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Gwasanaethau Gweithredol a Phartneriaethol / Operational and Partnership Services
Deialu uniongyrchol / Direct line /: 01656 643148
Gofynnwch am / Ask for: Mr Mark Anthony Galvin

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

Dyddiad/Date: 2 February 2017

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 **Wednesday, 8 February 2017** at **2.00 pm**.

AGENDA

1. Apologies for Absence
    To receive apologies for absence from Members.

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 - 10
    To receive for approval the minutes of a meeting of the Corporate Resources and Improvement Overview and Scrutiny Committee dated 17 January 2017.

4. Forward Work Programme Update   11 - 14

5. Digital Transformation Programme - Progress Update   15 - 82
    Invitees:
    Cllr Hywel Williams, Deputy Leader;
    Darren Mepham, Chief Executive;
    Martin Morgans, Head of Performance and Partnership Services;
    Randal Hemingway, Head of Finance;
    Caron Cant, Interim Digital Transformation Programme Lead.

6. Budget Monitoring 2016-17 Quarter 3 Forecast   83 - 114
    Invitees:
    Cabinet and CMB;
    All Scrutiny Chairpersons;
    Randal Hemingway, Head of Finance.

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7. <u>Urgent Items</u>
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
Corporate Director Operational and Partnership Services

<u>Councillors:</u>	<u>Councillors</u>	<u>Councillors</u>
G Davies	JR McCarthy	M Reeves
E Dodd	AD Owen	JC Spanswick
CA Green	D Patel	G Thomas
DRW Lewis	RL Penhale-Thomas	RE Young

CORPORATE RESOURCES & IMPROVEMENT OVERVIEW & SCRUTINY COMMITTEE - TUESDAY, 17 JANUARY 2017

MINUTES OF A MEETING OF THE CORPORATE RESOURCES & IMPROVEMENT OVERVIEW & SCRUTINY COMMITTEE HELD IN COUNCIL CHAMBER, CIVIC OFFICES ANGEL STREET BRIDGEND CF31 4WB ON TUESDAY, 17 JANUARY 2017 AT 2.00 PM

Present

Councillor M Reeves – Chairperson

G Davies	CA Green	DRW Lewis	JR McCarthy
JC Spanswick	G Thomas	EP Foley	N Clarke

Apologies for Absence

D Patel, RL Penhale-Thomas and RE Young

Invitees:

Councillor HJ David – Leader
Councillor HM Williams – Deputy Leader
Councillor PJ White – Cabinet Member Social Services and Early Help
Councillor C Reeves – Cabinet Member - Communities
Councillor H Townsend - Cabinet Member - Wellbeing and Future Generations
Councillor CE Smith – Cabinet Member – Education and Regeneration
Darren Mepham – Chief Executive
Mark Shephard – Corporate Director – Communities
Susan Cooper – Corporate Director – Social Services and Wellbeing
Deborah McMillan – Corporate Director – Education and Family Support
Martin Morgans – Head of Performance and Partnership Services
Yuan Shen – Group Manager, Corporate Performance, Partnerships and Transformation

Officers:

Mark Galvin	Senior Democratic Services Officer - Committees
Rachel Keepins	Democratic Services Officer - Scrutiny

222. DECLARATIONS OF INTEREST

Councillor Clarke declared a personal interest in the item Corporate Plan 2016-2020 as Secretary of the Sea Cadets, Porthcawl

223. APPROVAL OF MINUTES

RESOLVED: That the Minutes of a meeting of the Corporate Resources & Improvement Overview and Scrutiny Committee dated 7 December 2016, be approved as a true and accurate record.

224. FORWARD WORK PROGRAMME UPDATE

The Corporate Director – Operational and Partnership Services submitted a report, that presented the items due to be considered at the Committee's meeting to be held on 4 February 2017, and sought confirmation of the information required for the subsequent scheduled meeting to be held on 15 March 2017. Finally, the report presented a further suggested potential item for prioritisation by the Committee.

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The Scrutiny Officer suggested the following which differed slightly to that which was outlined in the report:

Date of Committee	Suggested items for consideration
8 February 2017	Digital Transformation Programme
8 February 2017	2016-17 Quarter 3 Financial Performance
15 March 2017	Business Plan 2016/17
15 March 2017	Community Asset Transfer of Land at Cosy Corner

The Scrutiny Officer further added that the item referred to in the report on 'Rationalising the Council's Estate including Depot Rationalisation', will be presented to a future Committee the date for which had yet to be established.

225.   CORPORATE PLAN 2016-2020 - REVIEWED FOR 2017-18

The Chairperson welcomed the Invitees to the meeting, and the Chief Executive introduced the report, following which the Invitees responded to questions from Members.

