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To: Cllr Dave Mackie (Chairman)

Councillors: Janet Axworthy, Marion Bateman, Sean Bibby, Geoff Collett, Ian Dunbar, Mared Eastwood, Dennis Hutchinson, Tudor Jones, Brian Lloyd, Mike Reece, Ralph Small, Paul Shotton, Andy Williams and David Wisinger

19 June 2018

Dear Councillor

You are invited to attend a meeting of the Organisational Change Overview & Scrutiny Committee which will be held at 2.00 pm on Monday, 25th June, 2018 in the Delyn Committee Room, County Hall, Mold CH7 6NA to consider the following items

A G E N D A

1 APOLOGIES

Purpose: To receive any apologies.

2 DECLARATIONS OF INTEREST (INCLUDING WHIPPING DECLARATIONS)

Purpose: To receive any Declarations and advise Members accordingly.

3 MINUTES (Pages 3 - 8)

Purpose: To confirm as a correct record the minutes of the meeting held on 14 May 2018.

4 MOVE FROM COUNTY HALL TO UNITY HOUSE (Pages 9 - 16)

Report of Chief Officer (Strategic Programmes) - Cabinet Member for Corporate Management and Assets

Purpose: To provide an update on the progress of this work in particular the work taking place with those services and staff moving and the work on the interior design and layout of the building

5 **FORWARD WORK PROGRAMME (ORGANISATIONAL CHANGE)** (Pages 17 - 22)

Report of Overview & Scrutiny Facilitator

Purpose: To consider the Forward Work Programme of the Organisational Change Overview & Scrutiny Committee

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

The following item is considered to be exempt by virtue of Paragraph(s) 14 of Part 4 of Schedule 12A of the Local Government Act 1972 (as amended).

The report contains commercially sensitive information belonging to a third party and the public interest in not revealing the information outweighs the public interest in revealing the information.

6 **ANNUAL REPORT ON AURA LEISURE AND LIBRARIES LTD AND NEWYDD CATERING AND CLEANING LTD** (Pages 23 - 54)

Report of Chief Officer (Strategic Programmes) - Cabinet Member for Education

Purpose: To receive both organisations annual reviews of progress and their second year Business Plans

Yours sincerely



Robert Robins
Democratic Services Manager

ORGANISATIONAL CHANGE OVERVIEW & SCRUTINY COMMITTEE **14 MAY 2018**

Minutes of the meeting of the Organisational Change Overview & Scrutiny Committee of Flintshire County Council held in the Delyn Committee Room, County Hall, Mold on Monday, 14 May 2018

PRESENT: Councillor Dave Mackie (Chairman)

Councillors: Janet Axworthy, Marion Bateman, Sean Bibby, Geoff Collett, Ian Dunbar, Mared Eastwood, Dennis Hutchinson, Tudor Jones, Brian Lloyd, Mike Reece, Paul Shotton, and Andy Williams

APOLOGIES: Councillors: Sean Bibby, Ralph Small and David Wisinger

CONTRIBUTORS: Councillor Billy Mullin, Cabinet Member for Corporate Management and Assets, Ian Roberts, Cabinet Member for Education and Youth, Chief Officer (Governance), IT Business Services Manager, Digital Solutions Manager, and Customer Service and Registration Manager.
Ben Welsh – Assistant Manager, Holywell Leisure Centre, and Magali Lovell-Pascal – Treasurer, Holywell Leisure Centre, attended for minute number 9.

IN ATTENDANCE: Overview and Scrutiny Facilitator and Democratic Services Officer

1. APPOINTMENT OF CHAIR

The Overview & Scrutiny Facilitator advised that it had been confirmed at the Annual Meeting of the County Council that the Chair of the Committee should come from the Independent Alliance Group. As Councillor Dave Mackie had been appointed to this role by the Group, the Committee was asked to endorse the decision.

RESOLVED:

That Councillor Dave Mackie be confirmed as the Chair of the Committee.

