30.5.2018 (3 year appointment)

Agenda Item 3

CHARITIES:

Ashton Memorial Fund, Formby	1	Councillor Page	31.5.2019 (4 year appointment)
Consolidated Charities of Thomas Brown and Marsh Dole	2	Councillor Webster Councillor Pitt	26.6.2018 26.6.2020 (4 year appointment)
Halsall Educational Foundation	1	Cllr Grace	31.5.2018 (2 year appointment)

NHS FOUNDATION TRUST GOVERNING BODIES

Aintree University Hospital NHS Foundation Trust Council of Governors	1	Councillor Cummins	31.5.2018 (3 year appointment)
Liverpool Women's NHS Foundation Trust - Council of Governors	1	Councillor Linda Cluskey	30.9.2020 (3 year appointment)
Mersey Care NHS Foundation – Council of Governors	1	Councillor Webster	1.5.2019 (3 year appointment)
North West Boroughs Healthcare NHS Foundation	1	Councillor John Joseph Kelly	30.9.2020 (3 year appointment)

Trust – Council of Governors			
Southport and Ormskirk Hospital NHS Trust – Shadow Council of Governors	1	Councillor John Joseph Kelly	30.9.2020 (3 year appointment)

SCHOOL GOVERNING BODIES

Clarence High School, Formby	1	Councillor Thomas	31.5.2019 (3 year appointment)
Peterhouse School, Southport	1	Cllr Hands	31.7.2019 (3 year appointment)

Reasons for Decision:

The Cabinet has delegated powers set out in Paragraph 41 of Chapter 5 in the Council Constitution to appoint the Council's representatives on Outside Bodies.

Alternative Options Considered and Rejected:

None.

10.   EXCLUSION OF PRESS AND PUBLIC

RESOLVED:

That, under the Local Authorities (Executive Arrangements) (Meetings and Access to Information)(England) Regulations 2012, the press and public be excluded from the meeting for the following items on the grounds that it involves the likely disclosure of exempt information as defined in Paragraph 3 of Part 1 of Schedule 12A to the Local Government Act 1972. The Public Interest Test has been applied and favours exclusion of the information from the Press and Public.

11. EXEMPT MINUTES OF PREVIOUS MEETING

Decision Made:

That the restricted minutes of the Cabinet meeting held on 6 April 2017 be confirmed as a correct record.

12. COMMERCIAL ACQUISITION - UPDATE

Further to Minute No. 119 of the meeting held on 6 April 2017, the Cabinet considered the report of the Executive Director which provided an update on the negotiations undertaken with regard to the acquisition of the Strand Shopping Centre, Bootle and the final terms of the transaction, which had resulted in the Council becoming the sole owner of the Shopping Centre.

Decision Made:

That the recommendations set out in the report be approved.

Reasons for Decision:

The reasons for the decision are detailed in the report.

Alternative Options Considered and Rejected:

The details are set out in the report.

Report to:	Overview and Scrutiny Committee (Regulatory, Compliance and Corporate Services	**Date of Meeting:**	13 June 2017
	Cabinet		22 June 2017

Subject:	Accommodation Strategy/Agile Working Group	**Wards Affected:**	(All Wards);

Report of:	Head of Regulation and Compliance

Is this a Key Decision?	Yes	**Is it included in the Forward Plan?**	Yes
Exempt/Confidential	No		

Purpose/Summary

To present formally the final report of the Accommodation Strategy/Agile Working Group. The Council's Framework for Change contains a project within the Public Sector Reform Programme, namely 'Asset and Property Maximisation' and this work will dovetail into that project.

Recommendations:

Overview and Scrutiny Committee (Regulatory Compliance and Corporate Services

That the Overview and Scrutiny Committee be requested to:-

(1)   note that the following activity has already commenced within the Council in respect of:-

•   Developing a bespoke agile working solution that is tailored to the Council's needs as part of the Public Sector Reform Project 'Asset Maximisation'; and

•   Engaging with Senior Management of the Council to ensure that buy-in to the project is maximised as this will be critical to delivering the required cultural change;

(2)   support the contents of the Accommodation Strategy/Agile Working Group Final report and recommendations and accordingly, the Head of Corporate Resources be requested to implement the following recommendations:-

(a)   Mobilise an Implementation Team across the following key disciplines in order to support project delivery:-

- Property
- Human Resources
- ICT
- Communications / Transformation;

(b)   Develop systems to address the business storage requirements to facilitate a paper-less/paper-lite office and support business transformation;

(c)   Develop as part of the Asset Maximisation Programme, a full business case taking account of the financial and non-financial benefits for each proposal;

(d)   Develop a Communications Plan that can be disseminated throughout the Council;

(e)   Develop a policy and create protocols and engagement with the workforce to ensure operational discipline;

(f)   Continue to work with and monitor progress in service areas that have already adopted elements of Agile Working;

(g)   Consider the development of a demonstration area (mock-up of accommodation) that can trial the proposals made and encourage staff to embrace a new way of working;

(h)   Investigate training for managerial staff in changes of management style required for the new method of working and supervision thereof; and

(i)   Identify areas of benefit / improvement from other corporate environments to:-

- Continue to explore experience of other organisations including Local Authorities
- Monitor / Measure / Adapt - baseline how we work now and review once Agile Working is implemented; and

(3)   request that the Head of Corporate Resources submit a monitoring report to the meeting of the Overview and Scrutiny Committee (Regulatory, Compliance and Corporate Resources to be held on 16 January 2018, setting out progress made against each of the recommendations set out in the report and that thereafter, monitoring reports be submitted to the Committee on a six monthly basis.

Reasons for the Recommendation:
The Working Group has made a number of recommendations that require approval by the Overview and Scrutiny Committee (Regulatory, Compliance and Corporate Services) and the Cabinet.

Alternative Options Considered and Rejected:

No alternative options were considered. The Overview and Scrutiny Committee (Regulatory, Compliance and Corporate Services) established the Working Group to agree and confirm the approach to the delivery of the Council's Accommodation Strategy for the period 2016/17 to 2020 and the Working Group has performed this task.

What will it cost and how will it be financed?

(A)   Revenue Costs

The proposals contained within this report will require financial investment by the Council and through this investment it is anticipated that savings will be generated that will contribute to the overall Medium Term Financial Plan. For each proposal a full business case will be developed that not only sets out the benefits to the Council but also the required investment and expected return. It will be on this basis that all decisions will be made.

(B)   Capital Costs

The proposals contained within this report will require financial investment by the Council and through this investment it is anticipated that savings will be generated that will contribute to the overall Medium Term Financial Plan. For each proposal a full business case will be developed that not only sets out the benefits to the Council but also the required investment and expected return. It will be on this basis that all decisions will be made.

Implications:

The following implications of this proposal have been considered and where there are specific implications, these are set out below:

Financial
Legal
Human Resources
Equality   1.   No Equality Implication   [√]   2.   Equality Implications identified and mitigated   [ ]   3.   Equality Implication identified and risk remains   [ ]

Contribution to the Council's Core Purpose

Protect the most vulnerable: Not applicable
Facilitate confident and resilient communities: Not applicable
Commission, broker and provide core services:

The Council is currently developing its Accommodation Strategy in order to make the most efficient use of the property and financial resources that are available to it and to ensure that staff worked in the most effective way possible in order to meet the organisation's objectives.

A key component of this strategy will be to review not only the accommodation proposals, but also the manner by which staff and Members go about their daily business. This will include the Council's approach to location, office layout and the use of technology. This approach is commonly referred to as 'Agile working'.

