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To: Cllr Dave Mackie (Chairman)

Councillors: Janet Axworthy, Marion Bateman, Sean Bibby, Geoff Collett, Andy Dunbobbin, Carol Ellis, Paul Johnson, Tudor Jones, Brian Lloyd, Kevin Rush, Ralph Small, Martin White, Andy Williams and David Wisinger

21 January 2020

Dear Councillor

You are invited to attend a meeting of the Organisational Change Overview & Scrutiny Committee which will be held at 10.00 am on Monday, 27th January, 2020 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 5 - 10)

Purpose: To confirm as a correct record the minutes of the meeting held on 9 December, 2019.

4 FORWARD WORK PROGRAMME AND ACTION TRACKING (Pages 11 - 18)

Report of Overview & Scrutiny Facilitator

Purpose: To consider the Forward Work Programme of the organisational Change Overview & Scrutiny Committee and to inform the Committee of progress against actions from previous meetings.

5 SOCIAL VALUE (Pages 19 - 34)

Report of Chief Officer (Planning, Environment and Economy) - Cabinet Member for Corporate Management and Assets

Purpose: To update members on the progress made in delivering the Council's social value aspirations and to discuss the draft policy for social value

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) 15 of Part 4 of Schedule 12A of the Local Government Act 1972 (as amended).

The public interest in withholding the information outweighs the public interest in disclosure until such time as those consultations/negotiations have been concluded.

6 THEATR CLWYD TRUST MODEL TRANSITION STAGED UPDATE REPORT (Pages 35 - 46)

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

Purpose: To receive a staged report on progress to date of transferring Theatr Clwyd to a new governance model under the Council's Alternative Delivery Model (ADM) by April 2021.

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 public interest in withholding the information outweighs the interest in disclosing the information until such time as the commercial arrangements have been finalised.

7 AURA – RENEWAL OF SERVICE CONTRACT (Pages 47 - 62)

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

Purpose: To consider the proposed extension of the service contract with Aura.

Yours sincerely

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

Robert Robins
Democratic Services Manager

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ORGANISATIONAL CHANGE OVERVIEW & SCRUTINY COMMITTEE **9 DECEMBER 2019**

Minutes of the meeting of the Organisational Change Overview & Scrutiny Committee of Flintshire County Council held at the Delyn Committee Room, County Hall, Mold on Monday, 9 December, 2019.

PRESENT: Councillor Dave Mackie (Chair)

Councillors: Janet Axworthy, Sean Bibby, Geoff Collett, Andy Dunbobbin, Paul Johnson, Tudor Jones, Brian Lloyd, Kevin Rush, Ralph Small, Martin White and David Wisinger

APOLOGIES: Councillor Carolyn Thomas (Deputy Leader of the Council and Cabinet Member for Streetscene and Countryside)

ALSO PRESENT: Councillors: Billy Mullin, Patrick Heesom and Hilary McGill

CONTRIBUTORS: Councillor Ian Roberts (Leader of the Council and Cabinet Member for Education) Councillor Christine Jones (Cabinet Member for Social Services), Councillor Glyn Banks (Cabinet Member for Finance), Chief Officer (Social Services), Strategic Finance Manager, Finance Manager Community Services, and Planning & Development Officer for Micro-Care

IN ATTENDANCE: Education & Community & Enterprise Overview & Scrutiny Facilitator and Democratic Services Support Officer

OPENING COMMENTS

Before the start of the meeting, the Overview & Scrutiny Facilitator read out a statement on the restrictions over discussions at meetings during the current pre-Election period.

29. DECLARATIONS OF INTERESTS (INCLUDING WHIPPING DECLARATIONS)

None were received.

30. MINUTES

To confirm as a correct record the minutes of the meeting held on 9 September, 2019.

Approval was moved by Councillor David Wisinger and seconded by Councillor Martin White.

RESOLVED:

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

31. FORWARD WORK PROGRAMME AND ACTION TRACKING

The Overview & Scrutiny Facilitator presented the report which outlined the Committee's current draft Forward Work Programme. She reported that the following items had been added to the Programme for consideration at the next meeting of the Committee to be held on 27 January:

- Theatr Clwyd Trust Model Transition Staged update report
- AURA Service Contract Renewal

The Facilitator provided an update on action tracking and referred to the action arising from the meeting held on 1 July regarding the Council's Closed Circuit Television Service and a Shared Service with Wrexham. She advised that there were no actions arising from the meeting held on 9 September.

The recommendations were moved by Councillor David Wisinger and seconded by Councillor Sean Bibby.

RESOLVED:

- (a) That the Forward Work Programme be submitted as approved;
- (b) That the Facilitator, in consultation with the Chair of the Committee be authorised to vary the Forward Work Programme between meetings, as the need arises; and
- (c) That the progress made in completing the outstanding action be noted.

32. MEDIUM TERM FINANCIAL STRATEGY: COUNCIL FUND REVENUE BUDGET 2020/21

The Strategic Finance Manager introduced the report to advise Members of the latest budget position for 2020/21 and any specific proposals for the Portfolio. She advised that the report sets out the current financial forecast and the projected 'gap' in the Council's budget funding requirement for 2020/21. She reported that the full gap ahead of the budget solutions outlined in the report and the Welsh Government (WG) Budget for 2020/21 stands at £16.2m. A summary of the forecast and the changes to the forecast position previously reported was set out in the report.

The Strategic Finance Manager provided background information and explained that the report presented all of the proposed budget efficiencies and costs pressures to be included in the budget for 2020/21. The report highlighted the specific efficiencies and costs pressures for services previously structured within Organisational Change for consideration by the Committee as part of its portfolio responsibilities. In conclusion the Strategic Finance Manager said this was an interim budget closure report pending the completion of ongoing work on corporate finance options and resolution of the WG budget.

Councillor Tudor Jones asked why the Council would be contributing towards the Aura and Newydd's pay award. The Finance Manager Community Services

explained that Aura and Newydd had their own pay structures and staff received a 1% uplift in pay the previous year but there was a recognition that in order to allow them to be a fair employer when it came to pay, additional contributions were needed from the Council.