The Chairperson referred to page 24 of the report, and noted that 1,819 citizens had responded to the Council's priorities and budget reductions as part of its 'Shaping Bridgend's Future' consultation. He added however, that approximately 50% of these respondents had been from those individuals that comprise the Citizen's Panel, and he was aware that a considerable number of these were older people. He felt therefore that future consultations should target the younger element of constituents.

A Member referring to the same page of the report and the penultimate bullet point asked what the statement 'the Council will focus diminishing resources on communities and individuals with the greatest need' meant to members of the public situate in the County Borough.

The Chief Executive stated that the bullet points at the bottom of page 24 and overleaf, were the Council's "Principles" in respect of its Corporate Plan. These had been identified following a series of workshops and had been developed to assist the organisation in meeting new challenges that lie ahead in the face of diminishing budgets. He added that in part this was an expression that if financial restraints become tighter in the future, then people who need specialist services over and above those that required universal provision would be prioritised.

A Member referred to page 25 of the report and a further Principle of the Council working as one (i.e. Council) and discouraging different parts of the organisation from developing multiple processes or unnecessarily different approaches. She felt members of the public did not think that the Council adopted this approach. She also felt that certain Departments whose work overlapped needed to work more cohesively.

The Chief Executive advised that there was some room for improvement in respect of clashes and duplication with regard to frontline systems that various Department's used, and that these could be aligned better in certain areas. There was however a good example of the Authority working as one Council with its back office staff, particularly in relation to efficiencies, economy, providing value for money and working for its communities.

The Leader added that Cabinet Members portfolio's had changed and become more cross-cutting and they were working with more than 1 Director (whose remits had also expanded) compared to previously, and this confirmed the more one Council approach that was being taken. He added that Customer Services also dealt with a number of different queries raised by the public rather than them having to be directed to different Directorates which again reflected a holistic approach.

A Member referred to the top bullet point on page 25 where it stated that the Council will encourage and develop capacity amongst the third sector to identify and respond to local needs. He acknowledged that whilst this had been addressed to a degree last year, it had not been addressed in the budget proposals for the forthcoming year. This was especially the case in the Communities Directorate where further cuts were proposed which would have a direct affect upon public services.

The Leader confirmed that there had been progress made in services provided by the Communities Directorate, for example the re-development of the Rhiw car park and the provision of a shared cycle route. Some services were not being delivered in the same way as they had been previously, which was the case for all Directorates of the Council who have had to share the burden of savings under the MTFS. He felt that the Council needed to educate the public on the level of savings the local authority had had to make over the past few years and unfortunately those identified for the future under the current MTFS.

A Member noted from page 28 of the report that the percentage of children living in households where no one is working rose from 73.2% in 2014 to 19.4% in 2015, and this was considerably greater than the Wales average of 13.6%. She asked if steps were going to be taken to address this.
The Leader advised that this would be addressed as part of the priorities of the updated Corporate Plan as there was a need to effectively tackle child poverty and mitigate this through initiatives such as Children's free breakfast clubs.

The Cabinet Member Wellbeing and Future Generations added that the Bridges into Work Scheme was another good example of decreasing family poverty through encouraging people who were no longer employed for whatever reason, to once more secure employment. The City Deal would hopefully make way for increased opportunities for employment which would in turn ease the situation regarding child poverty.

The Cabinet Member Social Services and Early Help further added that data regarding the above point would also be examined to establish if child poverty was primarily in deprived areas or whether it affected all areas of the County Borough.

A Member referred to page 29 of the report and the proposal to work with schools to close the gap in educational attainment for pupils eligible for free school meals and those who are not, and improve learner outcomes for other vulnerable groups including looked after children and young carers, and asked Invitees to explain how they were going to achieve this.

The Corporate Director – Education and Family Support confirmed that there was a Strategic Review in place for schools that primarily covered four work streams. Firstly, there was the School Curriculum where schools in Bridgend were leading on this. Secondly, the leadership of schools was being examined in the face of an ageing profile of Head teachers and there weren't necessarily a ready-made pool of successors. There had been a successful case whereby one Head teacher had been covering two schools at the same time due to the fact that the one he had been seconded to was under

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performing. Thirdly, there was continued work ongoing under the Council's School Modernisation Programme where a strategic approach was being taken to spending money allocated to this, including match-funding. Lastly, the Corporate Director – Education and Family Support advised that there was the issue of improving Post 16 provision which was proving difficult in the face of reduced Welsh Government funding. There was still a need however, for the Authority to give its learners a choice of options. She further explained that the work streams were being programme managed and that a report in respect of the above was due to be considered by Cabinet around next June or July; to present the findings and any recommendations of the Strategic Review. There was a need to close any 'gap' in all learner outcomes and particularly in areas such as Key Stage 2. There was some positive news however explained the Corporate Director – Education and Family Support, in that the gap in educational attainment had not increased. This topic would also be the subject of a future report from the School's Central South Consortium to the Children & Young People O&SC.