Furthermore and as referred to above, the Cabinet at its meeting held on 12 January 2017 approved an Asset and Property Maximisation option that identified, via a Budget Planning Assumption, that £3.3m revenue costs would be saved within the medium term financial plan period 2017/18 to 2019/20. The overall project fundamentally aims to move towards an agile and lean workforce. This means that the Council will utilise physical, built, ICT and workforce differently, moving away from fixed locality working throughout the borough to provide a much greater customer focus and thereby improve core service delivery.

Place – leadership and influencer: Not applicable

Drivers of change and reform:
See commission, broker and provide core services section above

Facilitate sustainable economic prosperity: Not applicable

Greater income for social investment: Not applicable

Cleaner Greener: Not applicable

What consultations have taken place on the proposals and when?

Internal Consultations
The Head of Corporate Resources (FD4660/17) has been involved throughout the review work.
The Head of Regulation and Compliance (LD3944/17) has been consulted and has no comments to add to the report.

External Consultations
None

Implementation Date for the Decision

Following the expiry of the "call-in" period for the Minutes of the Cabinet Meeting

Contact Officer: Paul Fraser
Tel: 0151 934 2068
Email: paul.fraser@sefton.gov.uk

Appendices

Accommodation Strategy/Agile Working Group Final Report

Background Papers:

There are no background papers available for inspection

Introduction/Background

At its meeting held on 21 June 2016 the Overview and Scrutiny Committee (Regulatory, Compliance and Corporate Services) approved the establishment of a Working Group to review the topic of Accommodation Strategy/Agile Working with the following objectives:-

To agree and confirm the approach to the delivery of the Council's Accommodation Strategy for the period 2017/18 to 2019/2020;

To investigate and confirm the principles in relation to 'Agile working' that should be adopted to support the delivery of the Accommodation Strategy;

To confirm the key deliverables that should be considered from adopting an agile working strategy including staff and Member engagement and training; and

To evaluate the resource impact of the proposals made.

Accordingly, the Working Group has met on numerous occasions to undertaken such review and its Final Report, together with associated recommendations, is attached.

The Overview and Scrutiny Committee (Regulatory, Compliance and Corporate Services) to support the contents of the Working Group Final report and approve the recommendations contained therein as set out above agreed by Cabinet unless amended by Overview & Scrutiny Committee.

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Sefton Council

**OVERVIEW AND SCRUTINY COMMITTEE
(REGULATORY, COMPLIANCE AND CORPORATE SERVICES)**
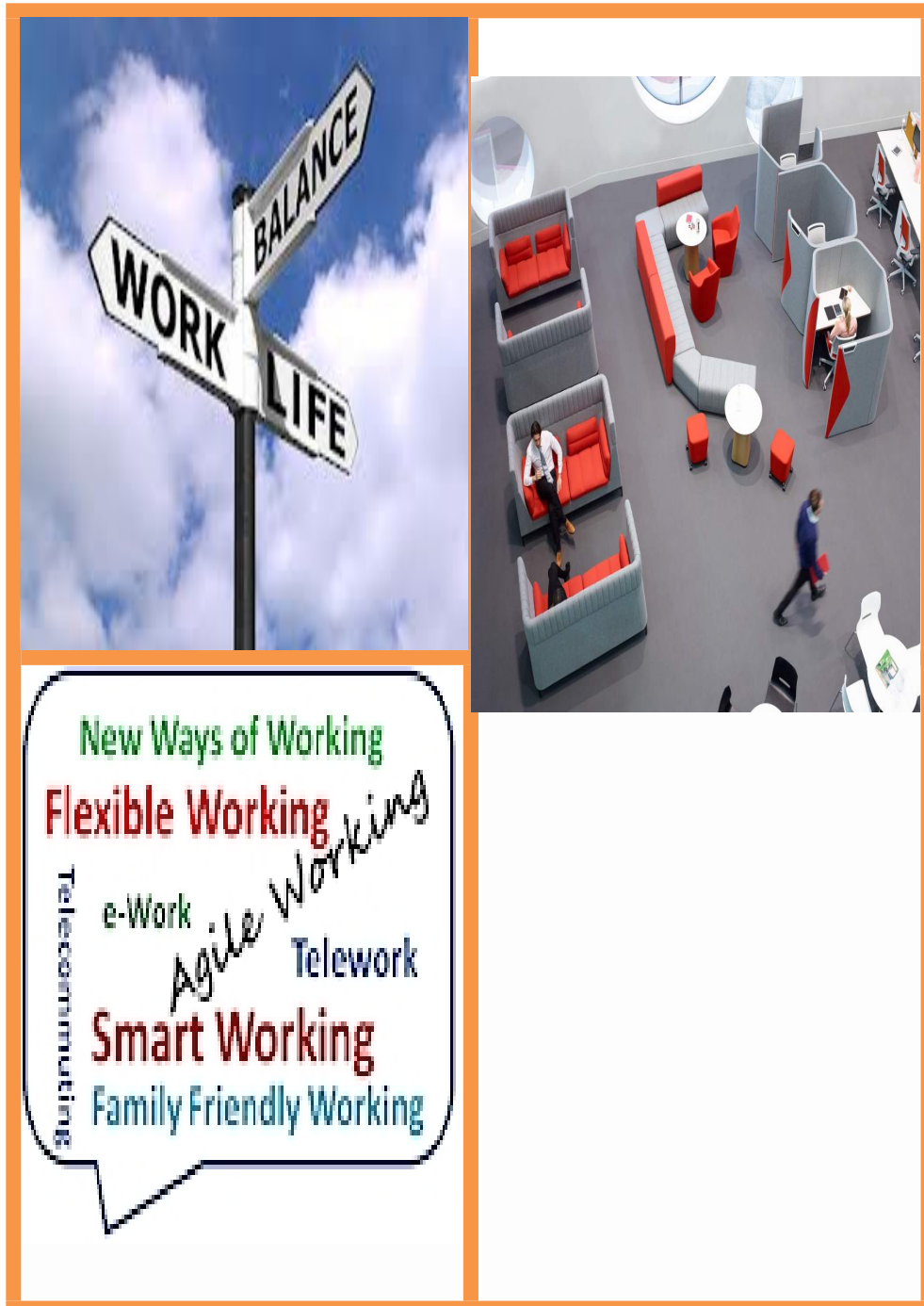
**ACCOMMODATION STRATEGY/ AGILE WORKING WORKING GROUP
FINAL REPORT
JUNE 2017**

Overview
& Scrutiny

Overview & Scrutiny

'Valuing
Improvement'

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CONTENTS PAGE

Agenda Item 5

LEAD MEMBER'S INTRODUCTION

I am very pleased to introduce this Overview and Scrutiny Committee (Regulatory, Compliance and Corporate Services) Accommodation Strategy/Agile Working Working Group report; the main purpose of which is to agree and confirm the approach to the delivery of the Council's Accommodation Strategy for the period 2016/17 to 2020

The Working Group adhered to its established terms of reference and objectives (see paragraph 2 below) in interviewing witnesses and its drafting of recommendations.

I wish to thank all those people who gave up their valuable time to be interviewed by the Working Group. The input and expertise of interviewees greatly helped the Working Group in the formulation of its recommendations and I am grateful to my fellow cross-party Working Group Members for their commitment and their ideas and contributions. Finally, I am extremely grateful to Paul Fraser for his efforts in servicing the Working Group.

Councillor Michael Pitt,
Lead Member, Accommodation
Strategy/Agile Working Working Group

1.0 BACKGROUND

1.1 At its meeting held on 21 June 2016 the Overview and Scrutiny Committee (Regulatory, Compliance and Corporate Services) approved the establishment of a Working Group to review the topic of Accommodation Strategy/Agile Working.

