

Legal and Regulatory Services /  
**Gwasanaethau Cyfreithiol a Rheoleiddiol**  
Direct line / Deialu uniongyrchol: 01656 643148  
Ask for / Gofynnwch am:

Our ref / Ein cyf: Mark Galvin  
Your ref / Eich cyf:

**Date / Dyddiad: 17 April 2015**

Dear Councillor,

**CORPORATE RESOURCES & IMPROVEMENT OVERVIEW & SCRUTINY COMMITTEE**

A meeting of the Corporate Resources & Improvement Overview & Scrutiny Committee will be held in Committee Rooms 2/3, Civic Offices Angel Street Bridgend CF31 4WB on **Thursday, 23 April 2015 at 2.00 pm.**

**AGENDA**

1. Apologies for Absence

To receive apologies for absence (to include reasons, where appropriate) from Members/Officers

2. Declarations of Interest

To receive declarations of personal and prejudicial interest (if any) from Members/Officers in accordance with the provisions of the Members Code of Conduct adopted by Council from 1 September 2008 (including Whipping Declarations)

3. Approval of Minutes

3 - 6

To receive for approval the minutes of a meeting of the Corporate Resources and Improvement Overview and Scrutiny Committee dated 26 February 2015

4. Bridgend Change Programme Invitees:

7 - 18

Layton Skilton – Principal Transformation Officer  
Darren Mepham – Chief Executive  
Councillor M Gregory – Cabinet Member - Resources

5. Bridgend Change Programme: Working together to make best use of Resources

19 - 26

Invitees:

Ness Young – Corporate Director – Resources and Section 151 Officer  
Councillor M Gregory – Cabinet Member - Resources

6. Forward Work Programme Update 27 - 30
7. Urgent Items

To consider any items of business in respect of which notice has been given in accordance with Part 4 (paragraph 4) of the Council Procedure Rules and which the person presiding at the meeting is of the opinion should by reason of special circumstances be transacted at the meeting as a matter of urgency

Yours faithfully

**P A Jolley**

Assistant Chief Executive Legal and Regulatory Services

**Distribution:**

Councillors:

G Davies  
GW Davies MBE  
E Dodd  
CA Green  
DM Hughes

Councillors

EM Hughes  
CL Jones  
RC Jones  
DRW Lewis  
JR McCarthy

Councillors

CL Reeves  
M Reeves  
JC Spanswick  
HM Williams

MINUTES OF A MEETING OF THE CORPORATE RESOURCES AND IMPROVEMENT OVERVIEW AND SCRUTINY COMMITTEE HELD IN COMMITTEE ROOM 2/3, CIVIC OFFICES, ANGEL STREET, BRIDGEND ON THURSDAY, 26 FEBRUARY 2015 AT 2.00PM

Present:

Councillor M Reeves - Chairperson

Councillors

G Davies  
G W Davies MBE  
E Dodd  
C A Green

Councillors

D M Hughes  
E M Hughes  
C L Jones  
R C Jones

Councillors

D R W Lewis  
J R McCarthy  
C L Reeves  
H M Williams

Officers:

K Hirons - Scrutiny Officer  
G Jones - Head of Democratic Services  
J Monks - Democratic Services Officer - Committees

Invitees:

Councillor M Gregory - Cabinet Member - Resources  
N Young - Corporate Director - Resources  
R Hemingway - Head of Finance and ICT  
M Evans - Group Manager Built Environment

139 APOLOGIES FOR ABSENCE

Apologies for absence were received from the following Member:

Councillor J C Spanswick - Work Commitments

140 DECLARATIONS OF INTEREST

None.

141 MINUTES OF THE PREVIOUS MEETING

RESOLVED: That the minutes of a meeting of the Corporate Resources and Improvement Overview and Scrutiny Committee held on the 15<sup>th</sup> December 2014 were approved as a true and accurate record.

142 BUILDING REFURBISHMENT AND CONSTRUCTION AND DESIGN MANAGEMENT

The Corporate Director – Resources presented a report to provide Members with an update on changes within the Built Environment Service, following a review undertaken during 2014 to determine whether the service was viable and provided value for money. The model of the service was examined, including the processes in managing the architects and engineering departments, as well as the design and construction process which resulted in a number of areas for improvement being found, confirming concerns that the service could be more competitive compared to external organisations and that better value for money could be achieved. The three key areas for improvement were described in detail under paragraph 4 of the report, and it was the intention over the next few months to establish whether further reductions could be made. The next stage was to develop a methodology year on year and to consider the building maintenance work carried out within schools to introduce full cost recovery. She informed Members that there may be potential in the future to sell the Built

Environment services to other local authorities by putting bids forward for architectural and construction work.

One Member asked how productive the service was compared to external providers, and whether the on costs were included in the revised hourly rate.

The Group Manager Built Environment confirmed that prices did compare favourably measured against external providers and would satisfy the Contract Procedure Rules as well as the European criteria. He confirmed that the service was now by far the most cost effective and prices did incorporate related internal costs.

Another Member asked whether the service would be considering apprenticeships.

The Corporate Director – Resources advised that at the moment the focus was on restructuring the service, which currently did not have provision for apprenticeships. She explained that it was difficult in the current economic climate, as maximum productivity was required in order to create the most cost effective service. However, if the service successfully grew, there would be a requirement for additional capacity and skill. She assured Members that her Directorate coordinated apprenticeships across the Authority, and was focus on trying, within the current financial constraints, to create opportunities for apprenticeships. The Cabinet Member – Resources added that developers involved in the School Modernisation Programme are encouraged to take on apprenticeships and also local labour.

The Chairperson enquired about Service Level Agreements with the schools in the Borough.

The Corporate Director – Resources advised that the issue would need to be discussed as it applied to all areas in the Resources Directorate where a service is provided to schools, with some elements looking at a full cost recovery, and consideration would be given to the amount schools were expected to contribute from the Individual School Budget. She explained that schools had their own financial pressures, and whilst they still had protection in 2015/16, they were required to meet pay awards themselves. She added that the process needed to be studied carefully to balance the pressures on schools with the principle of full cost recovery in the future.

Finally, she reported that they were looking at the way some local authorities in England present their support services to schools using as a brochure of available services which are identified on a unit cost basis. The aim was to develop a similar model so the support service offer to schools becomes more transparent in terms of value for money and full cost recovery.

### **Conclusions:**

The Committee noted the report and update on the changes within the Built Environment Service.

- The Committee commended the work of the service in carrying out a full service review and in effectively implementing improvements and changes identified following the review.
- Members noted the potential for sharing the revised model for service provision with other local authorities in future.
- Members expressed their thanks to Officers for the frank and open nature of the report, the clear and accessible format used in the Appendices and the presentation to the Committee.

The Committee requested that this item remain on the Forward Work Plan

**143 BUDGET MONITORING – QUARTER 3 2014-15**

The Corporate Director – Resources presented a report to update Members on the Council's financial position as at the 31<sup>st</sup> December 2014. In February Council approved a net revenue budget of £255.131m for 2014-15, with a revised capital programme for the year of £31.350m.