A Member referred to page 28 of the report and the point that employment rates for people aged between 16 and 64 years have continued to rise. She asked if a reason for this was due to the fact that women born after 1952 needed to continue to be in employment longer.

The Chief Executive made the point that the above was not necessarily the case in all areas of the County Borough as was reflected in this part of the report. He added that this rise did not as far as he was aware, result from the point the Member had made, nor from any reason relating to the demographics of the County Borough.

The Leader added that there were a considerable number of deprived areas and poverty within the County Borough and even in families who were employed. This in a lot of cases applied to only one parent working, and often for the minimum wage.

A Member referred to page 29 of the report and the aim identified to create conditions for growth and enterprise through developing a Low Carbon Transition Plan as part of the Smart System and Heat Programme with a view to identifying and developing heat projects within Bridgend County Borough. She noted that this had been an aim of the Plan for a number of years and therefore asked Invitees what steps had been made in terms of progress on this.

The Corporate Director – Communities advised that progress was being made in with regard to developing improved options with regard to the above, with work ongoing on schemes in Bridgend and Caerau. Further work would also be progressed as part of the City Deal he added.

The Member felt that the public should be made aware of these and any similar projects as she had not been aware of them and therefore it was unlikely that the public would either.

The Leader advised that he would ensure that a media release goes out to the public about these types of projects. He added that the closing of Sunnyside offices and sale of the land this occupied saved the Council further costs as buildings cost money in terms of utility bills and other running costs. The Council were also being energy efficient through improvements to the main Civic Offices through providing new windows and roof which would save the Authority money in the long term.

A Member referred to page 30 of the report and felt that the Council should be far more proactive when it came to introducing apprenticeships and traineeships as the target for 2017-17 was only 4, as was the target also for 2017-18.

The Cabinet Member Education and Regeneration concurred with this and advised that he would be attempting to make strides to increase this number in the next financial year if resources permitted the Authority to do this.

The Group Manager – Corporate Performance, Partnerships and Transformation added that whilst this section of the report made reference to 4 apprenticeships/traineeships, this figure had now increased to between 10 and 12, and this topic would be the subject of further consideration by Cabinet/CMB as work in progress after being further considered by the Council's Project Management Board (PMB).

The Cabinet Member – Communities added that it was important that the Council, in order to plan for the future, encouraged and increased its number of apprentices and trainees, particular in areas such as Information Technology and not just for younger employees either.

The Cabinet Member Wellbeing and Future Generations advised that the likes of apprentice roles could look to be increased through the Shared Services Agreement, and should include where appropriate looked after children.

The Deputy Leader further added that he had regular meetings with the Head of Human Resources and Organisational Development and he confirmed that as of September 2016 the Council had 11 apprentices/trainees in a number of different areas of the Council. This had been a similar picture going back as far as 2010. He pointed out that the number referred to in the report only related to external Contractors and not the Council as a whole.

A Member also referring to page 30 of the report and the percentage of Year 11 leavers from schools in the Authority identified as not being in education, employment or training in the Careers Wales Annual

The Corporate Director – Education and Family Support advised that in 2012 following an inspection by Estyn, BCBC's NEET's was one of the highest in Wales. Steps had been taken to address this and a reduction of NEET's by 8% was achieved last year, whilst the figure for this year would be available soon and would certainly be reduced from the total of 60 (3.6%) which was the actual figure in 2014-15. She added that there were now Youth Workers in schools that were assisting to overall reduce figures further in order to ensure that pupils do not leave school with little or no qualifications.

A Member referred to page 31 and where reference was made to the number of visitors to town centres (footfall for Bridgend and Porthcawl). He queried why this information did not also include Maesteg. He also questioned the figure of 100,000 visiting Bridgend during the course of a week, which he felt may be an aspirational figure.

The Corporate Director – Communities advised that the above figure was derived from camera's positioned on the periphery of the two town centres mentioned and as there was no such camera situate in Maesteg, there was no similar data available for this particular town. He anticipated that the above total would increase as soon as the ongoing disruption in Bridgend due to new developments such as the Rhiw development being constructed was concluded. To a lesser degree this would also apply to Porthcawl town he added.