The Council is currently developing its Accommodation Strategy in order to make the most efficient use of the property and financial resources that are available to it and to ensure that staff worked in the most effective way possible in order to meet the organisation's objectives.

A key component of this strategy will be to review not only the accommodation proposals, but also the manner by which staff and Members go about their daily business. This will include the Council's approach to location, office layout and the use of technology. This approach is commonly referred to as 'Agile working'

1.2 Councillors Booth, Byrom, Grace, Jamieson, Pitt and Robinson were appointed to serve on the Working Group.

1.3 At the first meeting of the Working Group Councillor Pitt was appointed Lead Member. Details of Working Group meetings are set out below:-

Date	Activity
12.09.16	Scoping Document approved Consideration of documentation explaining the principles of agile working
27.09.16	Interview Key Witnesses – Stephen O'Brien, ICT Partnership Manager regarding the ICT technical limitations of agile working Interview Key Witness – Paul Cunningham, Human Resources Manager regarding how the flexi-time system would operate in an agile working environment Consideration of documentation regarding agile working
25.10.16	Consideration of documentation regarding agile working
08.11.16	Site visit to Wigan Metropolitan Borough Council to obtain information about the recently introduced agile working arrangements in the local authority
29.11.16	Interview Key Witness – Roy Williams, Chief Executive, One Vision Housing on agile working arrangements in place within his organisation
21.12.16	Site Visit to Merton House to discuss the pilot project for agile working in Sefton's Health and Social Care Service
10.02.17	Meeting to "sign-off" Final Report and recommendations

2.0 TERMS OF REFERENCE AND OBJECTIVES

2.1   The Terms of Reference and Objectives of the Working Group were approved as part of the scoping exercise at the first meeting and are set out below.

2.2   Terms of Reference and Objectives

    2.2.1   To agree and confirm the approach to the delivery of the Council's Accommodation Strategy for the period 2016/17 to 2020;

    2.2.2   To investigate and confirm the principles in relation to 'Agile working' that should be adopted to support the delivery of the Accommodation Strategy;

    2.2.3   To confirm the key deliverables that should be considered from adopting an agile working strategy including staff and Member engagement and training; and

    2.2.4   To evaluate the resource impact of the proposals made.

3.0 METHODS OF ENQUIRY

3.1   Evaluation of current Accommodation Strategy;

3.2   Benchmark key metrics from the current strategy with best practice in other local authorities e.g. Wigan/Oldham/Halton/Merseycare;

3.3   Understand how 'agile working' has been applied successfully in other local authorities and partner organisations and how the key outputs from that could be applied to the Council; and

3.4   Liaise with technology providers, both associated to the Council and external, on the key opportunities that are available to support 'agile working'

4.0   KEY WITNESSES

Members of the Working Group gathered evidence through various methods, including presentations, briefings and receiving reports. Evidence was also obtained when Members had the opportunity to interview key witnesses, various Officers and Partners.

Paragraphs 4.1 to 4.3 provide a summary of the points raised in presentations/discussions held with key witnesses who had been invited to attend Working Group meetings.

4.1   ICT TECHNICAL LIMITATIONS OF AGILE WORKING

Members raised the following issues with Stephen O'Brien, ICT Partnership Manager:-

4.1.1   There needs to be an ability for staff to hot desk and use break out areas rather than compartmentalised work spaces. To what extent can Sefton's ICT accommodate this to allow for agile working?
Response – Information was provided on the progress being made in this area with regard to:-

- the roll out of corporate WiFi in Sefton's public buildings;
- access to the corporate network via the virtual private network (VPN)
- work undertaken on the Public Sector Reform 6 project and the use of Unified Communications which will provide audio, video and instant messaging communication services to Council staff, allowing them to work in a truly agile fashion

4.1.2   Is there still a culture whereby staff would want to have both desktop and laptop equipment?
Response – information was provided on potential arrangements to allow officers access to all of their Council systems and files at home, on the train and work etc.

4.1.3   Can you update us on the integration of ICT systems in Council buildings?
Response – key Council buildings are currently being fitted out with public, guest and corporate WiFi. 300 VPN licences have been purchased to rollout to key officers and this will improve connectivity to Council systems for those officers working offsite.

4.1.4   Agile working means staff would spend more time off-site. Have we secure access to protect confidential information?
Response – Yes we have appropriate security measures in place to protect the Council network in relation to remote access.

4.1.5   Why does it appear that Sefton has security concerns regarding WiFi when other organisations' systems do not?
Response – The Council has chosen to place extra security upon its corporate WiFi access, in terms of good practice and the security measures we have to meet due to the government's Public Services Network (PSN) criteria.

4.1.6   In response to a question regarding access to Council ICT systems Stephen O'Brien agreed to provide a briefing note on how the corporate wifi system operates.

4.1.7   The Lead Member indicated that his device would log in automatically when he visited other academic establishments and asked would Sefton reach a similar position?
Response – Information was provided on the VPN requirement to access files and systems.

4.1.8   Could a VPN licence be used on more than one device? Response – no, a separate licence would be required for each device

4.1.9   What was the cost and the timescale of the investment needed to implement the new system?
Response – Stephen O'Brien circulated a briefing note regarding the various options as to how IT could support the Council's Agile Working and Accommodation rationalisation aspirations.

4.1.10   What was the life cycle of kit?
Response – the industry standard for the replacement of kit was 4 years.

4.1.11   What was the skill set of staff using the new technology?
Response – staff would always be offered in-house training.

4.1.12   Could staff use their own domestic ICT kit?
Response – yes in theory but there are restrictions imposed by the Cabinet Office relating to PSN. Staff could however currently access the Council's systems via the portal.

4.1.13   We need a seamless transition for staff and for this to happen we need simplicity and high end kit for staff.
Response – Information was provided on Sefton's long term model relating to:-

- The number of Council officers who were classed as IT users
- Work underway to identify the percentage of Council officers who would be based at home, based at the office or working agile

4.2 FLEXI-TIME SYSTEM OPERATION IN AN AGILE WORKING ENVIRONMENT

Members raised the following issues with Paul Cunningham, Human Resources Manager:-

4.2.1   How would HR respond to the shift away from core office hours for staff to working at home?
Response – the current flexi system had been in place since 2003 following reconfiguration by the NJC and that the flexi time band widths were coterminous with building opening/closing times; most

office based Council staff were on the flexi system and their attendance at work was simply measured by clocking in/off times; home working could be measured by PC logging in/off times.

4.2.2   Regarding clocking in/off are we ready to move from input to output measurement?
Response – This would depend on the category of staff and their suitability for agile working.

4.2.3   Is agile working doable in the long term? Response – yes because case studies had shown it could work.

4.2.4   Is there any information available to show employee satisfaction in agile working environments?
Response – the best measures to use were both customer and employee satisfaction and both had increased in agile working environments. A Member gave an example of the positive benefits that he was aware of following the introduction of agile working in the Home Office.

4.2.5   With the advent of the Metro Mayor more work would be shared by Greater Merseyside local authorities who were leading on specific areas of work. Was there justification for staff from differing local authorities working from a base in another authority?
Response - such a situation exists between Halton and St. Helens; and Knowsley MBC were currently investigating corporate working across the Liverpool City region.

4.2.6   From a HR perspective, if we asked staff to work from home this would incur additional energy bills/costs. Would additional payments for such increased costs affect the employees' tax liability? Response – Specific advice on this would need to be offered; and the Council already has a Homeworking Policy in place.