She took Members through the report and appendices and explained that the projected underspend of £297k in December 2014, described under Table 1 in the report, was the result of an underspend in the Legal and Regulatory Services Directorate; however this sum masked a number of budget pressures within the Children and Wellbeing Directorates. The outturn assumes full implementation of the current budget reduction requirements, and Directorates are bridging any shortfalls through other measures, such as freezing any vacancies.

The Corporate Director - Resources explained that at the end of the financial year, consideration would then be given to whether any underspends or overspends could be carried forward to the following year. She informed Members that she had already received one request from one Directorate for underspend to be carried forward to next year on a one-off basis. Similarly, it would be ascertained whether overspends in any of the Directorates had been the result of budget mismanagement, or whether it was something which could not have been prevented.

One Member asked how confident they were that the Looked After Children (LAC) strategy would deliver as planned and that overspend was not expected.

The Corporate Director – Resources explained that it was hoped to reduce some of the LAC through adoptions; however she stressed it could not be guaranteed as the budget was demand led and therefore volatile (e.g. a family could move into the Borough next year and the children from that family need to be taken into the care system). Although the budget was planned for around 36 LAC, the situation would be monitored closely.

Another Member referred to the projected overspend in older people residential care as a result of sickness amongst staff within the Authority's homes.

The Corporate Director – Resources explained that sickness absence was carefully scrutinised through the Corporate Management Board (CMB) and Corporate Performance Assessment (CPA) processes, and is discussed at every Directorate Management Team meeting, as well as one to one meetings. She advised that there were areas for concern within Adult Social Care and plans were in action to establish why those problems were recurring. Also the Welsh Local Government Association (WLGA) had been commissioned to identify at a national level the lessons learned from other local authorities and compare data like for like.

**Conclusions:**

The Committee noted the report and update on the Council's financial position at December 2014.

**Further information requested**

- Members requested that further detail be provided regarding actual savings made on staffing costs.
- Members requested further information on underspend for Catering Services and what the basis was for the expectation that sickness levels would be lower than they had turned out to be.
- Members requested further information on whether the mandatory requirement for staff in some service areas to stay away from work for 48 hours is taken into account when calculating staff sickness figures and how this impacts on the reporting of information on staff sickness levels.

- Due to the significant cost to the Authority, Members requested information on the number of convictions for fly tipping; whether £160k spent on waste collection from fly tipping last year had been recouped and on deterrents used to address the issue – the Assistant Chief Executive – Legal and Regulatory Services and Public Protection to be contacted.
- Members requested further information on the new indicator which monitors improvement in damage costs to Council owned vehicles and how performance against the indicator is measured.

144 FORWARD WORK PROGRAMME UPDATE

The Scrutiny Officer presented a report which detailed the topics to be considered at the meeting due to be held on the 23<sup>rd</sup> April 2015 and to determine the items to be considered and the invitees due to attend in respect of the following meeting, the date of which would be agreed at the Annual Meeting of Council in May.

The Scrutiny Officer informed Members that having sought advice on those invitees who would be asked to attend the meeting in April under the item 'Bridgend Change Programme' will be Councillor C E Smith and the Chief Executive.

**Conclusion:** The Committee noted the topics due to be considered at the meeting scheduled for the 23<sup>rd</sup> April and determined the invitees who would be attending.

The meeting closed at 3.55pm.

## BRIDGEND COUNTY BOROUGH COUNCIL

### REPORT TO CORPORATE RESOURCES & IMPROVEMENT OVERVIEW AND SCRUTINY COMMITTEE

23 APRIL 2015

#### REPORT OF THE CHIEF EXECUTIVE

#### BRIDGEND CHANGE PROGRAMME

##### 1. PURPOSE OF REPORT

This report provides the overview and scrutiny committee with an update on the Bridgend Change Programme.

##### 2. CONNECTION TO CORPORATE IMPROVEMENT PLAN / OTHER PRIORITIES

- 2.1 The Bridgend Change Programme will support the delivery of the six improvement priorities of the Council's Corporate Plan 2013 – 17.

##### 3. BACKGROUND

A report was provided to the Corporate Resources & Improvement Overview and Scrutiny Committee on the 5<sup>th</sup> June 2014 giving the Committee an update on the Bridgend Change Programme. The Committee has requested a progress report which is provided below.

##### 4. CURRENT SITUATION / PROPOSAL

- 4.1. In December 2014 changes were made to the responsibilities of the Corporate Directors so that the Corporate Director for Wellbeing assumed direct line management responsibility for Children's Social Care and became Director of Social Services and Wellbeing and the Corporate Director for Children retained the responsibilities for Education and Family Support, but also assumed the corporate lead responsibility for the Transformation Programme and became known as the Director of Education and Transformation.
- 4.2. The Council's ambitious Transformation Programme incorporates many changes to services on both a large and small scale, most of which have been in response to the pressures of reduced financial resources. Much good work is underway across all parts of the Council, but the Corporate Management Board (CMB) were aware that there was some fragility in these arrangements with many people having to contend with demanding 'day jobs' as well as the additional complexities of directing or contributing towards significant change. Similarly, the Council is increasingly working within a project management-type environment, but doing so at a time when there is a reduced workforce due to vacancy freezes and in some areas redundancies. It is not realistic to expect all the required change to happen without some greater focus, so for this reason CMB agreed that a Director should assume corporate responsibility for the professional leadership of the Authority's Transformation Programme. This included transferring the Corporate Project Management Team over to the Director for Education and Transformation with the

possibility of seconding other individuals with transformational and project management skills and responsibilities.

- 4.3.** Change is well underway within individual Directorates. These developments were intended to ensure that this can continue with the additional benefit of a single point of professional leadership, guidance and support in the disciplines of transformation and project management. At the same time a new role within Cabinet was created with the appointment of a Cabinet Member for Strategic Change.
- 4.4.** This decision in December 2014 marked a step change in the thinking of the Change Programme and transformation effectively rebooting the Change Programme ensuring that the focus of the programme was on the delivery of high risk, strategically important programmes / projects but also creating conditions and ways of working required to deliver more fundamental transformation more quickly. The immediate priorities of the programme were to:
- Stabilise the current programme ensuring adequate programme and project management support was in place
  - Establish and deliver further change or transformation programmes / projects already identified but yet to start
  - Provide professional guidance and leadership for programme and project managers across the organisation
- 4.5.** Transformational change is different to continuous improvement. It involves radically redesigning services in a holistic way, achieving both innovation and Medium Term Financial Strategy (MTFS) efficiencies while continuing to deliver critical local services to citizens. Transformation involves fundamentally redesigning services either by changing the basic business model (by doing different things) or by making major changes to the way services are delivered (by doing the same things differently). The Transformation Team will take the lead on the development of Bridgend County Borough Council's (BCBC) change strategy and shaping and delivering a wide range of transformation programmes. Initially this will focus on the delivery of high risk, strategically important programmes within the MTFS; and latterly leading on managing change and influencing a new operating model for the Council. It is also aware of the risk and impact caused when major projects fail to be delivered, are delivered late, or delivered at higher cost than anticipated. This in part can be mitigated by establishing a dedicated Transformation Team of high calibre Officers, led by a Corporate Director to ensure that programmes and projects are delivered with rigour and pace. The Transformation Team is in effect being a change agent.
- 4.6.** Since January 2015, the Corporate Transformation Team has been created which is focusing on:-
- 4.6.1 Building on our achievements** – through the Bridgend Change Programme the Council has successfully delivered a number of projects that have helped it to reduce operating costs and made significant improvements to the way that it works, whilst also protecting front line services. It will remain the framework for the next three years. The Council will continue to deliver what it has made a commitment to, however further work



will be required and at a faster pace. It will also continue to strengthen evolving partnership arrangements.