2. APPOINTMENT OF VICE-CHAIR

Councillor Ian Dunbar nominated Councillor Paul Shotton as Vice-Chair of the Committee and this was seconded by Councillor Dennis Hutchinson.

On being put to the vote Councillor Paul Shotton was appointed Vice-Chair of the Committee.

RESOLVED:

That Councillor Paul Shotton be appointed Vice-Chair of the Committee.

3. DECLARATIONS OF INTEREST

Councillor Tudor Jones declared a personal and prejudicial interest on agenda item 9 'Holywell Leisure Centre Community Asset Transfer' as he was Chair of the Trustees of the leisure centre and landlord of the library and café. He was also a signatory of the Service Level Agreement for use of the sports facilities at Ysgol Treffynnon. Councillor Jones had been advised, prior to the meeting, that he could participate in the item as a contributor and respond to any questions but would withdraw from the room for the vote.

4. MINUTES

The minutes of the meeting held on 19 March 2018 were submitted.

RESOLVED:

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

5. DIGITAL CUSTOMER OVERVIEW

The Chief Officer (Governance) advised that the Council had agreed a strategic approach to developing Customer Services and enhancing use of Digital Technology. He introduced the report to outline the approach to delivering these strategies which focused on enabling customers to contact the Authority and use its services, where appropriate, through the use of digital technology.

The Chief Officer provided background information and referred to the main considerations, as detailed in the report. He gave a presentation which covered the following main points:

- the benefits of a 'digital customer' focus
- preview of the customer portal
- developing the payment portal
- developing Live Chat
- key decisions – early 2018
- approach to efficiencies
- resourcing
- our approach
- outline action plan

Councillor Marion Bateman asked if other authorities might be interested in purchasing the software produced by the Authority with backup support. The IT Business Services Manager, advised that a number of authorities already had the digital technology to deliver services and explained that the Council was currently investing in developing online security.

Councillor Paul Shotton commented on the need for training on the use of the customer portal and asked if all Members could be invited, in small groups, to a demonstration on how the portal worked. He said it was important

for people who may not have access to information technology to have telephone access and cited elderly people as an example. The IT Business Services Manager, acknowledged the point made and explained that work was being undertaken to inform residents in care homes of the services available.

Councillor Tudor Jones commented on the need for 'good' internet connection to be available in all areas and cited the lack of provision in some rural areas as an example. He put forward a number of suggestions which could be linked into the customer portal and referred to information on public transport services as an example. Councillor Jones also asked if a link could be provided to signpost customers to local town or community councils.

The Chief Officer explained that improving connectivity was a target in the Digital Strategy and a key consideration in promoting economic growth in Flintshire. He referred to the North Wales Economic Ambition Board's bid to the UK national government for Full Local Fibre funding of £200m which would primarily benefit businesses in the region but also improve access for residents.

Councillor Ian Dunbar commented on the need to provide face-to-face contact for people who wanted this and spoke of the valuable services provided by local Connect Centres. In response to a query from Councillor Dunbar regarding online payment services the Chief Officer advised that it was intended to increase the range of services that residents could pay for online. He spoke of the advantages and cost savings to be achieved through direct payments.

Councillor Brian Lloyd expressed concerns that the introduction of the digital customer portal might result in closure of the Connect Centres. The Chief Officer gave an assurance that the portal was not intended to replace the services provided by the Connect Centres and there were no current plans for closures. In response to a further question from Councillor Lloyd concerning the 'Live Chat' service, the Chief Officer explained that the operators who addressed enquiries via 'Live Chat' also answered telephone enquiries. He explained that the intention of 'Live Chat' was to assist people to use the portal.

In response to a query from the Chair, the IT Business Services Manager, explained that security was a primary issue and said that people would be able to access their own account information via a secure link.

RESOLVED:

- (a) That the Committee support the approach to implementing both the Digital Strategy and Customer Strategy through a priority and focus on improving services for 'Digital Customers' as outlined within the report; and
- (b) That the comments around how the use of the Customer Account could be maximised, be noted.