4.3   AGILE WORKING ARRANGEMENTS IN ONE VISION HOUSING

Roy Williams, Chief Executive of One Vision Housing provided extensive background information on the operation of his organisation and Members raised the following issues with Mr. Williams:-

4.3.1   Our primary focus is on agile working – have you any experience of this in your organisation? Response – we are increasingly utilising agile working. It doesn't really matter what times of the day staff work as long as they are productive and providing value for money services to keep our customers happy. The majority of employees are on flexible working hours; but some staff, for example our Rent Arrears Pursuance Team, can work much later which is more

convenient to visit tenants in the evenings when tenants are home from work.

4.3.2   Could we provide what we do more efficiently without the use of traditional workspaces? Response - Yes absolutely. OVH takes 200,000 calls per annum and we could introduce home working for this sector but there would be some set up costs. Our surveyors go straight to site rather than checking in at the office first. Working 9 to 5 may not be the most appropriate time to work for both customers and surveyors. We don't monitor surveyors' work we expect the job to get done to the satisfaction of customers and performance targets. Surveyors can work much more flexibly.

4.3.3   Have you any agile working pilot schemes in the pipeline? Response – Yes, the Rent Arrears Pursuance Team and the Service Centre staff can operate in this way with the agreement of line managers. We need to ensure that our staff are working productively and achieving set outcomes.

4.3.4   Is there any evidence that unrealistic targets are set? Response – No, we try to put in place sensible targets that meet the needs of both customers and staff. Staff are allowed to plan their day around the needs of customers to ensure that appointments are kept which negates wasted visits to customers' homes and has a knock on effect of reducing the overall mileage claims.

4.3.5   Did you experience any teething problems with staff adapting to the new system? Response – Yes. Some staff still liked the idea of clocking on and off and there was a cultural shift required but most staff are increasingly more comfortable with the new regime. There is less stress at work because the more flexible working arrangement allows staff to plan their work schedules around their own and customers' needs. We also have three Latvian employees based in their home country who manage the OVH ICT systems.

4.3.6   Did Human Resources lead with getting employees on board with the new working arrangements? Response - Yes. This took about 6 -12 months and we initially had a pilot scheme in operation. There was some resistance to the new arrangements from various managers concerning letting staff manage their own workloads but the view was taken that so long as staff completed their activities and met targets they should be free to manage their caseloads. We purchased a contracting organisation and their management culture was not as supportive as OVH's. We therefore engaged with the contractor to improve this situation because the aim was to have staff coming to work with a positive attitude.
In 5 years' time it may not be cost effective to run our buildings in the way that we did so changes needed to be made.

We also encourage our customers to engage with us by means other than telephone. We have to use new technology but we must ensure that our customers are happy with this development. We have lots of young tenants who don't like to use email and would rather use snapchat or other social media to make contact with us. Technology is fundamental to better agile working.

4.3.7   A more dispersed workforce can lead to a loss of camaraderie and a loss of workplace based knowledge; staff needed to feel part of an organisation by keeping in touch. Response – we use video conferencing facilities and have staff meetings to discuss critical issues, but meetings should always have a sense of purpose and outcomes.

4.3.8   Sometimes it is difficult to work remotely and there is a need to find the right level or balance. Response – Yes I agree and we need to come together frequently to catch up. The challenge is to build a sense of relationship and belonging and this can be achieved by meeting up periodically and celebrating our successes.

4.3.9   Efficiency is the key measure. As we disperse there is not enough space for all staff to come together. We need to move along with technological and social media times. Response – We do bring teams together periodically to discuss business critical issues and to let staff know that their input is valuable for the success of the organisation.

5   SITE VISIT TO WIGAN METROPOLITAN BOROUGH COUNCIL

5.1   Councillors Pitt and Robinson on behalf of the Working Group undertook a site visit to Wigan MBC Town Hall, Library Street, Wigan, to find out information about the recently introduced agile working arrangements introduced in the Town Hall.

Councillors Pitt and Robinson met with Councillor Terry Halliwell, Portfolio Holder - Service Transformation (and the Lead Member on the Project Board that was responsible for the implementation of the agile working arrangements), Heather Coombs, Facilities and Statutory Compliance Manager and Jane Fisher, Facilities Officer.

5.2   The following set out the points raised by colleagues from Wigan together with responses to questions raised by Working Group Members:-

5.2.1   The introduction of agile working was triggered by Central Government cuts to the local authority's budget in 2010; a Project Board was established in 2011/12 to drive the proposal forward and physical refurbishment works were completed in 2014; the refurbishment work was undertaken on a floor by floor basis to

enable the majority of staff to remain in the building whilst the building works were undertaken; and the work removed the use of all small, inefficient office space and resulted in the creation of large open plan working areas

5.2.2 Once completed the proposal resulted in additional staff relocating to the Town Hall (500 staff now work in the building); there were 8 desks for every 10 members of staff (and the proposal was to reduce this ratio further to 7:10); and no staff, including the Chief Executive, had their own office. Regarding elected Members, the Leader of the Council had his own office, all Cabinet Members shared an office and all other Members, irrespective of political party, shared an office

5.2.3 To achieve the successful implementation of agile working, lots of paperwork was eradicated and the concept of the paperless office was introduced; this led to a reduction in the amount of storage space required; and all staff were provided with their own small, individual locker to store what papers they required for their work and personal belongings

5.2.4 Elected Members were also subject to the paperless office principle and were provided with ipads to achieve this. This had a resultant reduction in agenda printing costs

5.2.5 This was total change management and it was acknowledged that some staff would be territorial about their own space and may resist change; to ensure good staff "buy-in" extensive consultation was undertaken with staff and trades unions; and enthusiastic staff who embraced the change were appointed as "champions" to promote the new arrangements with colleagues

5.2.6 Many staff worked out in the community. Under the old system they would have to return to the office to log on and complete their work. Under the new system, investment was made that enabled staff to complete their work at home. This also had the effect of freeing up desk space in the Town Hall

5.2.7 Human Resources were heavily involved in the change process. The staff working day was changed to 7.00 a.m. to 7.00 p.m.; the core hours of staff were reduced to four hours per day to improve flexible working arrangements; and more staff were allowed to work from home. An incentive scheme was also introduced whereby staff who had not been off ill were entered into a quarterly draw and could win cash prizes. The Council could still measure staff output and the new flexible working approach had created greater loyalty from staff due to the improved work-life balance; and importantly there had been no adverse impact on service provision

5.2.8   IT was a crucial component in the change process. Staff could now log on anywhere and full training was given to enable colleagues to master the new technological changes. Furthermore, staff had been advised of the forthcoming changes well in advance and HR led staff through the process. As a transformational tool, a model office was established prior to the refurbishment being completed; and staff were allowed and encouraged to use this office to find out how the new system would work

5.2.9   Phase 2 of the process would see the desk to staff ratio for social workers reduce to 5:10. Heather Coombs agreed to provide Sefton with information on which work areas had what desk to staff ratios

5.2.10   Staff were allowed to have personal items on desks but they all had to be removed at the end of the day and placed in the provided lockers. Any personal items left on desks were removed at the end of each day by the cleaning staff

5.2.11   Staff car parking was an issue that was created by more colleagues moving into the Town Hall

5.2.12   In response to a suggestion that the 8:10 desk ratio was not adventurous enough it was indicated that the Council did not want to be too extreme at the start of the process; and as indicated above, this was a starting point and Phase 2 of the project aimed to reduce the desk to staff ratio

5.2.13   Furniture in all of the offices was standardised

5.2.14   It was stressed that the make-up of the Project Team to draw up and implement the changes was very important; and even more so was the creation of Task Groups below the Project Group to lead on specific areas such as HR and IT

5.2.15   Output based performance management was an essential component which necessitated a trusting approach from management

6.   SITE VISIT TO MERTON HOUSE

6.1   Councillor Pitt along with Councillors Booth, Grace, Jamieson and Robinson undertook a site visit to Merton House to discuss the pilot project for agile working in Sefton's Health and Social Care Service.