The Chairman thanked the Strategic Finance Manager and Officers for their hard work to reduce the budget gap, through a combination of corporate and portfolio efficiencies and income, to a forecast of £8.0–£8.5m.

The recommendation was proposed by Councillor David Wisinger and seconded by Councillor Janet Axworthy.

RESOLVED:

That the Committee endorses the Organisational Change portfolio cost pressures recommended for inclusion in the budget for 2020/21.

33. FLINTSHIRE MICRO-CARE ADM PROJECT

The Chief Officer (Social Services) introduced a report on the implementation of the Micro-care Alternative Delivery Model in Flintshire. He provided background information and commented on the pressures to meet the increasing demand for social care due to a growing older population and the difficulty experienced by care agencies in recruiting and retaining employees.

The Chief Officer reported that the Authority had established a pilot Micro-care enterprises project to innovatively address the problem of the supply of care and had been successful in bidding for funding from both Cadwyn Clwyd and the Welsh Government's Foundational Economy Fund to support implementation of the project. The pilot would run until June 2021 and together with Social Firms Wales, Wales Co-operative, and other stakeholders would support the development of new Micro-care enterprises in Flintshire.

The Chief Officer introduced Marianne Lewis, Planning & Development Officer for Micro-Care, and invited her to provide an overview of the Micro-Care project. The Planning & Development Officer explained that Micro-care enterprises were defined as small companies with five employees, many of which were sole traders, providing care or care-related services to Flintshire residents. She referred to the key points concerning the development of the Micro-care project, as detailed in the report, and advised that two Micro-care development officers had been recruited to deliver the pilot and an Implementation Board established to oversee the project. There were currently six individuals interested in becoming Micro-care businesses which would be working to promote the pilot and expand the number of Micro-care enterprises operating across Flintshire. In addition they were working with three micro-care businesses to explore further development opportunities.

In response to a question from Councillor Martin White around raising awareness of the service the Planning & Development Officer explained that the Project would be actively promoted in the New Year through local community networks

Councillor Tudor Jones commented on an increasing demand on social care services due to the projected rise in life expectancy for people aged 65+. He asked if the Micro-care service was only available for people who were aged 65+ and referred to the change in the age at which people were eligible to claim the state pension. In response to the points raised the Chief Officer explained that the project was flexible and support could be provided to requests for care made by individuals. The Planning & Development Officer said that if Micro-care was not the best solution for an individual he/she would be informed of other options available to support their needs.

During discussion Officers responded to the further comments and questions raised by Members around ongoing funding to support/develop the project in the future, direct payments, and delivering care in rural areas. A key point to emerge was the hope that more flexibility might be possible; a micro care business may be able to arrange appointment times which fit in with their other personal commitments.

The Chief Officer advised that the pilot would involve positive risk-taking to enable the Council to safely and legally commission with Micro-care enterprises and alongside them develop a new model of care delivery. The project would help to provide a solution to the social care challenges faced by the Council and all local authorities across Wales. The pilot was of interest to the WG and seen as a key initiative in the 'rebalancing care' agenda to strengthen public sector and community led social provision.

The Chairman expressed thanks to the Chief Officer and his team for their work to introduce the Project to address the pressure in increasing the demand for social care in Flintshire.

The recommendation was proposed Councillor Tudor Jones and seconded by Councillor Janet Axworthy

RESOLVED:

- (a) That the Committee congratulate Social Services in Flintshire for starting a project to add capacity in the caring community; and
- (b) That the Committee received an update report on the progress of the project in the Autumn 2020.

34. COUNCIL PLAN 2019/20 – MID YEAR MONITORING

The Overview & Scrutiny Facilitator introduced the report which presented a summary of performance at the mid-year point of 2019/20 for the Council Plan priorities 'Connected Council', 'Caring Council' and 'Ambitious Council' relevant to the Committee. She advised that the mid-year monitoring report for the 2019/20 Council Plan was a positive report, with 88% of activities making good progress and 90% likely to achieve their planned outcomes. 77% of the performance indicators had met or exceeded their targets. Risks were being managed with a minority of 14% being assessed as major and 40% of risks decreasing in significance. . There were no major risks identified for the Committee.

The recommendation in the report was moved by Councillor David Wisinger and seconded by Councillor Martin White.

RESOLVED:

That the report be noted.

35. MEMBERS OF THE PRESS AND PUBLIC IN ATTENDANCE

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

(The meeting started at 10.00 am and ended at 11.08 a.m.)

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Chairman

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ORGANISATIONAL CHANGE OVERVIEW & SCRUTINY COMMITTEE

Date of Meeting	Monday 27 th January, 2020
Report Subject	Forward Work Programme and Action Tracking
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.

The report also shows actions arising from previous meetings of the Organisational Change Overview & Scrutiny Committee and the progress made in completing them. Any outstanding actions will be continued to be reported to the Committee as shown in Appendix 2.

RECOMMENDATION

1	That the Committee considers the draft Forward Work Programme and approve/amend as necessary.
2	That the Facilitator, in consultation with the Chair of the Committee be authorised to vary the Forward Work Programme between meetings, as the need arises.
3	That the Committee notes the progress made in completing the outstanding actions.

REPORT DETAILS

1.00	EXPLAINING THE FORWARD WORK PROGRAMME AND ACTION TRACKING
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?
1.03	In previous meetings, requests for information, reports or actions have been made. These have been summarised as action points. Following a meeting of the Corporate Resources Overview & Scrutiny Committee in July 2018, it was recognised that there was a need to formalise such reporting back to Overview & Scrutiny Committees, as 'Matters Arising' was not an item which can feature on an agenda.
1.04	It was suggested that the 'Action tracking' approach be trialled for the Corporate Resources Overview & Scrutiny Committee. Following a successful trial, it was agreed to extend the approach to all Overview & Scrutiny Committees.
1.05	The Action Tracking details including an update on progress is attached at Appendix 2.