6. YEAR-END COUNCIL PLAN MONITORING REPORT 2017/18

The Chief Officer (Governance) introduced the Year-end Council Plan Monitoring Report 2017/18. He explained that the report presented the monitoring of progress for the Council Plan priority 'Connected Council' which was relevant to the Committee.

The Chief Officer provided background information and advised that the monitoring report for the 2017/18 Council Plan was a positive report, with 81% of activities being assessed as making good progress, and 69% likely to achieve the desired outcome. Performance Indicators showed good progress with 84% meeting or near to period target. Risks were also being successfully managed with the majority being assessed as moderate (67%) or minor (10%).

The Chief Officer reported that the following performance indicator showed a red status for current performance against target for the Committee:

Priority: Connected Council
Indicator: Percentage of community benefit clauses in new procurement contracts under £1M

The Chief Officer advised that no major risks had been identified and progress against the risks in the Council Plan were included in the appendix to the report.

Referring to the above indicator, Councillor Ian Dunbar asked for further information on the community benefits attributable to the 5 projects procured. The Chief Officer agreed to provide details to the Committee following the meeting.

RESOLVED:

That the report be noted.

7. FORWARD WORK PROGRAMME

The Overview & Scrutiny Facilitator presented the current Forward Work Programme for consideration. She drew attention to the items scheduled for the next meeting of the Committee to be held on 25 June, and asked Members to forward to her any suggestions for items they wished to be added to the Programme for the year ahead. It was suggested that regular update reports for the Committee on Community Asset Transfer and Digital Strategy and Customer Strategy be added to the forward work programme.

RESOLVED:

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

- (b) That the Facilitator in consultation with the Chair of the Committee be authorised to vary the Forward Work Programme between meetings should this be necessary.

8. LOCAL GOVERNMENT (ACCESS TO INFORMATION) ACT 1985 – TO CONSIDER THE EXCLUSION OF THE PRESS AND PUBLIC

RESOLVED:

That the press and public be excluded for the remainder of the meeting for the following items by virtue of exempt information under paragraph(s) 14 of Part 4 of Schedule 12A of the Local Government Act 1972 (as amended).

9. HOLYWELL LEISURE CENTRE COMMUNITY ASSET TRANSFER

Councillor Tudor Jones, Chairman of Holywell Leisure Centre, introduced a presentation which outlined the review of progress during the 2017/18 year and plans for 2018. He provided background information and invited Ben Welsh – Assistant Manager, Holywell Leisure Centre, and Magali Lovell-Pascal – Treasurer, Holywell Leisure Centre, to report on the following key points:

- Building a sustainable business
- Financial report: the story so far
- Financial year 2018-19 and beyond
- Social Media / Marketing
- Income

Members congratulated the Managers, Trustees, and employees on their hard work and impressive first year of operating as a Charitable Organisation. Following a suggestion by the Chair it was agreed that a letter would be sent to Holywell Leisure Centre to express the Committee's appreciation.

Members raised questions around seeking financial contribution from local town and community councils to the running cost of the Leisure Centre. Further questions were raised regarding the opportunities to increase income from external sources, and energy efficient measures.

The Chairman thanked Councillor Tudor Jones, Ben Welsh and Magali Lovell-Pascal for their presentation and for answering Member's questions.

RESOLVED:

That the Committee congratulate the Managers, Trustees and Employees on their hard work and impressive first year of operating as a Charitable Organisation and wish Holywell Leisure Centre well for the future.

10. MEMBERS OF THE PUBLIC AND PRESS IN ATTENDANCE

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

(The meeting started at 10.00 am and ended at 12.33 pm)

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Chairman



ORGANISATIONAL CHANGE OVERVIEW AND SCRUTINY COMMITTEE

Date of Meeting	Monday 25 th June 2018
Report Subject	Move from County Hall to Unity House
Report Author	Chief Officer Strategic Programmes

EXECUTIVE SUMMARY

Cabinet approved the business case for the move of a range of services and work groups from County Hall to Unity House on 20th March 2018.

