

Meifod Options

| option | advantages | disadvantages | risks |
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| <p>1. Re-open Meifod as a Council-run service, with reduced activities and new ways of working</p> <p>Notes</p> <p>a. Attendee numbers would be reduced by at least 25% as some individuals don't intend to return</p> <p>b. Activities need to change to respond to covid, timber costs and Health and Safety advice</p> <p>c. Meifod Staff are currently either deployed, off sick or have left the service</p> | <p>a. Popular in the survey - This is the most popular option given in the survey responses and in email enquiries and concerns</p> <p>b. Consistency and familiarity - Existing attendees who wish to return are familiar with the setting, the nature of the work, their co-workers and the staff</p> <p>c. Building commitment - This option still makes use of a building on which DCC has a lease and rental commitment</p> <p>d. Timescale for re-opening - Compared to option 2 it should be relatively quick to re-open and to re-establish some sort of a service (although see c in the notes re staffing)</p> | <p>a. Expectations – This service will not be the same as pre-covid due to reduced numbers and activities</p> <p>b. Capital costs to DCC - Investment will be needed to make the setting and the activities safe and usable</p> <p>c. Revenue (unit costs) to DCC – Meifod had relatively high unit costs (compared to external services) and these will be higher post covid due to a number of factors</p> <p>d. Recommendations from the review – Attempting to keep Meifod as much as it was pre-covid could be perceived as a missed opportunity for change and modernisation</p> <p>e. Sustainability – given the relatively high cost of this service and the lack of new referrals maintaining the service (and the wood products business) may not be sustainable in the long term</p> | <p>a. Costs to DCC - The precise net costs associated with re-opening and running the service are difficult to anticipate and there is a risk that unit costs will be exceptionally high</p> <p>b. Business failure - There is a risk that the 'business' arm will no longer make a net profit.</p> <p>c. H&S - The post covid health and safety risks for each individual are difficult to fully anticipate</p> <p>d. Views of some being seen as view of all - It has been difficult to get the views of all priority stakeholders – there is a risk that this is misconceived as the most popular option</p> |

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| <p>2. Work to secure an external organisation to provide a range of activities for people from the existing Meifod building (this may not be woodwork-based activities)</p> <p>Notes</p> <p>a. DCC would need to clarify the terms of the lease re the kinds of activity that can be done within the building and would need to negotiate with a new provider for an offset for the rent costs and building usage</p> <p>b. DCC have already been approached by a social enterpriser with an interest in providing alternative work opportunities from the building</p> <p>c. DCC could invite expressions of interest from providers with a detailed service specification outlining what is needed for citizens</p> | <p>a. Approach - Fits with previously agreed externalisation approach set out in the review</p> <p>b. Building commitment - Still makes use of a building that DCC has a lease on</p> <p>c. New opportunities - Potentially provides alternative activities for people</p> <p>d. Some consistency and familiarity - Individuals already know the building and some of the other attendees</p> <p>e. Personalisation - Externalisation is a chance to re-set the vision and to coproduce a spec with citizens</p> <p>f. Control - DCC would retain control over who provides a service and the type of activity from the building</p> | <p>a. Change – some people might struggle with a change in activities & routine</p> <p>b. Opposition – some citizens, families and staff will be opposed to a change in activity</p> <p>c. Impact on Denbigh - Loss of a well-established and popular business in Denbigh.</p> <p>d. Capital costs - Investment still needed to make the setting usable</p> <p>e. Revenue (unit costs) to DCC - Difficult to anticipate and may still incur high running costs for the building</p> <p>f. Timescale – it could take time to secure a new provider and to establish a new service. People will need something in the interim</p> | <p>a. Lack of interest from other providers (eg due to TUPE liabilities)</p> <p>b. Stakeholder resistance to a change in provider</p> <p>c. could be costly for DCC - Would need to agree terms for occupation, which could be a complex process</p> <p>d. Risk of reverting to option 1 due to above risks</p> |

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| <p>3. Close Meifod and support people in placements elsewhere</p> <p>Notes</p> <ul style="list-style-type: none"> a. DCC would need to secure alternative provision for each person. (NB 6 people have already secured other activities) b. Meifod Staff would need to be re-deployed or face redundancy c. The Cynnig contract would need to be reviewed d. Could seek a sub-tenant for the building (not related to work opps provision) | <ul style="list-style-type: none"> a. Choice - An opportunity to develop or commission something new and to use the resource wheel to identify alternatives for people b. Cost – Most other similar services are cheaper than Meifod | <ul style="list-style-type: none"> c. Unpopular in the survey – those who responded were not supportive of this option d. Choice - Limited capacity of existing settings to provide support to Meifod attendees results in reduced choice for people. Survey responses indicate that people value the nature of the work at Meifod e. Cost - Potential cost to DCC of ending the lease early without a replacement use for the building (financial and reputational) f. Timescales – it would be difficult to identify and secure appropriate alternatives and to help people to cope with the change within a short timescale | <ul style="list-style-type: none"> a. Lack of options for people - Other providers do not have capacity to offer places to Meifod attendees b. Resistance to closure - some people and families might struggle to consider alternatives c. Judicial review if due process not followed d. Reputational damage – due to vocal resistance from some and also lease costs/early surrender costs still being incurred |

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| <p>4. VARIATION OPTION Re-open Meifod as a time limited service. Develop a progression plan for each individual (max 4 years linked to the lease ending).</p> <p>Notes</p> <p>a. This option has been identified in response to some of the feedback from citizens and families – immediate closure would be difficult for some to cope with, but this option allows for a planned approach to the future</p> <p>b. DCC would need to work with each individual to identify their preferred next steps</p> <p>c. New services or activities would be commissioned within 4 years in response to collated information from the individual progression plans</p> | <p>a. Consistency and familiarity - Existing attendees who wish to return are familiar with Meifod and it allows time to prepare people for change at a pace that suits them</p> <p>b. Building commitment - This option still makes use of a building on which DCC has a lease and rental commitment</p> <p>c. Timescale for re-opening - Compared to option 2 it should be relatively quick to re-open and to re-establish some sort of a service for a time limited period.</p> <p>d. Market – allows time to develop, support or commission alternative activities/services locally</p> <p>e. Choice – allows time to identify and secure appropriate alternative options for each individual and to consider new services - where people want to stay together for example</p> <p>f. Sustainability – enables sustainable options to be developed</p> <p>g. Approach – fits with the externalisation and progression focused approaches</p> | <p>a. No engagement on this option - This wasn't set out in the options presented to stakeholders so hasn't been considered by others</p> <p>b. More detail required - This option would need firming up (perhaps with key stakeholders)</p> <p>c. Costs - See disadvantages (a, b and c) set out in option 1 (although these would be short term with this option as the plan would be to develop alternatives within 4 years)</p> <p>d. Duplication costs - This could be a more expensive option in the short to medium term, whilst/if people are moving on to other activities in a phased way as there could be duplicate costs (i.e. Continuing to run Meifod and purchasing new placements)</p> | <p>a. Costs to DCC - The precise net costs associated with re-opening and running the service even just for 4 years are difficult to anticipate and there is a risk that unit costs will be exceptionally high</p> <p>b. Business failure - There is a risk that the Meifod 'business' arm will no longer make a net profit in this period</p> <p>c. H&S - The post covid health and safety risks for each individual in Meifod are difficult to fully anticipate</p> <p>d. Risk of progression plans not happening within the agreed timeframe and no alternatives established before the lease ends</p> |