**4.6.2 Rethinking the role of public services** – there is a need to rebalance the relationship between public services and local people, defined by both austerity and localism and less of a “top down” prescription. This new paradigm requires re-thinking the role of the Council as a community leader and to review the role of public services in BCBC and what it expects people and communities to do for themselves. Fundamental questions will need to be asked about why services are provided, not just how to do things differently and save money. Everything needs to be challenged including the need to question all that BCBC does, why and how it does it, whether others can do it better and how its constituents can be more self-reliant.

**4.6.3 Facing the challenges ahead** – in BCBC, as with the rest of Wales, major challenges are being faced. This involves a bigger financial challenge over the next decade that must be prepared for. It is also seeing many social changes that raise fundamental questions about the role of public services in the future. These challenges require a fundamental review of everything local authorities do, to question whether they need to do things at all and whether there are better ways of service delivery. The challenges ahead require a radical rethink about how the needs of BCBC residents are met in the future, including different models of delivery and how the totality of resources are used across the county borough.

**4.6.4 Long term planning** – a long term plan needs to be agreed to meet the financial and social challenges ahead for BCBC. It will look and feel very different and needs to be well placed to respond to further changes to 2020 and beyond. It is vital that our planning has a clear focus on the benefits of services for residents and communities and what outcomes will be required for the future.

- 4.7.** The Transformation Team approach is not to create a large central team of Officers but to create a core and virtual team to deliver the Change Programme. This virtual team would be drawn from existing Officers in the organisation with the right skills. A workshop has already taken place to explain this approach with the leadership and management development cohorts. This represents over 60 Officers who have undergone a training and development programme to provide them with the right skills to meet the leadership challenges of the future, manage change and manage high performance. The findings from this first workshop are already being evaluated where only 28% of those 60 attendees felt that the Change Programme was about improving services and 98% agreed that the programme was driven by securing savings. It is recognised that a savings driven programme is unlikely to deliver sustainable transformation.

*“If you can hold your nerve, a good transformation programme will deliver savings. But you are unlikely to deliver sustainable transformation through a savings driven programme.”* Stephanie Goad – Assistant Director Communications, Performance and Partnerships, Medway Council.

- 4.8.** During January to March 2015 CMB has been working with the Transformation Team to reconstitute the component parts of the Change Programme which is now effectively

rebooted and can be seen at Appendix 1 of this report. The following gives more detail on each of the constituent programmes and projects:

#### **4.8.1. Materials Recovery and Energy Centre**

This project is currently in delivery. The Materials Recovery and Energy Centre (MREC) is a long standing partnership with Neath Port Talbot Borough Council to process landfill waste at a high tech waste treatment plant. The project is delivering a competitive tender procurement for waste disposal which is intended to be in place in September 2015. This project has a MTFS saving of £300k in 2015-16 and £235k in 2016-17.

#### **4.8.2. Anaerobic Digestion Procurement Project**

This project is currently in delivery. The Anaerobic Digestion Procurement Project (ADPP) is to procure source segregated food waste treatment services, utilising Anaerobic Digestion for the geographical area covered by the Local Authorities participating in the Regional Procurement Hub. The City and County of Swansea Council is leading this procurement on behalf of BCBC and an Inter Authority Agreement has been prepared between the two Councils. This is expected to be in place by October 2015. There are currently no MTFS savings associated with this project.

#### **4.8.3. Cultural Trust**

This project is currently in delivery. The project will deliver the new charitable Cultural Trust called, 'Not for Profit Distributing Organisation' (NPDO) for libraries, community centres, arts and venues including Bryngarw House and Park and the Grand Pavilion in Porthcawl. This project has MTFS savings of £141k in 2015-16, £250k in 2016-17 and £101k in 2017-18. In addition B Leaf and Wood B are now in scope for the Cultural Trust with MTFS savings of £134k identified in Adult Social Care.

#### **4.8.4. Vibrant and Viable Bridgend**

This project is in delivery. The project will deliver the regeneration of Bridgend Town Centre, the largest scheme being a brand new £9m development featuring a multi-storey car park, 28 apartments and a commercial unit suitable for a shop, café or restaurant. There are currently no MTFS savings associated with this project.

#### **4.8.5. Waste Collection Procurement**

This project is currently in start-up. The project is currently being scoped but is looking at options for waste collection with the initial seven-year contract with May Gurney Limited, which began on 1<sup>st</sup> April 2010, being due for renewal. There are currently no MTFS savings associated with this project.

#### **4.8.6. Regeneration Programme Porthcawl**

This programme is currently undergoing re-scoping to refocus the programme. There are currently no MTFS savings associated with this programme.

#### **4.8.7. Llynfi Sites Reclamation**

This project is in delivery. The aim of the project is to develop four brownfield sites in the Llynfi Valley so they are suitable for full residential development and is currently at feasibility stage. There are currently no MTFS savings associated with this project.

#### **4.8.8. Highways Review**

This project is currently being re-scoped following an external review and will look to implement a fundamental review and transformation of the highways function. The project work-streams are charges for bus operators, review of subsidised bus services, Joint Vehicle Maintenance, review of car parking, structural review of highways and Direct Labour Organisation (DLO) services, winter maintenance routes, higher efficiency street lighting, school crossing patrol service and charging permit schemes. This project has initial MTFS savings of £308k in 2015-16 and £917k in 2016-17.

#### **4.8.9. Parks Pavilions Disposal / Transfer**

This project is currently exploring different models of service delivery including community ownership and self-management. This project will contribute to the MTFS savings which will be £437k in 2015-16 and £100k in 2016-17.

#### **4.8.10. Rationalisation of Public Toilets**

This project has just undertaken a public consultation on the provision of public toilets (closed 9<sup>th</sup> March 2015) and once the data has been analysed will inform any future decision on public toilets. This project has an MTFS savings of £50k in 2015-16.

#### **4.8.11. Improving Educational Outcomes for Vulnerable Learners**

Whilst educational outcomes have improved across key stages, data analysis shows us that outcomes for vulnerable learners is not improving at the same pace. This programme will particularly focus on improving attainment for Looked After Children, closing the gap for those pupils eligible for free school meals and fair access to education for vulnerable learners. The following projects are included within this programme:-

##### **4.8.11.1 Provision of Additional Learning Needs (ALN) Hub in Bryncethin**

This project is delivering the remodelling of the buildings on the former Ogmores Comprehensive School site to relocate Ysgol Bryn Castell, the Pupil Referral Unit, and other specialist support services. There are currently no MTFS savings associated with this project although there are likely to be savings identified from operating ALN services out of one hub rather than three separate buildings.