This is a partial move and County Hall will still have substantial employee numbers remaining in Phases 1 and 2 for the medium-term.

Since then a range of work has been progressing to ensure this move can take place before the end of the calendar year. This includes building works to Unity House, work with service staff and unions to prepare for the re-location, work to procure an interior designer to complete the fit out of Unity House.

This report focuses on the work with services and staff in preparing for the move, and provides a full update on progress and planned work.

RECOMMENDATIONS

1	To note and comment on the progress of work to re-locate a number of services and staff to Unity House.
2	To support the progress of the planned move to Unity House.

REPORT DETAILS

1.00	BACKGROUND INFORMATION
1.01	The key elements of the move to Unity House reported to Cabinet in March are as follows

	<p>(1) Flintshire County Council have reduced the size of its corporate office accommodation by approximately 43% by floor area (base year 2013/14) and now only occupies Phase 1 and 2 at County Hall. Unity House in Ewloe is vacant and has been the responsibility of the Council for the last twelve months. The costs of just keeping Ewloe Offices unoccupied are in the order of £0.700m per annum.</p> <p>(2) Work to progress the remedial works needed to relocate the workforce into Unity House are being progressed; essentially this may be broken down into a number of areas as set out below:-</p> <ul style="list-style-type: none"> - Mechanical and electrical work; - Furniture and interior space planning - Data communications and access systems - Minor building work, the building is generally in very good decorative order; - Wider external works. <p>(3) The Council received a financial sum from the previous tenant as an unconditional dilapidations payment upon expiry of the lease. Although the dilapidations payment does not need to be applied to renovation of the building it is fitting that it should be used in this manner.</p>
1.02	<p>The services identified to move to Unity House are Social Services, Planning and Environment, Education and Contact Centre staff. Appendix 1 details the numbers moving, the desk space required, and the car parking spaces available. The intention is that Unity House will be one of our main office bases and will be designed for front line services, who are not receiving walk in enquiries from members of the public, but who need to meet members of the public and partners by appointment. The building is in in good condition, is light and spacious, and has a good number of meeting rooms. Therefore the intention is not to make significant alterations to the design of the building. The approach to using the building initially is to ensure that there is adequate space for both staff and car parking. Therefore there are some areas of the building that are not fully utilised e.g. basement and third floors, and one part of the ground floor. This will enable us to review how the building operates after these initial moves, and to consider whether we are using the building to its full capacity.</p>
1.03	<p>The main areas of occupation will be the ground and first floors. Social Services have the bulk of the ground floor with one area retained for future consideration of use. Planning and Environment and Education share the first floor. The basement is planned to be used by the contact centre and the third floor provides space for eating and meeting rooms.</p>
1.04	<p>The intention is that the building is a modern office environment but one that is owned and liked by both staff and users. To enable this approach a number of core principles for occupation have been discussed and developed and these are detailed at Appendix 2. These encourage flexible working but also enables services to determine within these principles how they want their own zoned areas to work in detail.</p>
1.05	<p>A major element of the works are designing and fitting out the building. There are some key consideration to be addressed in the final design including: management of noise; confidentiality; use of kitchen areas; storage. We are in the process of appointing the preferred providers for this work and they will work closely with staff and within the principles of occupation to complete this work.</p>

1.06	<p>The key timescales for making the move to Unity House are as follows:</p> <ul style="list-style-type: none"> • Commission main building works - completed • Appoint contractors to design and fit out the building - June • Complete main building works - August • Complete design and fit out - September • Staff move to the building – October to December
1.07	<p>To ensure the move is a success additional plans being developed include a clear internal and external communication plan and a travel plan for access to the site. These plans along with the quality of the building and a smooth process for managing the transition from County Hall to Unity House should ensure a high quality office base is developed that makes the Council annual revenue savings.</p>