2.00	RESOURCE IMPLICATIONS
2.01	None as a result of this report.

3.00	CONSULTATIONS REQUIRED / CARRIED OUT
3.01	In some cases, action owners have been contacted to provide an update on their actions.

4.00	RISK MANAGEMENT
4.01	None as a result of this report.

5.00	APPENDICES
5.01	Appendix 1 – Draft Forward Work Programme. Appendix 2 – Action Tracking for the Organisational Change OSC.

6.00	LIST OF ACCESSIBLE BACKGROUND DOCUMENTS
6.01	Minutes of previous meetings of the Committee as identified in Appendix 2. Contact Officer: Margaret Parry-Jones Overview & Scrutiny Facilitator Telephone: 01352 702427 E-mail: Margaret.parry-jones@flintshire.gov.uk

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 2019/20

DATE	SUBJECT	O&S FOCUS	REPORT FROM
Monday 16th March 2020 10.00 am	NEWydd Catering and Cleaning Progress Review	Monitoring and Assurance	Steve Jones
	Update Report on Hwb Cyfle	Monitoring and Assurance	Susie Lunt
	Quarter 3 Council Plan 2018/19 Monitoring Report	Monitoring and Assurance	Ceri Shotton
	Forward Work Programme and Action Tracking	Consultation	Ceri Shotton
Monday 11th May 2020 10.00 am	AURA Leisure and Libraries Progress Review	Monitoring and Assurance	Colin Everett
	Update report on the Council's CCTV shared Service with Wrexham	Monitoring and Assurance	Neal Cockerton
	Forward Work Programme and Action Tracking	Consultation	Margaret Parry-Jones
Monday 29th June 2020 10.00 am	Holywell Leisure Centre Community Asset Transfer	Monitoring and Assurance	Neal Cockerton
	Quarter 4/Year-end Council Plan 2018/19 Monitoring Report	Monitoring and Assurance	Ceri Shotton
	Forward Work Programme and Action Tracking	Consultation	Ceri Shotton

Organisational Change Overview & Scrutiny Committee
Forward Work Programme 2019/20

Items to be scheduled

- Flintshire County Council's Property Asset Rationalisation Programme
- Social Enterprises
- Site visit to new CCTV facility when operational – Suggested by Committee on 1st July, 2019
- Update report on Flintshire Micro-Care ADM Project – Suggested by Committee on 9th December, 2019 for Autumn 2020

ACTION TRACKING FOR THE ORGANISATIONAL CHANGE OVERVIEW & SCRUTINY COMMITTEE

Meeting Date	Agenda item	Action Required	Action Officer(s)	Action taken	Timescale
01.07.2019	5. The Councils Closed Circuit Television Service and a Shared Service with Wrexham	In line with recommendation (c), officers considering opening discussions with the Police and Crime Commissioner for a higher contributions to future CCTV costs.	Neal Cockerton	Discussions to take place once the CCTV had been successfully relocated to Wrexham.	On-going.
09.12.2019	6. Flintshire Micro-Care ADM Project	That an update report for the Autumn 2020 on the Flintshire Micro-Care ADM Project be added to the Committee's Forward Work Programme.	Ceri Shotton	Item added under 'Items to be Scheduled' for Autumn 2020 once the new meetings dates are confirmed.	Completed

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ORGANISATIONAL CHANGE OVERVIEW & SCRUTINY COMMITTEE

Date of Meeting	Monday 27 th January 2020
Report Subject	Social Value
Cabinet Member	Cabinet Member for Corporate Management and Assets
Report Author	Chief Officer (Social Services)
Type of Report	Operational

EXECUTIVE SUMMARY

The Council adopted its Social Value Strategy earlier this year to set out how greater community benefit could be achieved from existing Council services and expenditure. This report provides an update on the work undertaken since this date, on the emerging approaches to delivering social value being adopted and on the future areas of work.

The report asks for consideration of a draft Social Value Procurement Policy which creates an enabling framework to strengthen the approach to generating social value through the Council's procured expenditure.

RECOMMENDATIONS

1	That Members note the progress made to date in delivering social value in Flintshire and endorse the proposed next steps.
2	That Members discuss and endorse the draft Social Value Procurement Policy.

REPORT DETAIL

1.00	EXPLAINING SOCIAL VALUE
	<u>Background</u>
1.01	The Council has a strategic commitment to delivering greater social value through the work that it does; this means getting greater benefits to Flintshire communities as a result of its expenditure and service delivery. In early 2019 the Council approved a new Social Value Strategy. This sets out the Council aspirations in terms of delivering increased social value.
1.02	The Strategy defines social value as follows. "Social value is a way of thinking about how scarce resources are allocated and used. It involves looking beyond the price of each individual contract and looking at what the collective benefit to a community is when a public body chooses to award a contract." <small>Social Value UK</small>
1.03	<p>The revised Strategy challenges partners, services and suppliers to consider how they can generate additional value for the communities of Flintshire and how they can measure this. This additional value may lie outside the core business of the organisation or service, for example:</p> <ul style="list-style-type: none"> • front-line service delivery that includes training and support for staff to identify the wider needs of clients and refer them to other support agencies will reduce costs across the public sector through timely intervention; • greater use of local suppliers and employing local people has a greater positive impact on the economy of Flintshire, especially when offering employment opportunities to disadvantaged individuals; and • social enterprises and voluntary bodies will increase their ability to demonstrate the value of their work.
1.04	<p>The long-term goals in implementing the Strategy are to:</p> <ul style="list-style-type: none"> • enable third sector organisations to better evidence the additional social value generated through their work and thereby increase their ability to secure resources and contracts; • encourage local and regional companies to strengthen their approaches to corporate social responsibility, using Council procurement as a catalyst for sustainable behaviour change; and • encourage and support public sector service managers to broaden their awareness of the impacts of their work on the community as a whole and to facilitate linkages between service areas.
1.05	<p>The Council has a number of major opportunities to delivery significant social value that will need to be included in the programme for the next 12 months. These include:</p> <ul style="list-style-type: none"> • the future procurement of Council home construction; • the redevelopment of Theatr Clwyd; • the 21st. Century Schools programme; • the expansion of Marleyfield House; and • future investment by Aura.