A Member referring to the same page of the report advised that for the targets in respect of both 2016-17 and 2017-18, the percentage of working age population that is in employment showed as an Increase, but did not specify a number or percentage?

The Leader confirmed that he would ensure that this is changed as requested by the Member, as well as also giving an explanation for any increase (or decrease), which would largely be based on factors external to the Council.

A Member referred to page 34 of the report, and noted that the target for 2017-18 ie 65%, in respect of the percentage of people who are satisfied with the care and support they receive and asked if this could be set higher.

The Corporate Director – Social Services and Wellbeing advised that this was a newly introduced performance indicator set under the new Social Services and Wellbeing Act, and as there was no baseline for this, it had been set as this figure so as not to be over aspirational.

The Leader added that the Authority needed to obtain a better assessment and feedback in the future in relation to who was receiving care and support services in respect of both the young and the elderly.

A Member referred to page 39 of the report and the top of this page which stated that the percentage of budget reductions achieved would be fully realised in both 2016-17 and 2017-18. He asked if this was actually achievable.

The Head of Finance and S151 Officer confirmed that some of the savings set under the RAG status for 2016-17 would not be fully made in certain areas and therefore, Directorates would have to make these savings in 2017-18 on top of the savings they would be required to make in that particular year also.

A Member referred to page 40 of the report and hoped that sickness absence within the Authority would be adequately targeted in the coming years so as to reduce the current average number of days each employee of the Council was absent due to illness.

The Leader advised that one of the Chief Executive's goals as part of his appraisal was to look at ways to drive down sickness absence in the Authority.

The Deputy Leader added, that sickness levels in 2006 were 14 working days per employee, and the Wales average in 2015-16 was 9.9 days. The Authority were therefore targeting a reduction in this over the next 2 years.

Corporate Plan 2016-2020 – Reviewed for 2017-18

1. Following their consideration of the reviewed Corporate Plan, the Committee made the following suggested amendments:

2. Under Priority One, where it states that the percentage of children living in households where no one is working has risen, there needs to be an additional separate point explaining what we as an Authority are doing to reduce this, e.g. the work under Child Poverty, Bridges into Work etc.

3. Progress needs to be included in the Corporate Plan regarding the Low Carbon Transition Plan and the work that has been undertaken in this area.

4. Clarification needs to be provided within the report in relation to Apprentices; firstly in relation to those that are quoted that relate to external apprentices and also further information added to detail the Authority's own internal Apprentices and Traineeships.

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5. Given the fact that we have a number of years of actual figures to compare with, the Committee questioned whether there should be a more challenging target for the 'percentage of working age population that is in employment', in place of the current target which states 'increase'.

6. Where targets have stayed the same for the forthcoming year, there be some form of explanation provided to indicate why performance is expected to remain stagnant.

7. For the Measure relating to the educational attainment gap for 'pupils 15+ entitled to free school meals and those who are not', to include an explanation as to the changing performance and targets.

8. Under Priority Two, the new indicator for 'The percentage of people who are satisfied with the care and support they received' requires more definition in order to establish customer satisfaction due to the fact that this incorporates children and adult care, from which the response could potentially be very different.

9. In relation to the measure for the number of placements for LAC, Members proposed that if possible placements should not include the hospital for new born babies as this can affect the PI significantly and can potentially lead to the PI being misinterpreted.

Further Comments

10. The Committee requested that the Authority improve publicity over the district heating system in the Upper Lynfi valley as promotion of the successes of the Low Carbon Transition Plan.

11. The Committee requested that the Authority raise the profile publicly of both internal and external Apprentices to highlight success stories and try and encourage more Apprenticeship schemes.

Additional Information

The Committee requested that they received information as to where there are increases in households with children where no one is working to determine if there are pockets or areas of greatest need.

Members requested that they receive the latest NEETs figure when it becomes available.

226. MEDIUM TERM FINANCIAL STRATEGY 2017-18 TO 2020-21 AND DRAFT BUDGET CONSULTATION PROCESS

The Scrutiny Officer on behalf of the Corporate Director – Operational and Partnership Services submitted a report, in order to present the Committee with the findings of the Budget Research and Evaluation Panel (BREP) attached at Appendix A to the report. Members were also provided with the responses from all the Overview and Scrutiny Committees in relation to Cabinet's draft budget proposals, attached at Appendix B to the report.

The Chairperson then referred to the recommendations outlined in the report, that had been submitted by BREP, following each of the Overview and Scrutiny Committees considering the individual Directorates budgets they aligned to.

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Members then went through each of these recommendations together with the Invitees.