4.8.11.2 All of the schemes below are part of the School Modernisation Programme subject to the Strategic Outline Case (SOC) as submitted to Welsh Government:  
Coety Primary Scheme, Garw Valley South Scheme, Cynffig Cluster Band B Scheme, MCI & MCJ Amalgamation, Pencoed Primary Scheme, Valleys Gateway Primary Scheme

##### **4.8.11.3 Restructure of Portfolio Pupil Referral Unit**

This project is aimed at improving attainment standards for our most vulnerable learners.

##### **4.8.11.4 Out of Authority Educational Placements for Pupils with Additional Learning Needs**

This project will focus on reducing the costs of Out of Authority Placements balanced with meeting the needs of individual learners. This project has MTFS savings of £200k in 2016-17.

##### **4.8.11.5 Closing the gap for those pupils eligible for free school meals (eFSM)**

This project will focus on improving the educational outcomes of children eligible for free school meals

#### **4.8.11.6 Improving Attainment of Looked After Children**

This project will focus on improving the educational attainment of Looked After Children across all key stages and post 16.

#### **4.8.11.7 Fair Access to Education**

This project is currently being scoped and will look at in year transfers and in county transfers and exclusions.

#### **4.8.12. Strategic review into the development and rationalisation of the curriculum and estate provision of primary, secondary and post 16 education**

The Schools Task Group is working on a range of work-streams that will lead to the development of a strategic approach to curriculum and estate provision. This programme has MTFS savings of £1,000 in 2018-19. The schools modernisation projects named above also form part of this programme. The following projects are included within this programme:-

##### **4.8.12.1 Schools Modernisation**

There are currently no MTFS savings associated with this project. For further information please refer to 'Bridgend Change Programme: Working Together to Make Best Use of Resources', a report to the Corporate Resources and Improvement Overview and Scrutiny Committee to be presented on April 23 2015

##### **4.8.12.2 Home to School Transport Policy**

This project will deliver MTFS savings by proposing that we cease providing non statutory home to school transport, looking at route efficiencies and reviewing special needs transport. This project has MTFS savings of £700k in 2015-16, £450k in 2016-17 and £200k in 2017-18.

##### **4.8.12.3 Schools Music Service Review**

This project will deliver MTFS savings by rationalisation of management costs. This project has a MTFS saving of £40k in 2015-16.

#### **4.8.13. Development of whole system approach through effective integrated working**

Whilst we have co-located groups of staff to facilitate integrated working, the next stage, following the appointment of hub managers, is to develop those systems and processes that will enable integrated working. The following projects are included within this programme:-

##### **4.8.13.1 Early Help Strategy implementation**

This project will focus on identifying the needs of children, young people and their families at an early stage so that tailored packages of support can be delivered to meet their needs before they escalate

##### **4.8.13.2 Bringing Local Authority Educational Services for Children and Young People (LAESCYP) together in Community Hubs**

This project will focus on broadening the scope of the community hubs to deliver the team around the community, team around the school and team around the child approach

#### **4.8.13.3 Re-focus the points of entry into Children's Services by the creation of a Multi Agency Safeguarding Hub (MASH)**

This project will implement a single point of entry into Children's Services to improve access for professionals requesting services for vulnerable children and young people

#### **4.8.14 Regulatory Services Collaboration**

This project will deliver a collaborative regulatory service for Bridgend, Vale of Glamorgan and Cardiff. Staff in Bridgend will TUPE to the Vale of Glamorgan in May 2015 and then undergo structural changes for implementation in late September / early October 2015. This project has MTFs savings of £286k in 2015-16, £47k in 2016-17 and £17k in 2017-18.

#### **4.8.15 Finance System Migration**

For further information please refer to 'Bridgend Change Programme: Working Together to Make Best Use of Resources', a report to the Corporate Resources and Improvement Overview and Scrutiny Committee to be presented on April 23 2015. This project has MTFs savings of £200k in 2016-17.

#### **4.8.16 Parc Afon Ewenni Programme**

For further information please refer to 'Bridgend Change Programme: Working Together to Make Best Use of Resources', a report to the Corporate Resources and Improvement Overview and Scrutiny Committee to be presented on April 23 2015. The following projects are included within this programme:-

##### **4.8.16.1 Depot relocation**

For further information please refer to 'Bridgend Change Programme: Working Together to Make Best Use of Resources', a report to the Corporate Resources and Improvement Overview and Scrutiny Committee to be presented on April 23 2015

##### **4.8.16.2 County Borough Supplies relocation**

For further information please refer to 'Bridgend Change Programme: Working Together to Make Best Use of Resources', a report to the Corporate Resources and Improvement Overview and Scrutiny Committee to be presented on April 23 2015

##### **4.8.16.3 Sale of the land at Parc Afon Ewenni**

For further information please refer to 'Bridgend Change Programme: Working Together to Make Best Use of Resources', a report to the Corporate Resources and Improvement Overview and Scrutiny Committee to be presented on April 23 2015

##### **4.8.17 Community Care Information Solution**

For further information please refer to 'Bridgend Change Programme: Working Together to Make Best Use of Resources', a report to the Corporate Resources and Improvement Overview and Scrutiny Committee to be presented on April 23 2015.

##### **4.8.18 Sickness Absence**

For further information please refer to 'Bridgend Change Programme: Working Together to Make Best Use of Resources', a report to the Corporate Resources and Improvement Overview and Scrutiny Committee to be presented on April 23 2015.

#### **4.8.19 Schools SLA**

For further information please refer to 'Bridgend Change Programme: Working Together to Make Best Use of Resources', a report to the Corporate Resources and Improvement Overview and Scrutiny Committee to be presented on April 23 2015

#### **4.8.20 Out of Hours**

For further information please refer to 'Bridgend Change Programme: Working Together to Make Best Use of Resources', a report to the Corporate Resources and Improvement Overview and Scrutiny Committee to be presented on April 23 2015

#### **4.8.21 Overtime**

For further information please refer to 'Bridgend Change Programme: Working Together to Make Best Use of Resources', a report to the Corporate Resources and Improvement Overview and Scrutiny Committee to be presented on April 23 2015

#### **4.8.22 Disposal Programme**

For further information please refer to 'Bridgend Change Programme: Working Together to Make Best Use of Resources', a report to the Corporate Resources and Improvement Overview and Scrutiny Committee to be presented on April 23 2015

#### **4.8.23 Strong Communities Connecting Services**

For further information please refer to 'Bridgend Change Programme: Working Together to Make Best Use of Resources', a report to the Corporate Resources and Improvement Overview and Scrutiny Committee to be presented on April 23 2015

#### **4.8.24 Assessment Framework for Social Work**

This project will look at the new ways of working for frontline staff that have been laid down by the Social Services and Well-being (WALES) Act 2014 including the new national eligibility criteria to develop solutions that meet service users' needs and agreed outcomes. This work-stream will also be exploring new ways of delivering outcomes for individuals. This project has MTFS savings of £1,399k in 2015-16 and £1,155k in 2016-17.