	<p>Mapping work is underway with senior management teams to ensure that major opportunities in the future are planned into the social value programme.</p>
1.06	<p>The main areas of social value delivery in the next 12 months will include:</p> <ul style="list-style-type: none"> • support for Flintshire’s food poverty programme; • reducing fuel poverty; • support to reduce energy use and waste; • improving biodiversity; • support for the Armed Forces Covenant; • promoting equality of opportunity; • providing apprenticeship and work experience opportunities; • increasing the use of local companies in the supply chain; • reducing homelessness; • active travel and community transport; • digital inclusion and connectivity; • supporting dementia friendly initiatives; and • support for the WeMindTheGap programme. <p>The Council will work closely with suppliers and contractors to ensure tangible benefits are delivered towards these themes.</p>
1.07	<p>The Well-being of Future Generations (Wales) Act 2015 places a duty on public bodies to “think more about the long-term, work better with people and communities and each other, look to prevent problems and take a more joined-up approach.” ^{WG}</p> <p>The Act establishes seven Well-Being Goals that public bodies are expected to contribute to. These are:</p> <ol style="list-style-type: none"> 1. A prosperous Wales 2. A resilient Wales 3. A healthier Wales 4. A more equal Wales 5. A Wales of cohesive communities 6. A Wales of vibrant culture and thriving Welsh language 7. A globally responsible Wales
1.08	<p>Delivering increased social value will be a key tool in helping the Council and its partners to demonstrate how the Well-being of Future Generations Act is being delivered on the ground. The process of considering how wider benefits can be realised during service design and the generation of measurable social value will provide a robust evidence base. Implementing the Strategy also provides an opportunity to build good practice across the Public Service Board partners where there is considerable interest in working together on developing social value.</p>
	<p><u>Case studies</u></p>
1.09	<p>The development of the new Adult Day Care Centre in Shotton included a £4.1m procured contract between the Council and construction company Kier. The additional social value generated through the project included:</p>

	<ul style="list-style-type: none"> • 610 school or college students visiting the construction site as part of their studies; • 6 jobs created; • 15 work experience placements supported; • 6 apprenticeship opportunities created; and • 18 employed interviews provided to disadvantaged candidates.
1.10	<p>The delivery of domestic energy efficiency improvements for fuel-poor households includes a £900k procured contract between the Council and local company Wall-lag. The additional social value generated through the project include:</p> <ul style="list-style-type: none"> • 1 local young person, a client of a Council employment programme, has been employed on a three year electrical apprenticeship; • all of the staff employed in delivering the contract live within the sub-region; • Wall-lag will provide the equivalent to 0.5% of all expenditure made through the contract as a crisis fund for improvements to the homes of the most vulnerable in Flintshire who do not otherwise qualify for support elsewhere.
	<u>Delivering social value through procurement</u>
1.11	<p>The Council spent £197.714m on procured goods, works and services in 2018/2019. This scale of expenditure has a significant impact on the economy of Flintshire. The Council approach to social value will generate greater benefits from this expenditure to local communities and to the local economy.</p>
1.12	<p>To support this area of work a draft Social Value Procurement Policy has been developed and is appended. The purpose of the policy is to</p> <ul style="list-style-type: none"> • provide an enabling framework for officers to deliver the Social Value Strategy; • set out the policy context and application for social value to be delivered in procurement and commissioning procedure; • ensure that in all relevant procurement and commissioning processes, the officers responsible identify how best value can be achieved in the incorporation of social value; • ensure that, in specifying social value, the Council is setting quantifiable and achievable outcomes; and • ensure alignment with national policies and best practice guidance.
1.13	<p>At present, social value is generated predominantly through larger contracts only as it is mandatory for all contracts worth more than £1m. Larger suppliers and contractors have significant experience in generating social value and well established approaches to supporting local communities. The Social Value Procurement Policy does not set any new mandatory thresholds in the procurement process below the £1m threshold already in the Contract Procedure Rules. Rather, the approach will be to challenge service managers and commissioning officers to think broadly about the services and goods being procured and consider how wider social value could be generated. The ability to do this will vary depending upon the value, duration and nature of the procured services</p>

	<p>or goods and upon the availability and simplicity of support systems. The strongest challenge and support will be directed at the service planning stage not at the procurement process which is already too late to effectively secure change.</p>
1.14	<p>Despite the need to keep the Strategy non-restrictive to encourage creativity it is essential that there is a consistent method to measure the social value generated. This is especially important during the procurement process if the social value element of tenders is to be weighted in future as decisions by officers may be subject to legal challenge. This requires further discussion with the Collaborative Procurement Team but includes:</p> <ul style="list-style-type: none"> • a consistent suite of Key Performance Indicators (KPIs) and definitions to be adopted; • if the social value element of tenders is to be weighted in future, a consistent and evidence based suite of metrics (which can be validated and can withstand scrutiny and challenge) to be adopted to convert these KPIs into a monetary equivalent to measure social return, especially for use during the procurement process to provide transparency; and • a consistent system to record the achievement of social value to enable monitoring as well as provide visibility of the collective impact of the social value approach.
	<p><u>Progress to date</u></p>
1.15	<p>Since the Strategy was approved, delivery has included the following.</p> <ul style="list-style-type: none"> • A stakeholder working group has been established to steer the development of the programme and systems to ensure their effectiveness. • Creating a central advice hub of officers with expertise across the themes of the Council Plan to advise commissioning officers • Gathering data on social value generated across the Council and its supply chain will be crucial. The Council has developed a specification for a software system to do this (in conjunction with Denbighshire County Council) and has recently gone out to procurement on this. • A Social Value Development Officer has recently been appointed on a three year contract to drive forward the social value agenda in the Council. The officer will work closely with Council managers and suppliers to help them to develop social value approaches. • A new policy on social value in procurement has been developed and will be adopted before Christmas. This will create the enabling framework for officers to deliver social value. • The Council has started to engage in national and regional networks on social value and to exchange good practice with other local authorities. This is to ensure that it makes use of existing experience and lessons learnt as it develops its own proposals.
1.16	<p>The approach to generating social value in Flintshire has been agreed and will include:</p> <ul style="list-style-type: none"> • promoting the benefits of delivering social value to commissioning officers and suppliers and delivering training;