In response to a point raised by a Member in relation to a permanent switch off of street lighting in the County Borough (other than at road junctions etc,), the Leader confirmed that this would incorporate consideration of the provision of LED lighting, dimming of lighting , and a part switch in areas where this was considered appropriate. He added that this would comprise of a saving initially of £250k for 2018/19 and a further £250k in 2019/20. He assured Members that he would look into this budget cut in more detail, and ensure that a further report on the provision of street lighting is presented to the Community Environment and Leisure Overview and Scrutiny Committee.

As this concluded debate on the two main items the Chairperson thanked the Invitees for their attendance, following which they left the meeting.

Recommendations:

The Committee accepted the recommendations and comments from both the BREP and the five Scrutiny Committees and agreed to submit them to Cabinet subject to a series of amendments, as follows:-

Recommendation 12 – That this recommendation be expanded upon so as to explain that the 1% referred to equates to £869k in terms of the MTFS.

Recommendation 16 – That this recommendation be split to separate the topics of a street lighting 'switch off' and gully cleansing, and in terms of street lighting that the recommendation be expanded in terms of adding the words " for the safety of the public/residents and to reduce incidents of accidents and crime and disorder.

227.   URGENT ITEMS

None

The meeting closed at 5.00 pm

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REPORT TO CORPORATE RESOURCES AND IMPROVEMENT OVERVIEW AND SCRUTINY COMMITTEE

8 FEBRUARY 2017

REPORT OF THE CORPORATE DIRECTOR – OPERATIONAL AND PARTNERSHIP SERVICES

FORWARD WORK PROGRAMME UPDATE

1.   Purpose of Report

1.1   The purpose of this report is to:

a) present the items due to be considered at the Committee's meeting to be held on 15 March 2017;

b) present a list of further potential items for prioritisation by the Committee.

2.   Connection to Corporate Improvement Objectives / Other Corporate Priorities

2.1   The improvement priorities identified in the Corporate Plan 2016-2020 have been embodied in the Overview & Scrutiny Forward Work Programmes. The amended Corporate Plan adopted by Council on 10 March 2016 formally set out the improvement priorities that the Council will seek to implement between 2016 and 2020. 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 11 July 2016, the Corporate Resources and Improvement Overview and Scrutiny Committee determined its Annual Forward Work Programme for 2016/17.

4.   Current Situation / Proposal

   Meetings of the Corporate Resources and Improvement Overview and Scrutiny Committee

4.1   In relation to the Committee's next scheduled meeting to be held on 15 March 2017, the table below lists the items to be considered and the invitees due to attend.

Topic	Invitees	Specific Information Requested	Research to be Undertaken by the Overview & Scrutiny Unit
Community Asset Transfer of Land At Cosy Corner	Mark Shephard, Corporate Director – Communities; Satwant Pryce, Head of Regeneration, Development and Property Services.	Cabinet will be considering a report at the end of March, on the community asset transfer of land at Cosy corner, to the Harbourside Community	Detail research / To be confirmed

Topic	Invitees	Specific Information Requested	Research to be Undertaken by the Overview & Scrutiny Unit
Business Plan 2016/17	Cabinet and CMB; All Scrutiny Chairs; Randal Hemingway, Head of Finance; Yuan Shen, Corporate Performance, Partnership and Transformation Manager.	To comment on Directorate 2016-17 business plans including its actions, milestones and performance measures	Detail research / To be confirmed

4.2 The table below lists all potential items that the Committee approved at their meeting on 11 July 2016, which are put to the Committee for reprioritisation as appropriate.

Topic	Proposed Date	Specific Information Requested	Research to be Undertaken by the Overview & Scrutiny Unit
Rationalising the Council's Estate including Depot Rationalisation		Originating out of the Corporate Plan – one of the five key projects/programmes under Corporate Priority 3 – Smarter Use of Resources. Rationalising the Council's Estate – Once decision made in relation to Ravens Court Committee's role to assist in developing the next phase. Depot Rationalisation relates back to 2014 where there were concerns over the budget - increase in the cost of the project and the need for consultants, the disposal of land and the gaining of a capital receipt for this.	Detail research / To be confirmed

Corporate Parenting

4.3 Corporate Parenting is the term used to describe the responsibility of a local authority towards looked after children and young people. This is a legal responsibility given to local authorities by the Children Act 1989 and the Children Act 2004. The role of the Corporate Parent is to seek for children in public care the outcomes every good parent would want for their own children. The Council as a whole is the 'corporate parent' therefore all Members have a level of responsibility for the children and young people looked after by Bridgend. [1]

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[1] Welsh Assembly Government and Welsh Local Government Association *'If this were my child… A councillor's guide to being a good corporate parent to children in care and care leavers'*, June 2009

4.4   In this role, it is suggested that Members consider how the services within the remit of their Committee affects children in care and care leavers, and in what way can the Committee can therefore assist in these areas.