#### **4.8.25 Learning Disabilities**

This project has seven work-streams which include:-

- The development of B Leaf and Wood B into a Social Enterprise;
- The resettlement of people from Bryneithin and Maesglas Registered Care Homes;
- Development of the assessment framework and person centred planning;
- Development of the progression model which is about supporting and enabling people with a learning disability to increase their independence;
- The development of community based opportunities and support systems;
- Reconfigure supported living and local day services;
- Develop the use of Bridgend Resource Centre.

These work streams represent a whole system approach to the development of learning disability services. This project has MTFS savings of £220k in 2015-16 and £220k in 2016-17.

#### **4.8.26 Recommission Independent Sector (Adult Social Care)**

This project relates to the development of a commissioning plan for the independent Home Care sector in line with the Transformation Plan for Home Care, which will mean the remodelling of the internal homecare service into a provider of specialist homecare services and commission generic domiciliary care services from the independent sector to meet the increasing demands for homecare in a sustainable and managed way. This project has MTFS savings of £307k in 2015-16 and £357k in 2016-17.

#### **4.8.27 Residential Extra Care**

This project will deliver the transformation of services for older people in the County Borough by developing Extra Care service models as an alternative to traditional residential care. This project has MTFS savings of £315k in 2017-18.

#### **4.8.28 Rebalancing the Looked After Children Population**

This project will deliver the Looked After Children Strategy which seeks to achieve a long term sustained rebalancing of the looked after population. This project has MTFS savings of £585k in 2016-17 and £520k in 2017-18.

#### **4.8.29 Children's Residential Unit Transformation**

This project is currently being scoped and will look at options for residential services for children. This project has MTFS savings of £200k in 2015-16, £400k in 2016-17 and £300k in 2017-18.

#### **4.8.30 Children with Disabilities Transformation Programme**

This programme is currently being developed with four projects looking at Re-modelling Respite Care, Transition, Continuing Health Care and High Cost Out of County Placements. This project will deliver part of the MTFS savings of £200k in 2015-16, £400k in 2016-17 and £300k in 2017-18.

#### **4.8.31 HALO Revision**

This project will look at reviewing the current contract with our partners HALO. This project will deliver MTFS savings of £247k in 2015-16 and £80k in 2016-17.

#### **4.8.32 Business Support Review**

This project is reviewing the way in which business support / back office functions are delivered within the organisation. The project is currently undergoing re-scoping. There are currently no MTFS savings associated with this project.

#### **4.8.33 Development of Social Enterprise Delivery Vehicle**

This project is currently being scoped and will explore different delivery options such as shared services, 'arms length' organisations and collaborative contracts with the Third Sector. There are currently no MTFS savings associated with this project.

#### **4.8.34 Building Capacity in the Third Sector and Town and Community Councils**

This project is currently being scoped and will look at how we can build capacity in the Third Sector and Town and Community Councils. There are currently no MTFS savings associated with this project.

#### **4.8.35 Maximising Space and Technology**

This programme is looking at how we can maximise the use of our space / assets and use technology to make the organisation more effective and efficient. The following projects are included within this programme:-

##### **4.8.35.1 Improving Your Space**

This project is delivering the changes to core office accommodation including internal refurbishment, physical moves and closure of buildings. Phase II of the programme is currently being scoped which will explore access channel shift and agile working. This project will deliver the MTFS savings of £120k in 2015-16 and £191k in 2016-17.

##### **4.8.35.2 Digital Office**

This project will deliver the digital mail room, back office automation and electronic records management. This project will deliver MTFS savings of £250k in 2015-16 and £250k in 2016-17.

#### **4.8.36 Procurement and Commissioning**

This programme is exploring financial savings by maximising value for money from procurement and commissioning through collaboration, applying best practice, improving processes and compliance. There are currently no MTFS savings associated with this project.

### **5. EFFECT UPON POLICY FRAMEWORK & PROCEDURE RULES**

5.1 There is no effect upon policy framework or procedure rules in this report.

### **6. EQUALITY IMPACT ASSESSMENT**

6.1 There are no negative equality implications in respect of this report. Each of the programmes will carry out assessments when appropriate.

### **7. FINANCIAL IMPLICATIONS**

7.1 There are no financial implications in this report. Each of the programmes and transformation activities will complete a business case evidencing the financial implications. The Bridgend Change Programme as part of the Medium Term Financial Plan will monitor the financial implications at a strategic level.

### **8. RECOMMENDATION**

8.1 It is recommended that:

- The Committee receives and considers the information provided in this report

**Darren Mepham – Chief Executive**

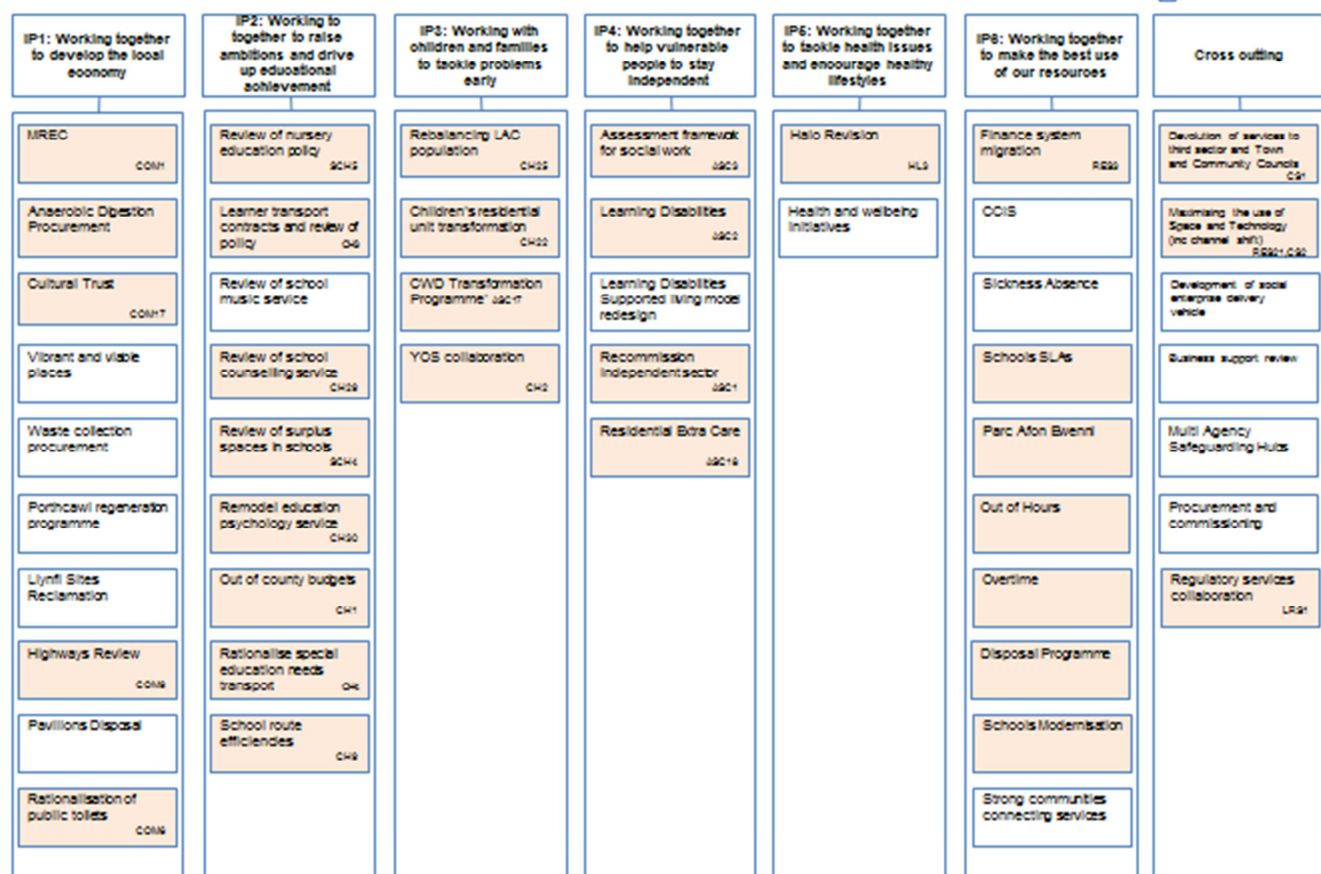
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## Appendix 1 BCP diagram