	<ul style="list-style-type: none"> • liaising with the Collaborative Procurement Team in providing technical procurement support; • providing detailed social value support and expertise to commissioning officers and suppliers; • establishing a pool of thematic expert officers to provide advice on the different well-being themes; • developing a simple-to-use system to provide transparency during procurement; support contract management and allow officers to quantify and define the specific social value deliverables across Flintshire at any point in time; • providing support to review social value proposals during procurement and challenge suppliers to deliver greater value; • providing support to potential suppliers to understand and adopt social value; • overseeing the implementation of a consistent approach to social value; • carrying out supplier audits of their delivery of social value; • delivering training and awareness raising to suppliers on the Social Value Strategy; and • linking in to regional opportunities emanating from collaborative projects, including the North Wales Construction Framework.
	<u>Future activity</u>
1.17	The Council intends to have completed its procurement for a social value system early in 2020. Initially, this will be used to monitor the delivery of social value generated through procured supplies and works contracts. Over time, though, it is hoped that its use can be expanded to include wider social value generation by, for example, recipients of Council funding, social enterprises, third sector partners and others in order to help them to demonstrate the added value they contribute to the communities of Flintshire.
1.18	The Council will be expanding its local supplier development programme, in conjunction with Business Wales, in order to help local and regional businesses to better compete for public sector contracts. The generation of social value will be an important element of this as many, especially those with strong local community ties, already bring significant added social benefits without it being fully recognised or celebrated.

2.00	RESOURCE IMPLICATIONS
2.01	<p>A full time lead officer has now been employed to deliver the Social Value Strategy and ensure the benefits are delivered and recorded. In addition, a software package is being procured and subject to an award being made to enable effective management of social value across the Council and its partners.</p> <p>The estimated annual cost of these resources is £57,423. This comprises £12,000 software costs (still being tendered) and £45,423 staff costs.</p>

3.00	IMPACT ASSESSMENT AND RISK MANAGEMENT
3.01	<p>The main risk to the achievement of the suggested levels of social value is the level of take-up by commissioning officers and suppliers. This will be mitigated by:</p> <ul style="list-style-type: none"> • intensive engagement work with service managers and commissioning officers at the service planning stage so that there is sufficient time to influence planning procurement activity; • the development of simple systems to enable social value to be embedded into procurement and contract management with minimal extra work; • one to one support for commissioning officers to embed social value into their work; and • support for smaller suppliers to help them to build their confidence and capacity to deliver social value.

4.00	CONSULTATIONS REQUIRED/CARRIED OUT
4.01	A steering group has been established to steer the development of the social value. The group comprises representatives from services where social value is relatively well established, procurement officers, relevant policy officers and third sector representation.

5.00	APPENDICES
5.01	Appendix 1 – Social Value Strategy.
5.02	Appendix 2 – Draft Social Value Procurement Policy.

6.00	LIST OF ACCESSIBLE BACKGROUND DOCUMENTS
6.01	None.

7.00	CONTACT OFFICER DETAILS
7.01	<p>Contact Officer: Niall Waller Enterprise and Regeneration Manager Telephone: 01352 702137 E-mail: niall.waller@flintshire.gov.uk</p>

8.00	GLOSSARY OF TERMS
8.01	<p>Business Wales – the part of Welsh Government tasked with providing day to day business support services.</p> <p>Commissioning - the process of specifying, securing and monitoring services to meet people's needs at a strategic level.</p>

Contract Procedure Rules – rules and procedures that ensure that contracts are awarded based on open and transparent competition.

Corporate social responsibility - part of the private sector approach to governance that often results in the delivery of social outcomes and community benefits.

Public Services Board (PSB) - The Well-being of Future Generations (Wales) Act 2015 established statutory PSB's which replaces the voluntary Local Service Boards in each local authority area. The role of the board is to:

- Assess the state of economic, social, environmental and cultural well-being in its area
- Set objectives that are designed to maximise the PSB's contribution to the well-being goals
- Each PSB must prepare and publish a plan setting out its objectives and the steps it will take to meet them. This is called a Local Well-being Plan. It must state: why the PSB feels their objectives will contribute within their local area to achieving the well-being goals and how it has had regard to the assessment of Local Well-being in setting its objectives and steps to take.

Social value - a way of thinking about how scarce resources are allocated and used. It involves looking beyond the price of each individual contract and looking at what the collective benefit to a community is when a public body chooses to award a contract.

Social enterprise - a social enterprise is an organisation that applies commercial strategies to maximise improvements in human and environmental well-being - this may include maximising social impact rather than profits for external shareholders.

Third sector - The part of an economy or society comprising non-governmental and no-profit-making organisations, or associations, including charities, voluntary and community groups, cooperatives etc.

Well-Being of Future Generations (Wales) Act 2015 - The Well-Being of Future Generations Act requires public bodies in Wales to think about the long-term impact of their decisions, to work better with people, communities and each other, and to prevent persistent problems such as poverty, health inequalities and climate change

Flintshire social value strategy

What is social value?

“Social value is a way of thinking about how scarce resources are allocated and used. It involves looking beyond the price of each individual contract and looking at what the collective benefit to a community is when a public body chooses to award a contract.” (Social Value UK)

Every time we spend a £1 on the delivery of services we will consider whether we can achieve additional collective well-being benefits from that £1 to the wider community.