Wayne Leatherbarrow Service Manager - Commissioning Support and Business Intelligence provided background information and key milestones on agile working in Sefton's Health and Social Care Service; and indicated that

113 social work workers were currently operating on an agile/mobile basis.

Tina Wilkins, Head of Adult Social Care, detailed her positive experience of her staff working with and in Merseycare's office; and stressed that for agile working to be successful, it needed to operate in tandem with enhanced ICT provision. Working protocols and clear guidance for staff should also be produced to ensure that agile working was reasonably controlled and that a mutual trust between managers and staff could be fostered.

Dwayne Johnson, Director Social Care and Health, tabled a Local Government Association report "Transforming social care through the use of information and technology". The report aimed to highlight the emerging role of technology in transforming social care services and enabling care and health integration - including case studies of the introduction and use of technology to deliver improved outcomes for social care service users and, in the context of integration, patients. It also showcased the current and future roles of technology in facilitating demand management, delivering cost efficiencies, and mitigating against systemic risks.

The report, drawing on relevant examples of innovative practice, covered five key themes (outlined below) and enablers for transformation including, strategy and leadership engagement and collaboration with citizens and professionals. The report also draws on findings from our 2016 Social Care Digital Maturity Self-assessment.

a) Integrating services and information for children, families and adults
b) Enabling people to interact with care services through digital channels
c) Promoting independence and wellbeing through the use of digital services and technology
d) Integrating commissioning through the improved use of information and analysis
e) Enabling care professionals to work from any base at any time

Mr. Johnson concluded that his staff had reacted positively to the agile working pilot and embraced the changes in working practices.

7. JUSTIFICATION

7.1 The Cabinet at its meeting held on 12 January 2017, approved an Asset and Property Maximisation option that identified, via a Budget Planning Assumption, that £3.3m revenue costs would be saved within the medium term financial plan period 2017/18 to 2019/20.

7.2 This Asset and Property Maximisation project will consider the property/assets opportunities arising from all other projects and It will look to maximise opportunities to improve operational efficiency, reduce revenue costs and maximise the capital and income potential.

7.3 This project will inform the asset-related decisions and maximise capital receipt/revenue saving opportunities arising from:

- The reduction in the Council's size and consequential physical space requirements as a direct consequence of funding cuts;
- The reduction in physical space requirements as a result of service re-design arising from the PSR programme;
- The reduction in space made possible by the adoption of 'new ways of working' with improved ICT systems and infrastructure;
- The need to do something very different, quickly to maximize our assets

7.4 The Council is also gathering, consolidating and spatially mapping business intelligence related to the Council's assets to inform the decision-making process. Such data includes: location; tenure type; break dates in lease; anticipated value; operating costs; current and maximum occupancy; occupancy by partner groups; and anticipated cost of required investment if retained. To date this exercise has been completed and modelled for the corporate estate options, with work ongoing to gather data for the wider estate. As the modelling of the wider estate is dependent on the outcome of the options proposed, then this work will commence, and continue on an frequent basis. Pending the full outcome of the analysis above final options will set out consideration of the available options, likely to include:

- In-house delivery;
- Delivery through a contracted partner(s);
- Delivery through a Joint Venture with the private or third sector;
- Delivery through a created Special Purpose Vehicle;
- Delivery through a hybrid model.

7.5 The Council has a number of choices in respect of the delivery options and these include the appetite from public sector partners to join the project/or not. The core demand for asset maximisation means that appropriate resources and skills will be needed. Each option presents the next step or logical sequence given the volume and demand to transform and maximise our assets following the re-provision of services.

7.6 The overall project fundamentally aims to move towards an agile and lean workforce. This means that the Council will utilise physical, built, ICT and the workforce differently, moving away from fixed locality working throughout the borough to provide a much greater customer focus.

7.7 It is anticipated that the outcomes of the project will produce an improved customer experience to citizens, delivered through:

- An efficient estate which is right-sized, located where needed and fit for

purpose;

- Greater partnership working with buildings facilitating co-location of services and partners from the public and private sector; and
- 'New ways of working', with appropriate ICT infrastructure, space planning and management processes that allow staff to work in an agile manner where they need to be, without a reliance on a fixed-desk place of work.

7.8 Work undertaken by the Working Group has mirrored the proposals approved by Cabinet and accordingly, the recommendations contained in section 8 below complement the aims of the Asset and Property Maximisation option.

8. RECOMMENDATIONS

It is noted that the following activity has already commenced within the Council in respect of:-

- Developing a bespoke agile working solution that is tailored to the Council's needs as part of the Public Sector Reform Project 'Asset Maximisation'; and

- Engaging with Senior Management of the Council to ensure that buy-in to the project is maximised as this will be critical to delivering the required cultural change.

In addition to these activities the Head of Corporate Resources is requested to:-

8.1 Mobilise an Implementation Team across the following key disciplines in order to support project delivery:-

- Property
- Human Resources
- ICT
- Communications / Transformation

8.2 Develop systems to address the business storage requirements to facilitate a paper-less/paper-lite office and support business transformation

8.3 Develop as part of the Asset Maximisation Programme, a full business case taking account of the financial and non-financial benefits for each proposal

8.4 Develop a Communications Plan that can be disseminated throughout the Council

8.5   Develop a policy and create protocols and engagement with the workforce to ensure operational discipline

8.6   Continue to work with and monitor progress in service areas that have already adopted elements of Agile Working

8.7   Consider the development of a demonstration area (mock-up of accommodation) that can trial the proposals made and encourage staff to embrace a new way of working

8.8   Investigate training for managerial staff in changes of management style required for the new method of working and supervision thereof

8.10   Identify areas of benefit / improvement from other corporate environments to:-

- Continue to explore experience of other organisations including Local Authorities
- Monitor / Measure / Adapt - baseline how we work now and review once Agile Working is implemented

9.   DOCUMENTATION CONSIDERED BY THE WORKING GROUP

9.1   Agile Working – A Guide for Employers produced by the Employers Network for Equality and Inclusion click here

9.2   HR: Getting Smart about Agile Working produced by the Chartered Institute of Personnel and Development click here

9.3   Property in the Economy – Agile Working produced by the Royal Institute of Chartered Surveyors click here

9.4   Child and Family Social Work - Open spaces, supple bodies? Considering the impact of agile working on social work office practices click here

9.5   Working Without Walls - an insight into the transforming government work click here

9.6   Working Beyond Walls – the Government Workplace as an agent for change click here

9.7   The Agile Office - Experience Report from Cisco's Unified Communications Business Unit click here

9.8   Corporate Strategy Driving Workplace Design - The changing face of

property [click here](#)

9.9   Catalyst Changing Workplaces Changing Lives – Flex Works [click here](#)

9.10   Agile Working in Professional Services at UCL [click here](#)

10. ACKNOWLEDGEMENTS AND THANKS

In producing this report on the Council's accommodation strategy and agile working, acknowledgements and thanks are attributed to the following individuals for their time and input:-

- Stephen O'Brien, ICT Partnership Manager; Paul Cunningham, Human Resources Manager; Dwayne Johnson, Director of Social Care and Health; Vicky Buchanan, Head of Children's Social Care; Tina Wilkins, Head of Adult Social Care; and Wayne Leatherbarrow, Service Manager – Commissioning Support and Business Intelligence; Sefton Council
- Councillor Terry Halliwell, Portfolio Holder - Service Transformation; Heather Coombs, Facilities and Statutory Compliance Manager; and Jane Fisher, Facilities Officer, Wigan MBC
- Roy Williams, Chief Executive, One Vision Housing
- David Street, Assets and Property Manager and Lead Officer of the Review and Sue Crompton, Principal Surveyor, Sefton Council