MTS



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## BRIDGEND COUNTY BOROUGH COUNCIL

### REPORT TO CORPORATE RESOURCES & IMPROVEMENT OVERVIEW AND SCRUTINY COMMITTEE

23 APRIL 2015

#### REPORT OF THE CORPORATE DIRECTOR RESOURCES

#### BRIDGEND CHANGE PROGRAMME: WORKING TOGETHER TO MAKE BEST USE OF RESOURCES

##### 1. PURPOSE OF REPORT

- 1.1 This report provides the Committee with a briefing on the Bridgend Change Programme projects which relate to the Making Best Use of Resources Corporate Improvement priority.

##### 2. CONNECTION TO CORPORATE IMPROVEMENT PLAN / OTHER PRIORITIES

- 2.1 Working together to make the best use of resources is one of the Council's six corporate improvement priorities.

##### 3. BACKGROUND

- 3.1 Through the Bridgend Change Programme the Council has successfully delivered a number of projects that have helped us to reduce operating costs and to make significant improvements to the way that we work, whilst also protecting front line services. It will remain the framework for the next three years.
- 3.2 In December 2014 the Council agreed that a single director should assume overall corporate responsibility for the Bridgend Change Programme recognising the need to increase the pace and scale of the transformation required in the face of continuing austerity. As a result of rebalancing the Corporate Directors' portfolios, the Director of Education and Transformation was given this responsibility and has since been working with Corporate Management Board (CMB) to review and update the Change Programme and the projects contained therein.
- 3.3 Appendix 1 shows the projects currently being delivered within the Bridgend Change Programme. This report provides the committee with a briefing on projects that fall under Priority 6: Working Together to Make the Best Use of Resources.

## **4. CURRENT SITUATION / PROPOSAL**

### **Finance system hosting**

- 4.1 Work has commenced to bring the hosting of Bridgend's finance software back in-house. This project will deliver a £200,000 recurrent budget reduction in 2016-17(RES3), through leveraging existing team skills and hardware/infrastructure. The procurement waiver is in progress and the technical team is working on a risk analysis of moving the system from an Oracle to Microsoft platform.

### **Community Care Information Solution**

- 4.2 This project relates to the joint procurement of an all Wales community care information system which will support the NHS and all twenty two Councils in Wales. Bridgend County Borough Council BCBC is leading the procurement and has been awarded a £6.5 million grant by the Welsh Government to fund the infrastructure costs (report to Cabinet on 31 March 2015 refers). The project has now moved into the implementation phase and a BCBC project implementation board is being established. As the contract manager, BCBC will also be represented on the national Community Care Information Solution CCIS Board. The benefits of the project include:

- Improved decision making;
- Improve coordination of information;
- Improve patient and service user safety through single referral;
- Complete system access from all possible working locations.
- Creation of a single citizen record for both health and social care.
- Increase confidence in the identity of the patient by using the NHS Number as the unique identifier

- 4.3 The new system will be in place in Bridgend by December 2015 in readiness for the withdrawal of support for the DRAIG system at the end of March 2016.

### **Sickness Absence**

- 4.4 The Council is continuously looking for ways in which to reduce sickness absence across the organisation and officers have established a national project to review sickness absence arrangements across Wales with a view to learning from others and identifying areas for further improvement in this Authority. The project is being funded by the WLGA and is supported by HR Directors across Wales. A final report is scheduled to be produced by the summer and will include a comprehensive compendium of current policy practice and performance and identify evidence based best practice that leads to better performance in sickness absence management.
- 4.5 In addition to the national project, arrangements are being put in place to provide managers with enhanced information (such as absence triggers) required to assist them in managing sickness absence. Corporate oversight of

the absence review process has also been introduced to ensure that long term absences are proactively managed.

- 4.6 An increased focus is being placed on prevention and early intervention and officers are identifying (through the national project and reviewing other organisations, such as the NHS) initiatives that could be introduced to support the health and well-being of employees. Consideration is being given in particular to mental health, recognising that it is the most common cause of absence within the Council and across the population as a whole.
- 4.7 Further work is also being undertaken to support managers to fulfil their responsibilities in managing absence, including the development of face to face training which will:
- explore ways of managing both short and long term absence and how best to use available support
  - review effective return to work interviews
  - build managers' confidence in dealing with the range of sickness absence situations that can arise

### **Service Level Agreement with the Schools**

- 4.8 The Authority currently provides schools with a wide range of support services including HR, payroll, finance, facilities' management, cleaning, building maintenance and ICT. Traditionally through service level agreements schools have made a contribution to the costs of these services from their delegated budget, but there is a shortfall between the cost to the Council of providing them and the amount which is currently being charged to schools.
- 4.9 A project has therefore been established to review the current arrangement with the aim of developing a fully costed catalogue of services that the Council can offer to individual schools. There are a number of elements to this project including:
- clarity on statutory responsibilities of the Council and schools;
  - development of arrangements which will ensure statutory responsibilities not serviced by the Council are met;
  - development of unit cost data for individual support services
  - recognise fairly the pressures on Council and schools' budgets
  - adoption of a phased approach, starting with the built environment service
- 4.10 The benefits of this project include giving schools much clearer information and choices about the specific level and quality of services available as well as the unit price (based on full cost recovery). For the Council, it would deliver budget reductions to support the Medium Term Financial Strategy (MTFS) in 2016-17 and beyond either by removing the current subsidy or where schools choose to purchase services elsewhere through a corresponding service reduction.