We will generate social value through

Generating social value through our **procurement** activity

Supporting our **asset transfers** to report on the social value they generate

Asking recipients of our **voluntary sector funding** to report on the social value they generate

Deliver measurable social value through our **partnership arrangements** including how we plan our services

2018//19 **£197m** FCC procured spend

Aims and objectives

Aims

1. Get better value for public money
2. Increase social commitment in our supply chain
3. Achieve wider benefits from the delivery of our services

Objectives

1. Increase the generation of social value
2. Consistently measure what has been achieved
3. Adopt a consistent approach to generating social value in procurement
4. Deliver real and lasting benefits to local communities

How will we achieve this through procurement?

- * Contract procedure rules - for contracts **exceeding £1m** in value incorporating social value is mandatory.
- * **Below £1m** it is recommended that social value is considered and included where appropriate and practicable.

Recommend 5-20% weighting for social value in tender scoring

Design contracted works and services to increase wider social goals

Core

Encourage suppliers to provide added value

Encourage suppliers to do business in more socially responsible way

Non-core

Help suppliers to build long term social partnerships

Post award

Process

Plan ahead
Think broadly

Write into the spec

Write into the contract

Monitor during contract management

Measure what's achieved

Celebrate the success

Support

Social Value lead officer - one to one advice and support

Social Value Hub - thematic advice

Technical advice on integrating social value in procurement

Guidance and toolkit

We will make a measurable contribution to...

Welsh Government Wellbeing of Future Generations Act

- 1. A prosperous Wales
- 2. A resilient Wales
- 3. A healthier Wales
- 4. A more equal Wales
- 5. A Wales of cohesive communities
- 6. A Wales of vibrant culture and thriving Welsh language
- 7. A globally responsible Wales

The Social Services and Well-being Act (Part 2, Section 16) introduces a duty on local authorities to promote the development of not for profit organisations to provide care and support for carers, and preventative services.

Flintshire Public Service Board priorities

- Community safety
- Economy and skills
- Environment
- Resilient communities
- Healthy & independent living

Flintshire Council Plan

- Caring Council
- Ambitious Council
- Learning Council
- Green Council
- Connected Council
- Serving Council
- Safe and clean Council

Tackling poverty
Reducing food poverty
Reducing fuel poverty

Celebrating the cultures of Flintshire
Promoting the Welsh language

Increase use of local suppliers
Increase use of social enterprises
Providing local employment opportunities

Improving the condition of peoples' homes
Reducing homelessness

Supporting local volunteer groups to do more
Providing staff volunteering opportunities
Supporting the Armed Forces Covenant
Supporting community based transport

Providing work experience and training opportunities
Providing apprenticeship opportunities
Supporting schools and colleges to enhance learning experiences
Supporting children in care

Adopting ethical policies
Promoting staff well-being
Promoting equality
Promoting mental health and well-being
Helping clients to get support from wider agencies
Supporting dementia friendly initiatives

Increasing environmental awareness
Reducing energy use and waste
Improving the physical environment
Reducing anti-social behaviour and fear of crime

Lead officer

Implementation Group

Chief Officer Team

Cabinet and Scrutiny

Support social value use
Commission systems
Collect evidence
Reporting

Consultation on system design
Review progress and practice
Service challenge

Review scale & spread of benefits
Support service adoption

Review scale and spread of benefits
Agree strategy, policy and resources

Governance

1. Introduction

- 1.1. The Council is responsible for the delivery of a wide range of statutory and discretionary public services. The Council delivers its services directly through its own workforce, and through private and third sector organisations. The Council spends over £186 million a year procuring a diverse range of goods, services and works from over 4,500 suppliers, service providers and contractors.
- 1.2. The Council has a responsibility to manage public money with probity, to ensure that value for money is achieved and to manage it in such a way that we can support wider Council objectives. The Council's Procurement Strategy 2016-2021 set an increased focus on the delivery of social, economic, environmental and cultural well-being through the way in which it manages its procurement activity.
- 1.3. The Council seeks to ensure that relevant contracts include 'Social Value' outcomes, so that the positive impact of Social Value is evident in helping to support its residents, communities and the County's economy. A Social Value approach is vital in order to better integrate social, economic and environmental sustainability into the commissioning cycle and procurement process to maximise additional value in its contracts.
- 1.4. The Council has adopted a Strategy for the generation of Social Value across its activities. The Strategy has a broader scope than procurement activity but provides the strategic context for this policy.

2. Purpose and aims of the policy

- 2.1. In order to incorporate the good practice associated with Social Value into mainstream commissioning and procurement practice, it is the intention of Flintshire County Council to embed this policy and framework within all commissioning and procurement activity wherever proportionate and practicable. This policy statement sets out the aims in this regard. In particular it seeks to:
 - provide an enabling framework for officers to deliver the Social Value Strategy;
 - set out the policy context and application for Social Value to be delivered in procurement and commissioning procedure;
 - ensure that in all relevant procurement and commission processes, the officers responsible identify how best value can be achieved in the incorporation of Social Value;
 - ensure that, in specifying Social Value, the Council is setting quantifiable and achievable outcomes; and
 - ensure alignment with national policies and best practice guidance.
- 2.2. This Social Value Procurement Policy aims to create a framework to enable the Social Value Strategy to be applied to procurement and commissioning activities.
- 2.3. This policy sets out the legal context for Social Value with reference to the Procurement Strategy and the range of Social Value measurements and outputs that Flintshire County Council has agreed to consider and deliver through the commissioning and procurement activity.
- 2.4. The policy aims to demonstrate how the Council will implement the Well-being of Future Generations Act (Wales) 2015 to deliver Social Value through commissioning and procurement activities and to set out priorities in relation to Social Value.
- 2.5. The policy provides a framework for the Council and its suppliers to consider the wider impact of service delivery and to design services that meet service objectives and generate a wider social return where possible.

3. Legislative framework

- 3.1. The Procurement Strategy sets out the legislative framework relating to Social Value and the legislation is not repeated in any detail in this Social Value Policy. For full details of the legislative framework, reference should be made to the Procurement Policy. However, in brief, the legislative framework referred to in the Procurement Strategy is as follows:
 - The Wellbeing of Future Generations (Wales) Act 2015: creates a legal obligation for local authorities and other public bodies to plan and take action in pursuit of economic, social, environmental and cultural well-

being in their area and to consider the social good that could come from the procurement of services before they embark upon it.