Thanks must also go to the Members of the Working Group who have worked hard and dedicated a great deal of time to this review, namely:-
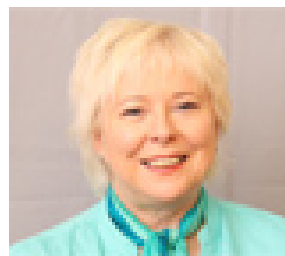

Councillor Michael Pitt, Lead Member, Accommodation Strategy/Agile Working Working Group

Councillor Mike Booth

Councillor Les Byrom

Councillor Jan Grace

Councillor Simon Jamieson

Councillor Dave Robinson

For further Information please contact:-

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Sefton Council

Overview
& Scrutiny

Report to:	Cabinet	Date of Meeting:	22 June 2017
Subject:	**ICT Transformation-Procurement Report**		
Report of:	Head of Corporate Resources	**Wards Affected:**	(All Wards);
Portfolio:	Regulatory, Compliance and Corporate Services		
Is this a Key Decision:	Yes	**Included in Forward Plan:**	No
Exempt / Confidential Report:	No		

Purpose/Summary

In accordance with the contract procedure rules, this report seeks Cabinet approval for the proposed method of procurement and the basis of tender evaluation in connection with the proposed ICT Transformation work. This work is required in order to support the delivery of the Council's future operating model for the service and delegated authority for acceptance of the most advantageous bid received is requested.

Recommendation(s)

1. Approve the procurement of an external provider to support the Council to deliver its required ICT transformation programme in advance of September 2018;
2. Approve the proposed method of procurement and evaluation as set out within the Report;
3. Delegate authority to the Head of Corporate Resources in consultation with the Cabinet Member, Regulatory, Compliance & Corporate Services to award the contract to the highest scoring bidder; and
4. Authorise the Head of Regulation and Compliance to enter into Contracts with the successful Tenderer.

Reasons for the Recommendation(s):

At its meeting in January 2017, Cabinet approved the future operating model for ICT. In order to deliver against this objective, the Council will need support from an external contractor in order that the ICT service reflects this operating model and can support the delivery of the Councils Framework for Change.

Alternative Options Considered and Rejected: (including any Risk Implications)

Due to the scale and complexity of the work required, external support is required. Internal Council resources are not available to support this programme.

What will it cost and how will it be financed?

(A)   Revenue Costs

The revenue costs of this project will be met from the Council's 'cost of change' budget as approved at Budget Council on 2 March 2017

(B)   Capital Costs

The capital costs of this project will be met from the Council's 'cost of change' budget as approved at Budget Council on 2 March 2017

Implications of the Proposals:
The following implications of this proposal have been considered and where there are specific implications, these are set out below:

Resource Implications (Financial, IT, Staffing and Assets):   **None**
Legal Implications: None
Equality Implications: There are no equality implications.

Contribution to the Council's Core Purpose:

This proposal will directly support the Council's Framework for Change Programme, including each of the Public Sector Reform Projects, Strategic Investment and Economic Growth pillars. As such this proposal will enable the delivery of each of the following objectives

Protect the most vulnerable:
Facilitate confident and resilient communities
Commission, broker and provide core services:
Place – leadership and influencer:
Drivers of change and reform:
Facilitate sustainable economic prosperity
Greater income for social investment:
Cleaner Greener:

What consultations have taken place on the proposals and when?

(A) Internal Consultations

The Head of Corporate Resources (FD4693/17) is the author of the report and Head of Regulation and Compliance (LD3977/17) have been consulted and any comments have been incorporated into the report.

(B) External Consultations

N/A

Implementation Date for the Decision

Immediately following the Committee / Council meeting.

Contact Officer:	Stephan Van Arendsen
Telephone Number:	0151 934 4081
Email Address:	stephan.vanarendsen@sefton.gov.uk

Appendices:

No

Background Papers:

There are no background papers available for inspection.

Agenda Item 6

1. Introduction

1.1 At its meeting on 12 January 2017, Cabinet approved the new structure and business requirements for the Councils ICT service. These requirements reflected the rapidly evolving ICT opportunities presented in the market that can support all organisations and specifically those required to support the Council's Framework for Change.

1.2 These business requirements and structure are designed to be in place in advance of September 2018 when the current ICT contract expires.

1.3 It was recognised in the work undertaken that informed the Cabinet decision around these business requirements, that a level of ICT transformation would be required in order to meet these objectives. The Council therefore now needs to source an external provider to support it in the delivery of this transformation.

1.4 The need to undertake this work was identified within the Budget report presented to Council on 2 March 2017 and it was detailed that this would be met from the 'cost of change' budget that was approved at that meeting. This budget was specifically established in order to support the delivery of the Framework for Change and as such the Councils Medium Term Financial Plan. This work is also directly linked to the PSR project: ICT and digital.

1.5 A business case has been developed to scope the works required and from this work, it is evident that the cost of the works will exceed the relevant OJEU threshold which, as at January 2016, is £164,176.00. It will therefore be necessary to procure the Contract in accordance with EU procedural rules.

1.6 There are a number of suitable OJEU compliant framework arrangements in place that the Council can use to procure this activity. Officers are currently reviewing those available and will seek to procure the requirement under the most suitable option.

1.7 Although a framework is in place, bids will be assessed and the successful award being made to the most economically advantageous tender considering a mix of Price, Quality and Interview. In addition to this evaluation, bids must also meet the Council's requirements in terms of financial standing, capacity and ability to complete the work, quality of performance, approach to Social Value and managing the work safely.

1.8 The successful bidder will only be appointed following the completion of the tender evaluation in accordance with the current contract procedure rules.

Report to:	Cabinet Pre Agenda	**Date of Meeting:**	Thursday 8 June 2017
Subject:	Domiciliary Care Contracts - Future Tender	**Wards Affected:**	All Wards
Report of:	Head of Commissioning Support & Business Intelligence		
Is this a Key Decision?	Yes	**Is it included in the Forward Plan?**	Yes
Exempt/Confidential	No		

Purpose/Summary

The purpose of this report is to seek approval to commence a procurement exercise for the provision of Domiciliary Care services.

The report also includes details of the proposed procurement approach under Liverpool City Region (LCR) / Tripartite (Sefton/Knowsley/Liverpool) joint working arrangements, the development of a new outcome based service model and consultation and engagement activities.

Recommendation(s)

Cabinet to approve the following;

1. Extension of existing contracts for an additional one month period (1st April 2018 to 30th April 2018) in order to implement joint commissioning with Knowsley MBC under Liverpool City Region / Tripartite joint working arrangements;

2. Commencement of a procurement exercise for Domiciliary Care services from 1st May 2018 onwards, via Tripartite Liverpool City Region joint commissioning;

3. Delegation of decisions regarding the configuration of service delivery areas, contractual terms, tender evaluation criteria and the outcome based service specification to the *Director Social Care and Health*. Such decisions will be made in advance of the procurement exercise commencing.

4. Delegation of the decision to award contracts, following the procurement exercise, to the *Cabinet Member – Adult Social Care*;

How does the decision contribute to the Council's Corporate Objectives?

	Corporate Objective	Positive Impact	Neutral Impact	Negative Impact
1	Creating a Learning Community	x		
2	Jobs and Prosperity	x		
3	Environmental Sustainability	x		
4	Health and Well-Being	x		
5	Children and Young People		x	
6	Creating Safe Communities	x		
7	Creating Inclusive Communities	**x**		
8	Improving the Quality of Council Services and Strengthening Local Democracy	**x**		

Reasons for the Recommendation:

Following the Cabinet decision made on 3rd November 2016, existing Domiciliary Care contracts were extended for an additional twelve month period (1st April 2017 to 31st March 2018).