2.00	RESOURCE IMPLICATIONS
2.01	<p>Financial Implications</p> <p>There are no financial resource implications for the Council arising from this report. Overall this move will make the Council an annual revenue saving and the one off costs of making the move are being contained within existing budgets.</p>
2.02	<p>Human Resource Implications</p> <p>A number of staff are being re-located from County Hall to Unity House. Work is taking place with representatives of the services and unions to ensure this process is owned by staff.</p>

3.00	CONSULTATIONS REQUIRED / CARRIED OUT
3.01	<p>A regular consultation meeting takes place with service and union representation.</p>

4.00	RISK MANAGEMENT
4.01	<p>Risks detailed below with mitigation.</p> <p>(1) Negative perceptions about the building from staff and users – The building is a good working environment and clear communication and change plans are being put in place to ensure staff and users are aware of the benefits of the building.</p> <p>(2) The move becomes a cost to the Council – The move actually makes the Council an annual revenue saving and the estimated costs of the move are planned to be contained within existing budgets. The savings and expenditure will be monitored on a regular basis to ensure this is the case.</p> <p>(3) Timescales for the move slip from those outlined in this report – Tight management of the project plan is taking place by the project manager and the period for the staff move from October to December can be flexible to</p>

	<p>accommodate minor slippages.</p> <p>(4) Parking and traffic issues become a problem on the site – The numbers of staff moving enable car parking to be sufficient. A travel plan will be developed to enable good access to the site and to address any traffic issues.</p>
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5.00	APPENDICES
5.01	Appendix 1 – Staff Numbers and Desk Provision Appendix 2 – Principles for Occupation

6.00	LIST OF ACCESSIBLE BACKGROUND DOCUMENTS
6.01	<p>Cabinet Report – 20th March 2018.</p> <p>Contact Officers: Ian Bancroft Telephone: 01352 704511 E-mail: ian.bancroft@flintshire.gov.uk</p>

7.00	GLOSSARY OF TERMS
7.01	Travel Plan – A plan outlining proposals to reduce the reliance on the private car by diverting demand to more sustainable modes of transport.

Appendix 1 - Staff numbers and desk provision.

Planning and Environment – 152 staff 101 desks

Social Services – 204 staff 143 desks

Education – 120 staff 75 desks

Contact Centre – space for 20 in basement

Total staff – 496

Total desks – 339

Total Car Parking Spaces - 360

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Appendix 3 Unity House – Principles for occupation

- Each portfolio has a designated area
- A separate management room to be provided for each service area for direct reports to chief officers only.
- No desk ownership – clear desk policy
- Personal lockers provided
- Each team to have a zone within designated area. If no desks available within team zone then staff can migrate to next available desk in another zone.
- Options being considered with Interior Designers for the use of kitchens/fridges/drinks.
- Small communal kitchen areas to be used for access to water and washing up
- No hot food to be eaten at desks – top floor eating area to be used
- Microwaves to be provided in top floor eating area
- Bookable and unbookable meeting rooms
- All bookable meeting rooms will be via centralised system i.e with no rooms designated to specific services
- Informal break out areas within each designated area
- Communal hot-desks and meeting space for external people in main circulation space
- Reception to be staffed by contact centre staff
- Bike shelter to be provided
- Showers in basement.

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ORGANISATIONAL CHANGE OVERVIEW & SCRUTINY COMMITTEE

Date of Meeting	Monday 25 June 2018
Report Subject	Forward Work Programme
Cabinet Member	Not applicable
Report Author	Overview & Scrutiny Facilitator
Type of Report	Operational

EXECUTIVE SUMMARY

Overview & Scrutiny presents a unique opportunity for Members to determine the Forward Work programme of the Committee of which they are Members. By reviewing and prioritising the Forward Work Programme Members are able to ensure it is Member-led and includes the right issues. A copy of the Forward Work Programme is attached at Appendix 1 for Members' consideration which has been updated following the last meeting.

The Committee is asked to consider, and amend where necessary, the Forward Work Programme for the Organisational Change Overview & Scrutiny Committee.