- The Social Services and Well-being (Wales) Act 2014: This Act introduces a duty on local authorities and local health boards to promote the development, in their area, of not for profit organisations to provide care and support for carers, and preventative services. These models include social enterprises, co-operative organisations, cooperative arrangements, user-led services and the third sector.
 - The Local Government Act 1999 provides local authorities with the express power to deliver outcomes that it considers likely to achieve the well-being of the whole or any part of its area and/or all or some of the persons within that area. This provides the basis for the delivery of Social Value where the activity is directly relevant to the product or service being procured and helps Council deliver its key policy objectives.
- 3.2. In addition, the Welsh Government has published the “Community Benefits Guidance Delivering Maximum Value for the Welsh Pound”. The Guidance advises that mandatory clauses can be incorporated into public contracts in compliance with legal, policy and value for money obligations.

4. Welsh and local policy drivers

- 4.1. The Flintshire County Council Procurement Strategy 2016-2021 has two main delivery outcomes:
- achieve value for money from the goods, services and works it procures; and
 - improve the contribution its procurement activity has on the local economy.
- 4.2. The Procurement Strategy sets out the Welsh and local policies relating to Social Value and is not repeated in any detail in this Social Value Policy. For full details of the Welsh and local Policies, reference should be made to the Procurement Strategy. However, in brief, the Welsh and local Policies referred to in the Procurement Strategy are as follows:
- The Wales Procurement Policy Statement establishes a number of key principles by which the Welsh Government expects public procurement to be managed across Wales including for the principles of the Wellbeing of Future Generations Act.
 - The Flintshire County Council Corporate Plan comprises seven outcomes that demonstrate how the Council will put the residents of Flintshire first in the way that services are provided.
 - The Flintshire County Council Social Value Strategy aims to:
 - get better value for public money by generating and demonstrating increased social return;
 - increase social commitment in a greater range of suppliers by encouraging long term behaviour shift and the development of social partnerships between companies and the local community; and
 - deliver wider impacts from service delivery by considering how benefits can accrue to the wider public sector.

5. Defining Social Value and Community Benefits

- 5.1. The term Social Value is derived from the Public Services (Social Value) Act 2012, which requires all local authorities and other public bodies in England to consider the social implications of the procurement and commissioning of services. The Social Value Act itself which does not apply to Wales does not define ‘Social Value’.
- 5.2. The Well-Being of Future Generations (Wales) Act 2015 also does not define what is meant by ‘Social Value’. Therefore the Council will adopt the definition of Social Value as set out by Social Value UK: “Social Value is a way of thinking about how scarce resources are allocated and used. It involves looking beyond the price of each individual contract and looking at what the collective benefit to a community is when a public body chooses to award a contract.”
- 5.3. It is important that the difference between Social Value and Community Benefits is understood:
- Community benefits is the term that has been adopted by Welsh Government in their published guidance “Community Benefits Guidance Delivering Maximum Value for the Welsh Pound”.

- Social Value on the other hand goes beyond the traditional Community Benefits definition and includes additional Social Value outcomes such as delivering more community resilience objectives for example; supporting people to live independently; reducing crime and anti-social behaviour; or creating a healthier community.
- 5.4. For the purpose of this policy the definition of Social Value will be used rather than Community Benefits in order to facilitate a wider focus.

6. Implementation of the policy

- 6.1. This Policy is applicable to all Council employees across all services as well as any consultants or agency staff who carry out the following tasks:
- Make or authorise purchases;
 - Specify goods/services/works;
 - Write or evaluate tenders, quotations and other related documents;
 - Evaluate suppliers and manage their performance; and
 - Provide advice and guidance to others on procurement matters.
- 6.2. It is proposed that Social Value is considered by the Council in every commissioning or procurement exercise (i.e. every tendering process and every contract) where there are sufficient reasons to do so where it can be shown that it is relevant and proportionate and is compliant with procurement legislation.
- 6.3. For high value contracts it is expected that Social Value delivery will be mandatory in accordance with the thresholds in the Welsh Procurement Policy Statement published by Welsh Government.
- 6.4. It is the role of service commissioners and procurement leads to consider, on a contract by contract basis, what Social Value opportunities and outcomes that may be relevant to the contract, how to include Social Value in the specification and how to evaluate Social Value during the procurement process. This will be undertaken with support and guidance provided by the Council's Social Value Officer.

7. Financial contributions to a corporate Social Value fund

- 7.1. It is recognised that not all suppliers and contractors will have the resources to provide Social Value in practical terms during the life of the contract, either because the contract value is low or the contract duration is short or in the event they may not have the resources or capacity to deliver Social Value. Therefore suppliers may consider a commitment to an alternative option which is to provide a financial contribution to a Social Value fund operated by Flintshire County Council which will be a ring-fenced as a fully audited Council fund established exclusively to support community and community projects that meet the priorities set out in the Social Value Strategy. This fund will be managed and defrayed entirely at the discretion of the Council and its elected members.
- 7.2. Any cash contributions received will be ring-fenced for Social Value delivery priorities and projects. The Council reserves the right to allocate up to 10% of any cash contributions received to cover any administration costs of managing the Social Value Fund.

8. Communication of the Policy

Internal Communication

- 8.1. The Council will communicate and publicise its approach across the Council to raise internal awareness and celebrate success. Communication initiatives will include:
- creating Social Value sections on the Council's intranet site and the external website;
 - briefing sessions, for example at Senior Management Teams
 - celebrating the successful use of Social Value in procurement;
 - provision of Social Value training for staff with a significant input into the procurement process;
 - providing a nominated contact point for advice and support with implementing Social Value; and

- updating this policy on a regular basis as or when required.

