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To: All Members of the Organisational Change  
Overview & Scrutiny Committee

7 May 2019

Dear Councillor

You are invited to attend a meeting of the Organisational Change Overview & Scrutiny Committee which will be held at 10.30 am on Monday, 13th May, 2019 in the Deeside Leisure Centre, Chester Road West, Queensferry, Flintshire CH5 1SA to consider the following items

**Members are asked to note the venue for the meeting and are asked to arrive at 10.00 a.m. for a short tour of the facilities prior to the start of the meeting at 10.30 a.m.**

## A G E N D A

### 1 APPOINTMENT OF CHAIR

**Purpose:** At the Annual Meeting, Council resolved that the Independent Alliance group should nominate the Chair of the Committee. The Committee is requested to formally appoint the duly nominated Chair.

### 2 APPOINTMENT OF VICE-CHAIR

**Purpose:** To appoint a Vice-Chair for the Committee.

### 3 APOLOGIES

**Purpose:** To receive any apologies.

### 4 DECLARATIONS OF INTEREST (INCLUDING WHIPPING DECLARATIONS)

**Purpose:** To receive any Declarations and advise Members accordingly.

5 **MINUTES** (Pages 5 - 10)

**Purpose:** To confirm as a correct record the minutes of the meeting held on 18 March 2019.

6 **FORWARD WORK PROGRAMME** (Pages 11 - 18)

Report of Social and Health Care 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.

7 **AURA PROGRESS REVIEW** (Pages 19 - 62)

Report of Chief Executive - Leader of the Council and Cabinet Member for Education

**Purpose:** To review progress of Aura since establishment in 2017

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.

8 **NEWYDD CATERING AND CLEANING PROGRESS REVIEW** (Pages 63 - 76)

Report of Chief Officer (Streetscene and Transportation) - Cabinet Member for Corporate Management and Assets

**Purpose:** To review progress of NEWydd since establishment in 2017.

Yours sincerely

A handwritten signature in black ink, appearing to read "Robert Robins", with a horizontal line extending to the right.

Robert Robins  
Democratic Services Manager

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## **ORGANISATIONAL CHANGE OVERVIEW & SCRUTINY COMMITTEE** **18 MARCH 2019**

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, 18 March 2019.

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

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

**SUBSTITUTION:** Councillor Joe Johnson (for Ian Dunbar)

**APOLOGIES:** Councillor Billy Mullin, Cabinet Member for Corporate Management and Assets, Chief Officer (Social Services). Councillors Janet Axworthy and Paul Shotton

**ALSO PRESENT:** Councillors Christine Jones and Patrick Heesom

**CONTRIBUTORS:** Councillor Ian Roberts, Cabinet Member for Education, Chief Executive, and Enterprise and Regeneration Manager

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

### **39. DECLARATIONS OF INTEREST**

There were no declarations of interest.

### **40. MINUTES**

The minutes of the meeting held on 28 January 2019 were submitted.

### **RESOLVED:**

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

### **41. SOCIAL VALUE STRATEGY**

The Enterprise and Regeneration Manager introduced the report to set out the future approach to generating increased social value from Council expenditure. He explained that Social Value looked beyond the financial cost of a service and considered what wider additional benefits could be generated to the community. Implementing the Social Value Strategy would be a key element in delivering the Well-being of the Future Generations Act and enable the Council and partners to create new resources for priority work streams.

The Enterprise and Regeneration Manager reported on the main considerations, as detailed in the report, and referred to the long-term goals in implementing the Strategy. He continued that the Strategy sets out priority areas for social value generation, based on those highlighted in the Flintshire Well-being Plan and the Council Plan, helping to create additional resources for critical work streams. He advised that a review had been undertaken to understand the baseline position in delivering social value through procurement which was an important catalyst for wider development. Current practice was well developed where procurement frameworks were being used especially within construction. The Strategy did not propose any new mandatory thresholds in the procurement process below the £1m threshold already in the Contract Procedure Rules but challenges service managers and procurement officers to think broadly about the services and goods being procured and consider how wider social value could be generated.

The Enterprise and Regeneration Manager advised that a new Lead Officer position was proposed to deliver the Social Value Strategy, provide intensive support to officers, suppliers and partners, and ensure that the benefits were realised and recorded. A dedicated software portal would also be created to enable the effective management of social value across the Council and its partners and demonstrate achievement of the principles set out in the Well-being of Future Generations Act. It was proposed that this be allocated from reserves for a period of three years to enable the systems to establish and the returns on investment to be realised.

The proposals were positively supported by the Committee.

Following a question from Councillor Geoff Collett, it was agreed that how the weight of tender evaluations, where a social value clause was included, would be explored.