RECOMMENDATION

1	That the Committee considers the draft Forward Work Programme and approve/amend as necessary.
2	That the Overview & Scrutiny Facilitator, in consultation with the Chair of the Committee be authorised to vary the Forward Work Programme between meetings, as the need arises.

REPORT DETAILS

1.00	EXPLAINING THE FORWARD WORK PROGRAMME
1.01	Items feed into a Committee's Forward Work Programme from a number of sources. Members can suggest topics for review by Overview & Scrutiny Committees, members of the public can suggest topics, items can be referred by the Cabinet for consultation purposes, or by County Council or Chief Officers. Other possible items are identified from the Cabinet Work Programme and the Improvement Plan.
1.02	<p>In identifying topics for future consideration, it is useful for a 'test of significance' to be applied. This can be achieved by asking a range of questions as follows:</p> <ol style="list-style-type: none">1. Will the review contribute to the Council's priorities and/or objectives?2. Is it an area of major change or risk?3. Are there issues of concern in performance?4. Is there new Government guidance of legislation?5. Is it prompted by the work carried out by Regulators/Internal Audit?
2.00	RESOURCE IMPLICATIONS
2.01	None as a result of this report.
3.00	CONSULTATIONS REQUIRED / CARRIED OUT
3.01	Publication of this report constitutes consultation.
4.00	RISK MANAGEMENT
4.01	None as a result of this report.
5.00	APPENDICES
5.01	Appendix 1 – Draft Forward Work Programme
6.00	LIST OF ACCESSIBLE BACKGROUND DOCUMENTS
6.01	<p>None.</p> <p>Contact Officer: Margaret Parry-Jones Overview & Scrutiny Facilitator</p> <p>Telephone: 01352 702427</p> <p>E-mail: margaret.parry-jones@flintshire.gov.uk</p>

7.00	GLOSSARY OF TERMS
7.01	Improvement Plan: the document which sets out the annual priorities of the Council. It is a requirement of the Local Government (Wales) Measure 2009 to set Improvement Objectives and publish an Improvement Plan.

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Organisational Change Overview & Scrutiny Committee
Forward Work Programme 2018/19

DATE	SUBJECT	O&S FOCUS	REPORT FROM
Monday 17th September 2018 10.00 am Meeting to be held in the Care and Repair Office, Shotton	Stage 1 Budget Process for 2019/20	Consultation	Ian Bancroft
	Community Resilience	Monitoring and Assurance	Ian Bancroft
	Community Asset Transfer Update	Monitoring and Assurance	Ian Bancroft
	Forward Work Programme	Consultation	Ceri Shotton
Monday 12th November 2018 10.00 am	Quarter 1 and 2 Council Plan 2018/19 Monitoring Report	Monitoring and Assurance	Ceri Shotton
	Digital Customer Overview	Monitoring and Assurance	Ian Bancroft / Gareth Owens
	Forward Work Programme	Consultation	Margaret Parry-Jones
Monday 17th December 2018 10.00 am	Forward Work Programme	Consultation	Ceri Shotton
Monday 28th January 2019 10.00 am	Forward Work Programme	Consultation	Margaret Parry-Jones

Organisational Change Overview & Scrutiny Committee
Forward Work Programme 2018/19

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Monday 18th March 2019 10.00 am	Quarter 3 Council Plan 2018/19 Monitoring Report	Monitoring and Assurance	Ceri Shotton
	Forward Work Programme	Consultation	Margaret Parry-Jones
Monday 13th May 2019 10.00 am	Forward Work Programme	Consultation	Ceri Shotton
Monday 1st July 2019 10.00 am	Quarter 4/Year-end Council Plan 2018/19 Monitoring Report	Monitoring and Assurance	Ceri Shotton
	Forward Work Programme	Consultation	Margaret Parry-Jones

Items to be scheduled

Flintshire County Council's Property Asset Rationalisation Programme

By virtue of paragraph(s) 14 of Part 4 of Schedule 12A of the Local Government Act 1972.

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