External communication

- 8.2. The Council will engage with suppliers, the private sector and third sector in order to seek feedback on this Social Value approach and raise awareness and improve suppliers' understanding about how to engage with it effectively.
- 8.3. The Council will provide training, awareness and consultation initiatives with third party suppliers through "Meet the Buyer" events for suppliers to work through innovative approaches to incorporating Social Value in their contracts.
- 8.4. The Council will provide guidance and support to suppliers to enable them to identify opportunities where Social Value benefits could be generated and how they could respond to the needs and requirements of Flintshire's communities.
- 8.5. The Council will celebrate positive use of Social Value by suppliers.

9. Future amendments to the policy

- 9.1. There is no 'one size fits all' model for realising Social Value; hence commissioners, procurement officers and suppliers nationally are still learning how best to realise, monitor and evidence Social Value in the procurement process. The aims and objectives of this approach, coupled with the Council's Social Value framework, will continue to be reviewed and updated to best reflect national developments and lessons learnt.
- 9.2. The approach will be regularly reviewed following full implementation. This will help to ensure that the framework can be strengthened on an iterative basis, so that it can respond as and when organisational priorities shift, or if the Council's monitoring and evaluation arrangements indicate that changes need to be made.

10. Governance and management

- 10.1. The Council will establish a central advice hub to provide officers with advice on their Social Value approach prior to procurement taking place and through the subsequent stages of the process.
- 10.2. The central team will be responsible for:
 - Promoting the benefits of delivering Social Value to commissioning officers and suppliers and delivering training in conjunction with the Corporate Procurement Team;
 - liaison with the Corporate Procurement Team in providing technical procurement support;
 - providing detailed Social Value support and expertise through the involvement of a dedicated Social Value Officer.
 - establishing a pool of thematic expert officers to provide advice on the different well-being themes;
 - developing a simple-to-use system to provide transparency during procurement; aid contract management and allow officers to quantify and define the specific Social Value deliverables across Flintshire at any point in time;
 - provide support to review Social Value proposals and challenge suppliers to deliver greater value;
 - provide support to potential suppliers to understand and adopt Social Value;
 - oversee the implementation of a consistent approach to Social Value;
 - carry out supplier audits of their delivery of Social Value;
 - deliver training and awareness raising to suppliers on the Social Value Strategy; and
 - link in to regional opportunities emanating from collaborative projects, including the North Wales Construction Framework.
- 10.3. The Council's Cabinet will oversee the overall delivery of the Social Value Strategy and associated policies
- 10.4. The Corporate Resources Overview Scrutiny Committee (CROSC) will receive periodical update reports on progress made in delivering Social Value for scrutiny purposes

- 10.5. A specific group will be established to manage the Social Value fund to provide robust governance arrangements for managing and distributing any cash contributions from suppliers and contractors.
- 10.6. The Social Value Implementation Group will be an officers group which will undertake the operational management of Social Value delivery and will review the Social Value register on a regular basis, providing challenge, scrutinise contractors' performance where necessary and make recommendations to Chief Officers Team (COT) as required. The Group will also oversee the development of an annual Social Value report, including case studies, so that progress is widely reported, including to Welsh Government.

Reporting and Monitoring

- 10.7. All Social Value information for each applicable contract will be recorded within a Social Value management system. This will include details of any Social Value targets set as well as actual Social Value commitments that has been delivered.
- 10.8. Council officers will be expected to record and monitor Social Value commitments based on the National TOMs Framework 2019 or other nationally recognised sets of indicators such as the Welsh Government Value Wales Toolkit. The Council is committed to maximising Social Value from its procurement activities. However, taking into account the overriding procurement principles of transparency and non-discrimination, Flintshire Council cannot specify that Social Value will be delivered only within Flintshire. For example, service commissioning officers cannot stipulate within tendering documentation that only Flintshire residents be employed or only Flintshire sub-contractors can be utilised.
- 10.9. The impact of Social Value to Flintshire will be monitored through a Social Value management system. The Social Value Officer will provide support and guidance to Officers and suppliers on how to use the system.
- 10.10. Progress on Social Value achieved against target will be reported as part of the half-yearly monitoring report to Cabinet and Scrutiny. This will also include information on Social Value generated.
- 10.11. Successful contractors and suppliers will be required to provide regular monitoring information outlining Social Value delivery progress.
- 10.12. However, if for genuine reasons, the contractor is unable to deliver a particular Social Value offer made, then through discussion with the Council it can, with agreement, change this for another Social Value offer of similar value/benefit. To accommodate such changes it is important that a change control process is set out in the contract terms and conditions, so that there is a clear mechanism for making changes to Social Value commitments where it is pragmatic to do so. This would include a commitment to a certain level (value) of Social Value and what might replace that value in the event of non-delivery.
- 10.13. The Council will commit to track suppliers that it works with and how they engage with its Social Value approach. This will enable the Council to identify if there are particular industry sectors or types of business which need to be targeted more effectively. This approach could generate competition and incentivise positive participation in this agenda.
- 10.14. It is intended that the Council's Social Value approach will evolve so that it can respond as and when the Council's priorities shift or the performance monitoring arrangements tell the Council of the need to make changes.

11. Roles and responsibilities

- 11.1. Generating Social Value through Council service delivery including procurement will remain the responsibility of individual service managers. The central support team will be able to provide advice and support to help officers and contractors to achieve this.
- 11.2. The Collaborative Procurement Unit and the Social Value support team will, for contracts up to the mandatory thresholds of £1m, discuss the use of Social Value in the procurement process with commissioning officers. .
- 11.3. The central Social Value support team will provide monitoring reports to the Chief Officer Team and to Cabinet and Scrutiny on the development of Social Value across the Council.
- 11.4. It will be the role of those planning the procurement to consider from the outset on a contract by contract basis the potential for Social Value to be delivered through the procurement process and the most appropriate way of achieving this. It will be the responsibility of the service commissioner to liaise with the central support team to discuss what Social Value outcomes would be most appropriate.

- 11.5. It will be the responsibility of the service contract manager to ensure that Social Value commitments are delivered against individual contracts. However the central support team will have an organisation wide visibility of all projects that include Social Value commitments and the central support team will provide support to contract managers as well as report the delivery and non-delivery of Social Value through the governance arrangements

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