4.5   Scrutiny Champions can greatly support the Committee in this by advising them of the ongoing work of the Cabinet-Committee and particularly any decisions or changes which they should be aware of as Corporate Parents.

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 wellbeing in the County Borough of Bridgend.

6.   Equality Impact Assessment

6.1   None

7.   Financial Implications

7.1   None.

8.   Recommendations

8.1   The Committee is recommended to:

(i)   Note the topics due to be considered at the meeting of the Committee for 15 March 2017 and confirm if it requires any additional specific information to be provided by the invitees listed or the Overview & Scrutiny Unit;

(ii)   Revisit and consider the list of future potential items for the Committees Forward Work Programme and reprioritise as the Committees deems appropriate.

Andrew Jolley,
Corporate Director – Operational and Partnership Services

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CF31 4WB

Background documents: None

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BRIDGEND COUNTY BOROUGH COUNCIL

REPORT TO CORPORATE RESOURCES AND IMPROVEMENT OVERVIEW AND SCRUTINY COMMITTEE

8 FEBRUARY 2017

REPORT OF THE DIGITAL TRANSFORMATION PROGRAMME

PROGRESS UPDATE

1. Purpose of Report

1.1 To give a progress update on the Digital Transformation Programme with a particular focus on those phases of work currently underway. These are:

- **Developing the "My Account" on line feature and enabling council tax and housing benefits to be self-served (Phase 1 & 2)**
- **Geographic Information System (GIS) on-line mapping system which allows BCBC residents to identify the location of services in their area (Phase 1 & 2) Redesign of the Bridgend County Borough Council (BCBC) Website (Phase 2)**
- **Roll out of further self-serve solutions to common Human Resources related activity (Phase 2)**
- **Preparation for online reporting of refuse and recycling matters with the commencement of the new refuse and recycling collection contract (Phase 2)**

1.2 This report also provides an overview of the overall aims of the Digital Transformation Strategy, including those projects already identified.

2. Connection to Corporate Improvement Objectives/Other Corporate Priorities

2.1 The Council's Corporate Plan includes the following priorities:

- Making Smarter Use of Resources
- Helping People to be more self-reliant

  The Digital transformation programme supports both of these priorities through enabling residents to access services more directly (self-service) where they are willing and able to do so; and through releasing efficiency savings through automation.

3. Background

3.1 In January 2016 the Corporate Management Board (CMB) agreed an approach to digital transformation as part of the wider change programme. The Transformation Team carried out research into the experience of other authorities (both successful and less successful) and a high level review of the sorts of solutions that the market could provide. As a result of this work CMB adopted an approach that relies on internal and existing resources supplemented with specialist skills and expertise procured form external suppliers as needed.

3.2   In February 2016 a Business Case was submitted to the Programme Management Board (PMB) and the Corporate Management Board (CMB) to determine a Digital Transformation Strategy and to identify the key areas across the council for delivering efficiencies and on-line transactions.

3.3   In the business case (Appendix 1), a series of options for delivery of the on-line "My Account" function was presented. Option 4 was determined to be the best option and an external partner (Agilisys) was procured. Agilisys will develop, host and maintain a modular Self-Service Platform that would enable BCBC residents, staff and members to gain access to council services on all devices, "my account", signposting and self-service tools.

It enables customers to complete transactions digitally for a range of services including Council Tax, Benefits, Licensing, Waste etc. freeing up staff and resources. to deal with other issues. A budget of £2.5 million of Capital and Revenue funds was ring-fenced for the programme.

3.4   In May 2016, a public consultation reviewing Bridgend County Borough Council's digital transformation of front-line services was undertaken over a five week period from 18 April 2016 and 23 June 2016. The paper detailing the analysis associated with the consultation can be found at Appendix 2 of this report. The consultation received 1,005 responses from a combination of the consultation survey and Citizens' Panel.

Table 1 illustrates the level of support amongst residents for the use of a range of online services Appendix 2 contains more detailed analysis of the consultation findings

3.5   In the **Shaping Bridgend's Future** consultation report (Dec 2016) 44 per cent of respondents opposed the digitalisation of projects *where traditional methods of contact may be lost.* However, the approach being adopted by the digital transformation programme is to offer choice rather than replace traditional methods of accessing services completely.