The Chair commented on the need to ensure that local businesses/trades were given the opportunity to submit bids and were not disadvantaged by all Wales or regional contracts. He also expressed concerns that there could be a risk of legal challenges. During further discussion the Committee agreed with the suggestion from the Chair that the risks of legal challenge and securing value for money when considering the balance of quality and cost in the tender evaluations be added to the risk register.

Following the further comments and questions raised by Members the Chief Executive suggested that the possibility of Glyndwr University acting as an academic partner for strategy impact evaluation purposes be pursued.

**RESOLVED:**

- (a) That the draft Social Value Strategy be approved;
- (b) That the release of reserves funding to deliver the Social Value Strategy including the recruitment of a lead officer be approved ; and

- (c) That the risks of legal challenge and securing value for money when considering the balance of quality and cost in the tender evaluations be added to the risk register.

## **42. DIGITAL STRATEGY UPDATE**

The Chief Executive introduced a report to provide an update on progress to define and deliver the Digital Strategy and a summary of discussion in the recent Digital Strategy workshop with Members. He referred to the main considerations, as detailed in the report, and explained that to ensure standards were consistent in the way projects were designed and services modernised, a number of design principles had been agreed. All projects would be evaluated at the design stage to ensure they would help the Authority to move consistently forwards against the core principles detailed in the report.

The Chief Executive advised that in working with portfolios, the Digital Customer Programme Manager also created a combined digital programme plan as the baseline for delivery; consolidating a number of previously standalone plans. This digital programme contained the essential works which needed to be resourced before the Authority could consider making further choices around priorities. A governance framework had also been developed which would be used to manage requests submitted for changes to the programme. As discussed in the briefing with Members on 16 January, the programme and framework would translate into a range of specific capabilities which would allow customers to access a growing range of services and information online.

Councillor Tudor Jones asked that consideration be given to elderly and vulnerable customers who either did not have access to online services or did not have the confidence or skills to self-serve online. He expressed concerns that due to the increasing trend towards providing online services people may become excluded or their lives become difficult if they experience problems using online services in the future. The Chief Executive gave an assurance that telephone and face-to-face customer access would continue and agreed to explore the options for home visits to be undertaken in exceptional personal circumstances.

The Chief Executive offered an interactive Member workshop on the Member ward-based information portal, when available, which was welcomed by the Committee.

The Chair suggested that consideration be given to providing a range of general e-mail contact addresses for the Authority's services on the web so that customers did not have to search for individual officer e-mail addresses to make contact.

During discussion the Chief Executive responded to the further questions from Members on the proposal to capture electronic signatures using mobile devices to allow services to be completed at the first point of contact,

and the introduction of data mastering principles to provide better flexibility to design business processes across portfolios and partners.

**RESOLVED:**

- (a) That the key points arising from January's briefing for Elected Members on the development of online functionality for customer be noted; and
- (b) That the design principles and programme for the delivery of the Digital Strategy be approved.

**43. QUARTER 3 COUNCIL PLAN 2018/19 MONITORING REPORT**

The Chief Executive introduced a report to present a summary of performance for the Quarter 3 (October to December 2018) position of 2018/19 for the Council Plan priority 'Connected Council' relevant to the Committee.

Members were advised that the Quarter 3 monitoring report was a positive report and showed that 92% of activities were making good progress with 85% likely to achieve their desired outcomes. In addition 67% of the performance indicators had met or exceeded their targets. Risks were being managed with the majority being assessed as moderate (61%) and minor/insignificant 22%. The report was an exception based report and therefore focussed on the areas of under-performance.

**RESOLVED:**

That the Quarter 3 Council Plan 2018/19 Monitoring Report be noted.

**44. FORWARD WORK PROGRAMME**

The Overview and 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 13 May 2019, and reminded Members that following a suggestion at the previous meeting it had been agreed that the meeting would be held at Deeside Leisure Centre.

Councillor Tudor Jones suggested that the venue for the following meeting of the Committee to be held on 1 July, be changed to Holywell Leisure Centre and said he would enquire if a suitable room was available.

The Facilitator referred to the item to be scheduled on Connah's Quay Swimming Pool – Cambrian Aquatics Mid-Year Progress Report 2018/19 and explained that officers were waiting for available dates from Cambrian Aquatics so that a meeting with the Committee could be arranged.