## **Parc Afon Ewenni Programme**

- 4.11 The Parc Afon Ewenni master-plan identifies the creation of 650 houses and this is reflected in the Local Development Plan (LDP). The site includes the Waterton and County Borough Supplies (CBS) depots as well as land owned by third parties. Despite discussions, it has not been possible to obtain a joint land owners agreement so the Council is now taking forward the disposal of its interests alone so that the LDP can be delivered and the Council can realise a significant capital receipt from the disposal of this site. The Parc Afon Ewenni Programme chaired by the Corporate Director Resources provides corporate oversight of a number of projects that are required to prepare the site for disposal, including the:
- a. Joint Vehicle Maintenance project against which a £75,000 recurrent budget reduction has been identified for 2015-16 (MTFS COM7 and report to Cabinet 3 February 2015 (item 8) refers)
  - b. Depot Rationalisation project, which involves relocating the Building Maintenance and Highways operations from Waterton and the Parks operation from Bryncethin depot (MTFS report to Council on 25 February 2015 (item 5) refers).
  - c. County Borough Supplies (CBS) relocation project, which involves seeking agreement from the Joint Committee to relocate the current operation to an alternative site.
- 4.12 The Programme is also responsible for the disposal of the Bryncethin depot when it becomes surplus to requirements and for the actions necessary to prepare the Parc Afon Ewenni site for disposal (including site investigations etc) following vacation by the fleet services, the Waterton depot and CBS. The programme is currently seeking to vacate the Parc Afon Ewenni site by March 2016, but this may be delayed to August 2016 dependent on the CBS relocation timetable.

## **Out of Hours Service Provision**

- 4.13 Between April and December 2014, the Council spent approximately £320,000 on standby arrangements across a range of functions. The Corporate Director Resources has established a task and finish project board to investigate whether this spend can be reduced without impacting on citizens or our statutory obligations. The group will report by the end of the summer. Although not a distinct budget reduction proposal in the MTFS, this project is designed to facilitate savings that will either contribute to staff budget reductions already identified or lead to new proposals being identified. So far the project has established what out of hours provision currently exists and directorates have been tasked to review risk assessments, actual call out rates and options for reducing spend (which include removing the provision, making better use of the Customer and Community Support Unit (CCSU), contracting out and sharing the service with others).

## **Overtime**

4.14 Between April and December 2014 the Council spent approximately £585,000 on overtime. Another task and finish project board has been established, chaired by the Corporate Director Resources, with the aim of reducing the Council's spend in this area. The methodology for the project is similar to that for out of hours and involves directorates developing action plans to reduce the need for overtime to be paid. Again although not a distinct budget reduction proposal in the MTFS, this project is designed to facilitate savings that will either contribute to staff budget reductions already identified or lead to new proposals being identified.

## **Enhanced Disposal Programme**

4.15 The Council's Asset Management Plan was presented to the Corporate Resources and Improvement Overview and Scrutiny Committee on 31 October 2011 and included plans for the Enhanced Disposal Programme. The Programme is designed to support the Council's remodelling proposals and has increased the pace of our disposals with a view to delivering circa £25 million over the next three years. Capital receipts of circa £4.23 million have been generated in 2014-15 and there is a target to deliver £6 million in 2015-16, along with £400,000 recurrent running cost savings (MTFS RES21 refers).

## **Schools' Modernisation Programme**

4.16 The Schools' Modernisation Programme currently runs up to 2018-19 and equates to £44.95 million funding for Band A school projects. 50% of the cost is to be funded by the Welsh Government and 50% from capital receipts arising from the sale of surplus school sites, Section 106 payments and funding by the Council's capital programme. The programme is monitored by the School Modernisation Programme Board. Extensive work has been undertaken ensuring that all projects comply with the Welsh Government Five Case Business Model, with recent projects carried out under the SEWSCAP framework utilizing external consultants and contractors. However the current design work will now be managed by the Architectural Services Department. The current position in respect of specific projects is as follows:

- Coety Primary School: construction of the replacement school at Parc Derwen underway and due to open November 2015.
- Relocation of Ysgol Bryn Castell, Pupil Referral Unit and YOTAS at the former Ogmere Comprehensive School (plus additional support services). The project is progressing well and due to be handed over to the Council in May 2015. The relocated Ysgol Bryn Castell will open for pupils in June 2015.
- Garw Valley South: Design has commenced on the replacement school for Betws Primary School and Ysgol Gynradd Gymraeg Cwm Garw, which are to

be located on the site of the existing Betws Primary School, subject to consultation.

- 4.17 Ongoing feasibility work is continuing in respect of the remaining band A projects and the Corporate Director Education and Transformation has established a schools task group to set the strategic direction for future schools delivery and work streams are reporting on schools buildings, catchment areas, pupil data and school models; to determine the direction of travel.
- 4.18 There are forty primary schools, nine secondary schools and two special schools in the county borough and they are responsible for managing school buildings using their devolved budgets, as well as ensuring statutory building compliance with such matters as fire safety. However, there is a £36 million maintenance backlog and the Council is responsible for the strategic maintenance and management of the school estate. Against that background and in close alignment with the Schools SLA project described above, we have also established a Safe, Dry, Warm Project to develop clear protocols in respect of:
- Keeping school buildings safe, dry and warm;
  - Ensuring clear accountability of both the Council and schools;
  - Developing clear guidance on compliance, repairs and maintenance responsibilities and procedures, Equalities Act 2010 (DDA) Strategy, FRA Strategy;
  - Establishing a robust compliance monitoring system;
  - Developing a prioritised works programme; and
  - Developing and documenting communication channels

### **Strong Communities – Connecting Services**

- 4.19 'Strong Communities – Connecting Services' is a partnership Board hosted by Bridgend Council with the aim of working with key partners (eg ABMU, South Wales Police, Bridgend College) to maximise the potential to deliver effective integrated services within communities with a particular focus on assets. It is a long standing programme which periodically undertakes area reviews from which detailed neighbourhood reports and action plans are developed. The Board meets bimonthly and challenges directorates within the Council as well as our partners on the sustainability of property needs and opportunities to share with other service providers and release assets. Discussions are currently underway with Western Bay colleagues regarding their possible inclusion in the programme.
- 4.20 Since its establishment the SCCS Programme has facilitated the delivery of:
- The release of 90 assets;
  - £6.6 million capital receipts;
  - The release of these assets has resulted in property running cost savings of £950,000pa, of which £435,000 pa relates to rental paid on leased properties; and
  - Maintenance backlog reduction from released assets of £8.4 million.