4. Current situation / proposal

4.1   The first draft of the Digital Transformation Strategy (summarised in Appendix 3) was produced in November 2016. The strategy highlights the importance of understanding the needs and preferences of users in prioritising and implementing digital transformation. The strategy also emphasizes the importance of targeting efforts to support business priorities including, but not limited to delivering efficiency. Finally the strategy emphasizes the need for culture change within the organisation and the requirement to demonstrate visible leadership to the organisation in this change process.

4.2   Included in the strategy are a communications and engagement plan, delivery plan, governance model and change management approach.
The roles within the programme governance can be sumarised as follows:

- Members – inform and advocate
- CMB/Senior Responsible Owner – Darren Mepham (CEO) - decision making

- PMB/CMB – inform and update
- Digital Transformation Programme Board (DTPB) – Plan, scope and deliver – agree go-live
- Senior Management Teams – review and resource
- Delivery Units – engagement and co-design
- Super User Groups – co-design and testing

4.3   Within the strategy a "Digital Roadmap" has been developed to highlight the work to be delivered within the programme. These have been determined as individual **Work Packages** and each have their own budget, set of milestones/deliverables, and business benefits. Each Work Package will be governed through the Digital Transformation Programme Board.

4.4   The associated Work Packages and milestones within the Digital Transformation Programme are as follows – Work Package 1 & 2 (below) are in full progress:

·   **Work Package 1 - My Account**
MY account is an online feature that allows residents, staff and members to access council services such as – council tax, housing benefit, waste & recycling, report a problem and GIS (local information and signposting maps), however the programme is focusing initially on council tax and housing benefits. This is because these services represent high levels of transactions and therefore most readily and quickly address demand for on line services (as highlighted in the Digital Transformation Consultation Report) and can release financial savings. The release of financial savings is dependent on sufficient numbers of residents choosing to "channel shift" and so reducing demand on current back office resources. To date all infrastructure work is complete, testing on the data complete and we are in the final stages of delivery.

Milestones over the next three months:
·   Research and Business mapping to determine My Account services across business areas
·   User Engagement and feedback
·
·   **Work Package 2 - BCBC website redesign**
The current BCBC website is not fit for purpose. The Society of Information Technology Managers (SOCITM) classifies all council websites and currently BCBC is judged to be performing at level 1 status (the lowest level of a possible 4). If the council wishes to promote self-service, the web site needs a fundamental redesign. This is both in terms of what the user experiences (including developing a version that will work on smart phones and tablets) but also in terms of how the website links to core IT systems that support transactions and service delivery.

Milestones over the next three months:
·   Research across BCBC teams to determine new requirements for website
·   Engagement with residents to determine User Needs
·   Analysis of current infrastructure and functionality of existing website Report on recommendations for the new website
·

Other Work Packages in development but will be delivered during later phases are:

·   **Work Package 3 – HR Self-Serve –** further development of the internal HR system

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to ensure efficient on-line service

· **Work Package 4 - Waste and Recycling –** developing on-line support for residents to report problems or request services, vis My Account and new website

· **Work Package 5 – Member Services –** providing a cross-section of market leading brands of tablets to pilot to determine the most suitable for purpose and assist with reducing paper use

· **Work Package 6 – Smarter Working**
Geographic Information System (GIS), on-line map of facilities available across the borough – schools, libraries, local amenities etc.

· **Work Package 7 – Change Management** – Across all Work Packages
Change management activities are being planned at present and involve a series of Awareness sessions to inform internal and external users of the Digital Transformation Strategy and the Work Packages within it.

· **Work Package 8 – Digital Education**
Digital Champions have been identified across Bridgend schools to scope and plan the work needed to provide digital education. This is a relatively new piece of work which will be brought into the Digital Transformation Programme once scoped and defined and signed off by the relevant parties.

· **Adult Social Care**
Although included in the Digital Transformation Strategy, is not covered in current programme activity as it is a pan-Wales initiative and WCCIS is currently the on-line cross-Wales interaction site for Adult Social Care digital working. Once activity has identified on-line engagement and working practice, there will be an opportunity to develop a Work Package to meet the needs of Adult Social care digital working for BCBC moving forward.