The Council has explored a joint commissioning arrangement for the replacement service with Knowsley Council and approval for a further one month extension of the Sefton contracts is now requested in order to align the end dates of the Sefton and Knowsley contracts and facilitate this joint commissioning.

Approval is also being sought to commence a procurement exercise for the provision of Domiciliary Care services from 1st May 2018, in order to ensure continuity of service and implementation of a revised model of service.

Alternative Options Considered and Rejected:

The following options were considered and rejected;

1. **Further extending existing contracts up to 31st March 2019** – this option was rejected as an increased extension (to 31st March 2019 – which is the maximum extension period under the existing contractual terms) would significantly delay the implementation of a new model of service thus delaying the benefits of such a model being realised.

2. **New Directions as a Council owned provider being awarded a Domiciliary Care contract for the whole borough of Sefton from 1st May 2018** – this option was considered but is not recommended as it is felt that at this present time New Directions would be unable to deliver a borough wide service and awarding a contract for all services to one Provider would be a risk, based on having a limited

market, and could impact on delivery of the Personalisation agenda by limiting choice for Service Users and people funding their own care as other non-contracted Providers may withdraw from the Sefton market .   Furthermore awarding a contract to a sole Provider would not support partnership Tripartite commissioning or work across the wider Liverpool City Region aiming to achieve benefits through joint procurement and contracting.

What will it cost and how will it be financed?

(A)   Revenue Costs

Revenue costs with respect to the new contracts will need to be met from existing Domiciliary Care budgets. The current cost of Domiciliary Care is £10m per annum. Fee levels for 2017/18 are to be confirmed, however it is anticipated that there will be an uplift to fee at least in line with current contractual requirements (CPI or 2% - whichever is the lower).

(B)   Capital Costs

There are no capital costs associated with the implementation of the recommendations within this report.

Implications:

The following implications of this proposal have been considered and where there are specific implications, these are set out below:

Financial
Legal Care Act 2014 Care and Support Statutory Guidance
Human Resources None
Equality 1.   No Equality Implication   [ ] 2.   Equality Implications identified and mitigated   [ ] 3.   Equality Implication identified and risk remains   [X]

Impact of the Proposals on Service Delivery:

Should the recommendations be approved, the service delivery would be amended with the implementation of a more outcome based service model which will aim to have a more positive impact on Service Users as it will seek to provide a more flexible and responsive service. In addition new contractual arrangements will seek to ensure that service delivery issues (such as those concerning continuity of care), which have been highlighted by the Overview & Scrutiny Committee (Adult Social Care) – *Care Services (Domiciliary) Working Group* are more robustly performance managed.

What consultations have taken place on the proposals and when?

The Head of Corporate Resources (FD 4674/17) and the Head of Regulation and Compliance (LD.3958/17) have been consulted and any comments have been incorporated into the report.

The approach to consultation and engagement was presented to the Public Consultation and Engagement Panel on 19th May 2017, which encompasses consultation / engagement during the service model formulation, tendering and contract implementation stages. Advice and guidance from the panel has been used to inform the plan. Consultation also continues to take place with Providers both by Sefton individually and as part of Liverpool City Region work programmes.

Implementation Date for the Decision

Following the expiry of the "call-in" period for the Minutes of the Cabinet Meeting.

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Background Papers:

There are no background papers available for inspection

1.   **Introduction/Background**

1.1   Existing Domiciliary Care contracts were awarded from 1st April 2012 following a competitive tendering exercise. Contracts were awarded across six areas of the borough to a total of four Providers. Two Providers currently deliver services in one contracted area each and two Providers deliver in two areas each.

1.2   The contracts had an initial term of five years and included the option to extend for an additional period up to two years. Since the initial awarding of the contracts in 2012, one Provider has withdrawn from the Sefton contract and one Provider is currently in the process of withdrawing from one of their two contracted areas, with an alternative Provider in the process of being secured.

1.3 On 3rd November 2016 Cabinet approved the recommendation to extend the current contracts for a further twelve month period (1st April 2017 to 31st March 2018).

1.4 When approving the extension Cabinet were informed that during the period of extension work would be taking place to develop, review and test new ways of working with a view to implement a revised model of service within new contracts from 1st April 2018, which would be more outcome focussed and a move away from commissioning services on a prescriptive basis.

1.5 Since the Cabinet approval to extend existing contracts work has, and continues to take place, developing the new model of service and this includes a *Trusted Assessor* pilot, which is detailed further in 3.2 of this report. This work will inform the revised service specification, contractual arrangements and tender documentation.

1.6 Currently Sefton, as with other Domiciliary Care markets in the North West Region, is being affected by capacity problems and Providers are highlighting issues such as recruiting and retaining sufficient numbers of care staff. Providers have stated that this is due to existing fee rates being insufficient and factors such as the *National Living Wage*. An external organisation (RedQuadrant) have been commissioned by Sefton to look at the Domiciliary Care sector, particularly with respect to proposals for future fee rates and supporting the Council aim of further implementing all of the stages of the *Ethical Care Charter*, by having a fee rate which sustains the market.

2. Liverpool City Region & Public Sector Reform Working

1.1 As part of Liverpool City Region joint working it has been identified that there is scope for Tripartite joint commissioning for Domiciliary Care services with Knowsley M.B.C initially and potentially Liverpool City Council in the future, in order to benefit both Local Authorities and Providers by having shared services and standardised service delivery and contractual arrangements. It is therefore proposed (detailed further in section 4 of this report) that the tender exercise will be conducted jointly with Knowsley MBC and the tender and contractual arrangements will be formulated in a way as to allow other Liverpool City Region Local Authorities to join the arrangements in the future, as at this stage their existing contractual arrangements may not allow them to join and/or they may not wish to join at present as such changes may destabilise their own Provider market.

1.2 However, at present Knowsley MBC's existing contractual arrangements, together with their own Cabinet approval timeframes mean that approval to commence a joint commissioning exercise with Sefton and subsequent awarding of contracts cannot be authorised in time for new contracts to commence on 1st April 2018. It is therefore recommended to further extend existing Sefton contracts to 30th April 2018. This one month extension will allow for joint commissioning to occur and supports the key aims of the Liverpool City Region work programmes.

1.3 In addition, the proposed approach will also benefit Sefton as such joint commissioning falls within the remit of, and delivers the aims of *Public Sector*

Reform Workstream 10 – Commissioning and Shared Services and also Workstream 2, with respect to supporting the Personalisation agenda, via commissioning services which focus on meeting Service Users desired outcomes.

3. The New Model of Service

1.4   A revised service specification is being developed, based on an existing specification being used by a Liverpool City Region Local Authority.   This specification has;

- A greater focus on achieving outcomes and will ensure Providers work to an enabling approach, thus supporting the move to greater independence;
- Ensuring Providers signpost Service Users to community / voluntary sector services in order to further increase their independence;
- A greater focus on staffing and supervisory issues – to ensure services are delivered more effectively; and
- Targets relating to continuity of care – as issues regarding Service Users receiving care from numerous different staff have been identified as a concern for Service Users and their families. This issue was also highlighted by the *Care Services (Domiciliary) Working Group*.

1.5   In addition, one of the main changes will be to give Providers a *Trusted Assessor* role whereby they have greater flexibility to increase and decrease care packages (in agreement with the Service User) in order to respond to changes in need more rapidly, as opposed to them currently identifying potential changes to packages and such changes only occurring once a full Social Work review has been conducted. Such an approach will also assist with meeting Service User outcomes and ensuring that capacity in the market is 'released'. The Trusted Assessor role is in the process of being piloted with existing Providers.