**RESOLVED:**

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

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

**45. 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 10.50 am)

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**Chairman**

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## ORGANISATIONAL CHANGE OVERVIEW & SCRUTINY COMMITTEE

<b>Date of Meeting</b>	Monday, 13 <sup>th</sup> May 2019
<b>Report Subject</b>	Forward Work Programme
<b>Cabinet Member</b>	Not applicable
<b>Report Author</b>	Overview & Scrutiny Facilitator
<b>Type of Report</b>	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

<b>1.00</b>	<b>EXPLAINING THE FORWARD WORK PROGRAMME</b>
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"><li>1. Will the review contribute to the Council's priorities and/or objectives?</li><li>2. Is it an area of major change or risk?</li><li>3. Are there issues of concern in performance?</li><li>4. Is there new Government guidance of legislation?</li><li>5. Is it prompted by the work carried out by Regulators/Internal Audit?</li></ol>
<b>2.00</b>	<b>RESOURCE IMPLICATIONS</b>
2.01	None as a result of this report.
<b>3.00</b>	<b>CONSULTATIONS REQUIRED / CARRIED OUT</b>
3.01	Publication of this report constitutes consultation.
<b>4.00</b>	<b>RISK MANAGEMENT</b>
4.01	None as a result of this report.
<b>5.00</b>	<b>APPENDICES</b>
5.01	Appendix 1 – Draft Forward Work Programme
<b>6.00</b>	<b>LIST OF ACCESSIBLE BACKGROUND DOCUMENTS</b>
6.01	<p>None.</p> <p><b>Contact Officer:</b> Margaret Parry-Jones Overview &amp; Scrutiny Facilitator</p> <p><b>Telephone:</b> 01352 702427</p> <p><b>E-mail:</b> <a href="mailto:margaret.parry-jones@flintshire.gov.uk">margaret.parry-jones@flintshire.gov.uk</a></p>

7.00	<b>GLOSSARY OF TERMS</b>
7.01	<b>Improvement Plan:</b> 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**

<b>DATE</b>	<b>SUBJECT</b>	<b>O&amp;S FOCUS</b>	<b>REPORT FROM</b>
<b>Monday 1<sup>st</sup> July 2019</b> 11.00 am	<b>Holywell Leisure Centre Community Asset Transfer</b>	Monitoring and Assurance	Neal Cockerton
<b>Meeting to be held at Holywell Leisure Centre</b>	<b>Quarter 4/Year-end Council Plan 2018/19 Monitoring Report</b>	Monitoring and Assurance	Ceri Shotton
	<b>Forward Work Programme</b>	Consultation	Ceri Shotton
<b>Monday 9<sup>th</sup> September 2019</b> 10.00 am	<b>Quarter 1 Council Plan 2018/19 Monitoring Report</b>	Monitoring and Assurance	Ceri Shotton
	<b>Forward Work Programme</b>	Consultation	Margaret Parry-Jones
<b>Monday 28<sup>th</sup> October 2019</b> 10.00 am	<b>Forward Work Programme</b>	Consultation	Ceri Shotton
<b>Monday 9<sup>th</sup> December 2019</b> 10.00 am	<b>Quarter 2 Council Plan 2018/19 Monitoring Report</b>	Monitoring and Assurance	Ceri Shotton
	<b>Forward Work Programme</b>	Consultation	Margaret Parry-Jones

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

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<b>Monday 27<sup>th</sup></b> <b>January 2020</b> <b>10.00 am</b>	<b>Update on Alternative Delivery Model for Learning Disability Day Care and Work Opportunities</b>	Monitoring and Assurance	Neil Ayling
	<b>Forward Work Programme</b>	Consultation	Ceri Shotton
<b>Monday 16<sup>th</sup></b> <b>March 2020</b> <b>10.00 am</b>	<b>NEWydd Catering and Cleaning Progress Review</b>	Monitoring and Assurance	Steve Jones
	<b>Quarter 3 Council Plan 2018/19 Monitoring Report</b>	Monitoring and Assurance	Ceri Shotton
	<b>Forward Work Programme</b>	Consultation	Margaret Parry-Jones
<b>Monday 11<sup>th</sup> May</b> <b>2020</b> <b>10.00 am</b>	<b>Aura Leisure and Libraries Progress Review</b>	Monitoring and Assurance	Colin Everett
	<b>Forward Work Programme</b>	Consultation	Ceri Shotton
<b>Monday 29<sup>th</sup> June</b> <b>2020</b> <b>10.00 am</b>	<b>Holywell Leisure Centre Community Asset Transfer</b>	Monitoring and Assurance	Neal Cockerton
	<b>Quarter 4/Year-end Council Plan 2018/19 Monitoring Report</b>	Monitoring and Assurance	Ceri Shotton
	<b>Forward Work Programme</b>	Consultation	Margaret Parry-Jones

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

**Items to be scheduled**

- Flintshire County Council's Property Asset Rationalisation Programme
- Connah's Quay Swimming Pool – Cambrian Aquatics Mid-Year Progress Report 2018/19
- Food Poverty Strategy
- Social Enterprises

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