**5. EFFECT UPON POLICY FRAMEWORK & PROCEDURE RULES**

5.1 There is no effect upon policy framework or procedure rules in this report.

**6. EQUALITY IMPACT ASSESSMENT**

6.1 There are no negative equality implications in respect of this report.

**7. FINANCIAL IMPLICATIONS**

7.1 There are no financial implications arising from this report which is for information only.

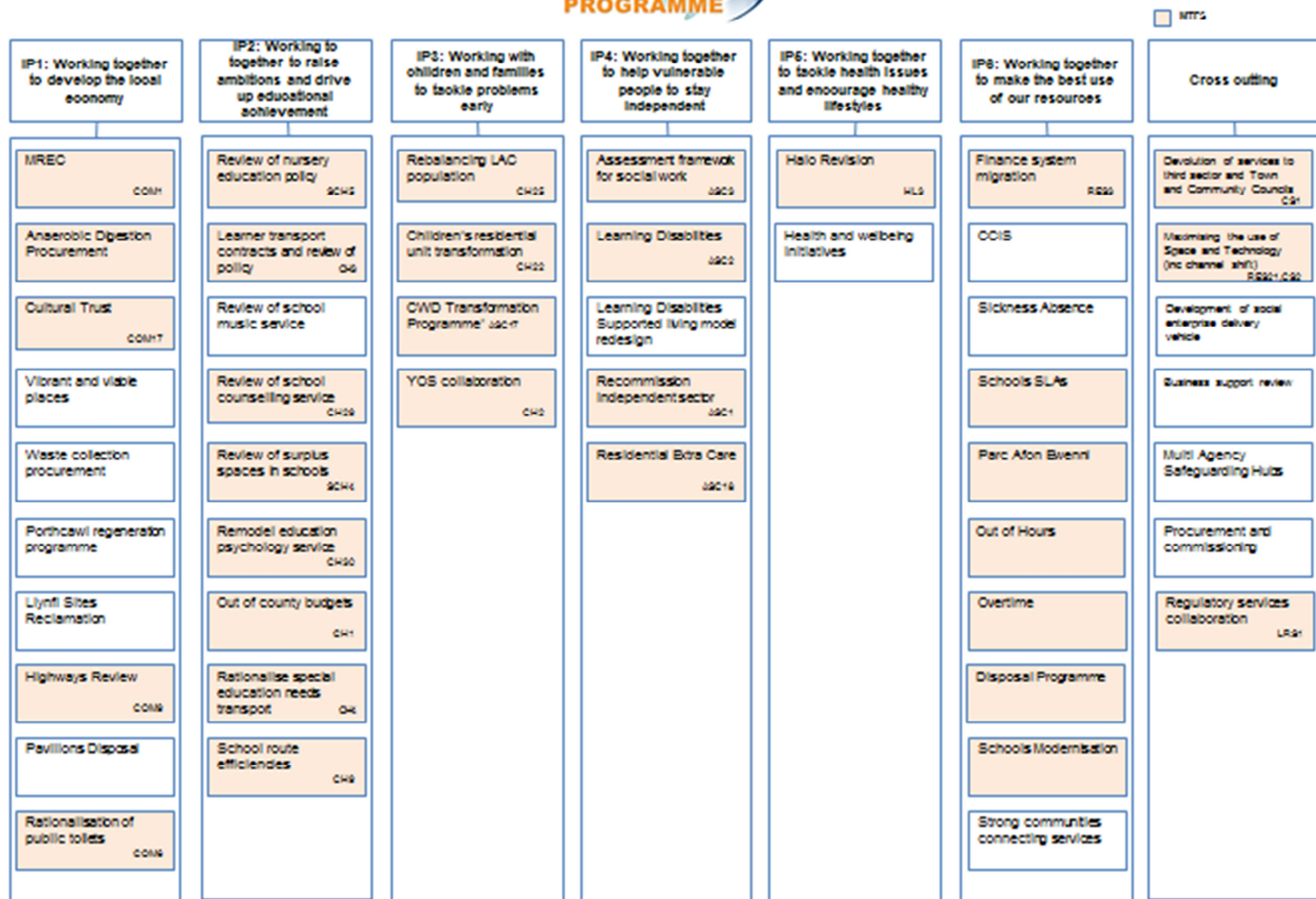
**8. RECOMMENDATION**

8.1 The Committee receives and considers the information provided in this report.

**Ness Young, Corporate Director – Resources**

**Contact Officer:** Ness Young, Corporate Director – Resources

THE BRIGEND  
CHANGE  
PROGRAMME



## BRIDGEND COUNTY BOROUGH COUNCIL

### REPORT TO THE CORPORATE RESOURCES AND IMPROVEMENT OVERVIEW AND SCRUTINY COMMITTEE

23 APRIL 2015

#### REPORT OF THE ASSISTANT CHIEF EXECUTIVE – LEGAL & REGULATORY SERVICES

#### FORWARD WORK PROGRAMME UPDATE

##### 1. Purpose of Report

- 1.1 The report presents the items due to be considered at the Committee's meeting to be held on 23 April 2015 and seeks confirmation of the information required for the subsequent meeting following the Annual General Meeting of Council.

##### 2. Connection to Corporate Improvement Objectives / Other Corporate Priorities.

- 2.1 The key improvement objectives identified in the Corporate Plan 2013–2017 have been embodied in the Overview & Scrutiny Forward Work Programmes. The amended Corporate Improvement Objectives adopted by Council on 19 February 2014 formally set out the improvement objectives that the Council will seek to implement between 2013 and 2017. The Overview and Scrutiny Committees engage in review and development of plans, policy or strategies that support the Corporate Themes.

##### 3. Background

- 3.1 At its meeting on 05 June 2014 the Corporate Resources and Improvement Overview and Scrutiny Committee determined its Annual Forward Work Programme for 2014-15.

##### 4. Current Situation / proposal

###### **Meetings of the Community Renewal and Environment Overview and Scrutiny Committee**

- 4.1 The table below lists the items to be considered and the invitees due to attend in respect of the following meeting, the date for which will be agreed at the Annual General Meeting of Council in May.

<b>Topic</b>	<b>Invitees</b>	<b>Specific Information Requested</b>	<b>Research to be Undertaken by the Overview &amp; Scrutiny Unit</b>
Scrutiny Annual Forward Work Programme 2015-16	Cllr Gregory Ness Young	Scrutiny Annual Forward Work Programme proposals	
Work Placements, Traineeships and Apprenticeships	Cllr Gregory Ness Young Sarah Kingsbury	At a meeting on 11/09/14 - Committee requested that this should continue on FWP on an annual basis as an information report.	
Absence Management	Cllr Gregory Ness Young Sarah Kingsbury	At a meeting on 06/11/14 Committee requested that sickness absence on the forward work programme to be revisited once it is clearer what the financial costs of sickness absence are for the authority and to consider whether there is merit to scrutinise absence management further.	

## **5. Effect upon Policy Framework and Procedure Rules**

5.1 The work of the Corporate Resources and Improvement Overview and Scrutiny Committee relates to the review and development of plans, policy or strategy that form part of the Policy Framework and consideration of plans, policy or strategy relating to the power to promote or improve economic, social or environmental well being in the County Borough of Bridgend.

## **6. Equality Impact Assessment**

6.1 There are no equality impacts arising from this report.

## **7. Financial Implications**

7.1 None.

## **8. Recommendation**

The Committee is asked to:

- (i) Note the topics due be considered at the next meeting of the Committee, to be scheduled at the Annual General Meeting of Council in May, and confirm if it requires any additional specific information to be provided by the invitees listed or the Overview & Scrutiny Unit
- (ii) Determine the invitees to be invited to attend, any specific information it would like the invitees to provide and any research that it would like the Overview & Scrutiny Unit to undertake in relation to its subsequent meeting following the Annual General Meeting of Council

**Andrew Jolley,**  
**Assistant Chief Executive – Legal & Regulatory Services**  
**2014**

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**Background Documents:**

None

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