1.6   Whilst the new service model will have a greater outcomes focus, it will not be the case that a full outcome based model will be implemented at the start of the contract. Such a model would encompass a full move away from Time & Task commissioning (i.e. agreeing visit times and required care tasks) and it is felt that such a model represents a significant change to existing ways of working which is untested and the market is not fully prepared for. However, the new contract will stipulate that it is a future aim to implement such a model and that its development will be conducted in partnership and co-production with Service Users and Providers.

1.7   It is also proposed that a contractual requirement will be for Providers to have *Electronic Call Monitoring (ECM)* in place.   This is essentially a system for recording information such as when visits have taken place and their duration but some systems can also capture the activity undertaken during the visit.   This requirement will support better contract performance monitoring, in terms of volume and quality of service provided, and to identify and rectify issues such as missed visits.   It is also important to state that ECM will not be used to pay Providers based on minute-by-minute service delivery.

1.8 Work is taking place reviewing existing Sefton arrangements with respect to the configuration of service delivery areas in the borough, with a view to re-aligning the areas and combining them with other Local Authority areas. The map below details the current six contracted areas;
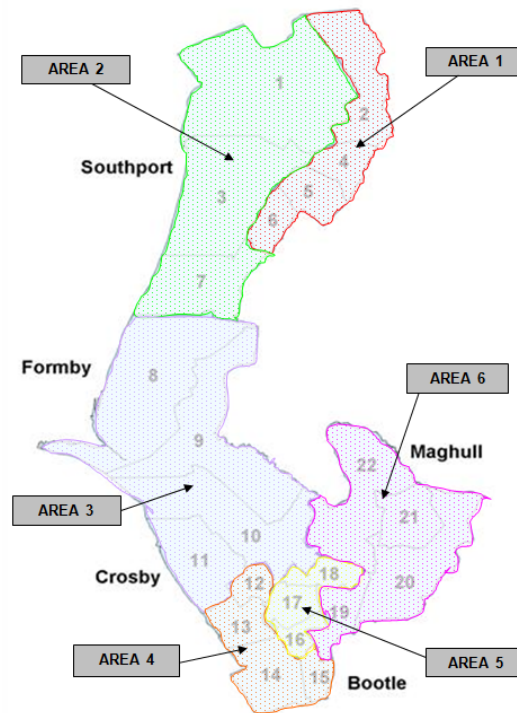
1.9 As part of joint arrangements with Knowsley M.B.C. it is envisaged that Area 6 could be combined with the neighbouring part of Knowsley (Kirkby) as both areas have experienced capacity issues and combining them would prove to be a more economically viable option for any future Provider. However, it is recommended that final decisions regarding the configuration of contracted areas be designated to the *Director of Social Care and Health* to ensure that decisions made meet Adult Social Care operational and service delivery requirements.

4. The Future Procurement of Domiciliary Care Services

1.10 The following timetable has been produced for the tender exercise;

Soft Market Testing / Supplier Event / Finalisation of Invitation to Tender (I.T.T)	June/July/August 2017
Tender Advertised on CHEST	4th September 2017
Tender Return Date	6th October 2017
Evaluation of Responses - including Clarification, Moderation and Interviews	9th October 2017 - 17th November 2017
Submit Report to Cabinet Member – Award of Contracts	January 2018
Call-in & Standstill Period	January 2018
Award of Contracts	January/February 2018

Implementation Period – including engagement with Service Users, establishing finance systems, contracts formulation etc.	February 2018 – April 2018
Contracts Start Date	1st May 2018

1.11 The timetable has been formulated in order to both allow a sufficient implementation period (February – April 2018) and so that the tender is not advertised during the summer holiday period where all potential bidders may not view the tender opportunity or have sufficient time to submit their tender. The timelines has also been formulated as any new contracts typically involve a change of Provider for Service Users and such a change needs to be managed with Service Users being regularly informed and supported during the change. However, it is important to highlight that TUPE arrangements could apply meaning that actual staff delivering care to Service Users may not necessarily change.

1.12 As mentioned in Section 2.1 it is proposed that the tender exercise will be conducted jointly with Knowsley M.B.C in the first instance with a framework type arrangement being established so that other Liverpool City Region authorities are afforded the opportunity to join the framework in the future at a time that best suits their own commissioning cycles.

1.13 The tender will encompass evaluating bids based on the most economically advantageous tender and it is proposed that the evaluation will be based on an assessment of Quality and Social Value (for example 95% Quality and 5% Social Value), with price not being a contributory factor in evaluations as the price (typically the hourly rate paid) will be set by Sefton and Knowsley. Therefore contracts will be awarded to the bidder/s who demonstrate the highest quality/social value submission for the budget that the Local Authorities intend to commit. This will benefit Sefton and Knowsley by ensuring that there is a primary focus on commissioning the highest quality services which in turn will benefit Service Users. It is recommended that decisions on the evaluation criteria be designated to the *Director of Social Care and Health* to also ensure that the quality criteria and questions tenderers are asked to respond to, are based on ensuring that future services meet Adult Social Care requirements.

1.14 In addition, the above approach to the evaluation of tenders is recommended as Sefton has commissioned an external organisation (RedQuadrant) to conduct a Market Oversight exercise of the Domiciliary Care sector and this has included an assessment of rates required which will support the Domiciliary Care sector and the desire of Sefton Council to further meet the aims of the Ethical Care Charter. The aim of this exercise will be to establish a fee rate, based on a thorough understanding of the market, and therefore this fee rate will be set by the Council thereby not requiring tenderers to submit rates for evaluation.

1.15 Following the evaluation of tenders it is recommended that decisions regarding the awarding of contracts be designated to the *Cabinet Member – Adult Social Care*.

5. Consultation & Engagement

1.16 The following Consultation and Engagement approach has been presented to the Public Consultation and Engagement Panel on 19th May 2017;

Stage	Overall Aim / Details	Timeframes
Trusted Assessor Pilot	Pilot to assess the benefits of, and to inform the development of the proposed new model of service. The pilot will encompass a contracted Provider initially identifying Service Users whose care package could be amended. A Customer Experience Form will also be developed with the Provider prior to the pilot commencing for use with Service Users who have had changes to their care package implemented during the pilot to assess how the changes have impacted on the service they receive. It is also proposed that a focus group will also be held with Service Users to review the outcomes of the pilot and to gain feedback on it.	May – July 2017
Review of Existing Surveys	Surveys (such as the Adult Social Care survey) will be reviewed to use feedback to inform the development of the new model of service.	May – July 2017
'Supplier' events	Events to be held with both existing and potential new Providers in order to outline to them the procurement process and timeline, the new model of service and the desired outcomes	July/August 2017
Public Engagement & Consultation Panel	Feedback to the panel on the outcome of the pilot and the impending tender exercise.	September 2017
Contract Mobilisation	Engagement will be required with Service Users / families / advocates regarding the new contractual arrangements as this could include a change of Provider for Service Users. However, it is important to state that due to TUPE regulations any changes may not include a change to Service Users care staff.	February 2018 – April 2018

1.17 The plan has been formulated to ensure that the new model of service is informed by, and reflects, concerns and issues highlighted and reported together with engaging with the Provider market to outline to them the tender process and timescales. The plan also takes into account ensuring that following the awarding of new contracts, Service Users are regularly engaged with to ensure that they are supported through any changes.

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By virtue of paragraph(s) 3 of Part 1 of Schedule 12A
of the Local Government Act 1972.

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