4.5   The Digital Roadmap below illustrates the Phase by Phase activity of the programme
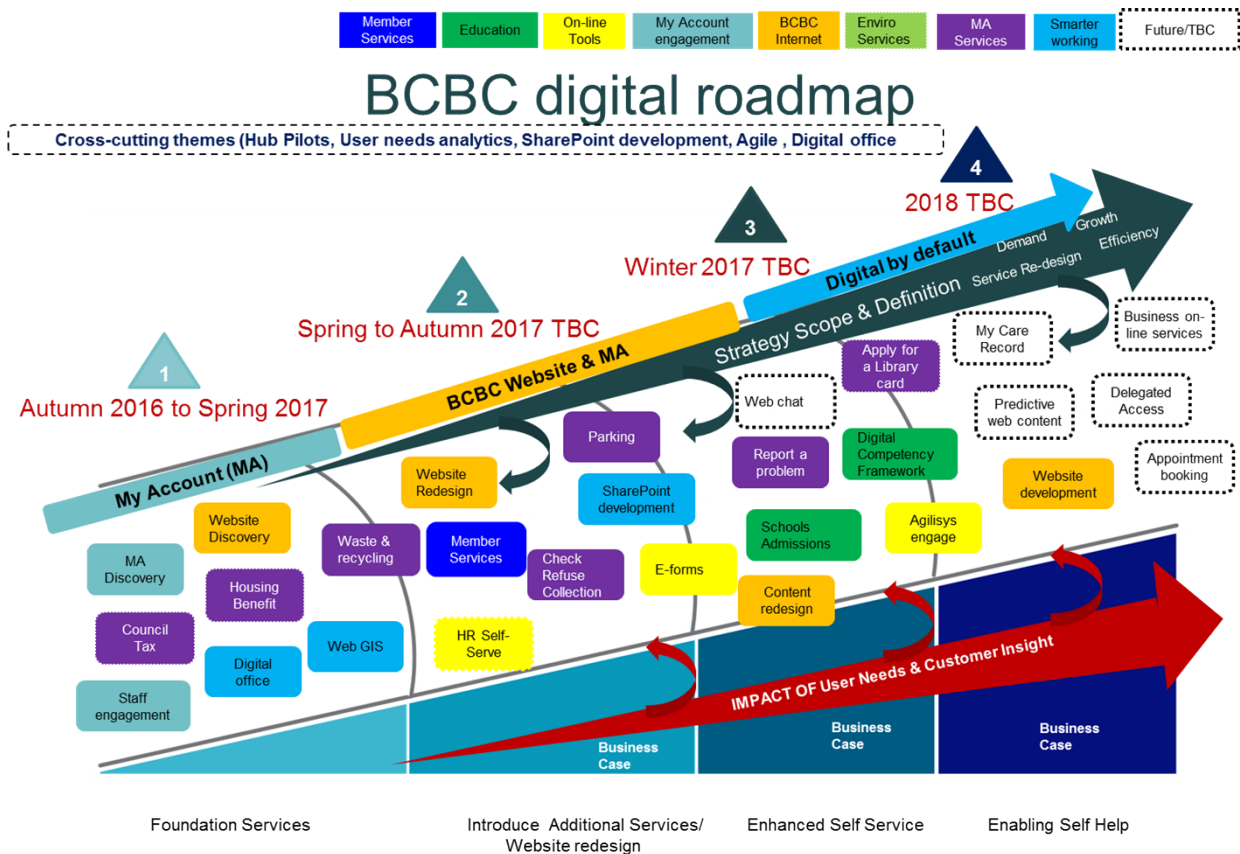
5. Effect upon Policy Framework & Procedure Rules

5.1   There are no immediate effects, but as future Work Packages are fully scoped and better understood, we will re-assess any impact on Policy Framework and Procedure rules.

6. Equality Impact Assessment

6.1   An initial EIA has been undertaken which indicates the impact on any users of the new council services such as My Account and the new website. The EIA will be kept under review as the programme is developed and rolled out and further research has been undertaken. Research for the new website requirements, is currently underway with BCBC residents and staff.

7. Financial Implications

7.1   The MTFS includes budget reductions totaling £360,000 across Council tax and housing benefit services which will be enabled through widespread take up of Phase 1. There will inevitably be further efficiency savings which can be delivered through online service offerings, but these cannot be quantified at this stage.

7.2   In May 2016 Council approved the inclusion of a budget of £2.5 million in the capital programme to cover the costs associated with the digital transformation programme. At that time the actual costs of implementation were unknown, so the

funding was included to cover all potential capital costs, subject to revision once the tender process was completed. This funding was met from an earmarked reserve established for that purpose. Following the progress outlined in the report, it is now envisaged that a large majority of future costs will be revenue rather than capital and consequently the funding in the capital programme will be reduced and used to fund revenue commitments instead. The overall level of funding for the programme will not change.

8. Recommendation

8.1 To note and comment on the contents of this report.

Darren Mepham
Chief Executive Officer
Jan 2017

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Background documents

None

Bridgend CBC

Bridgend County Borough Council

APPENDIX 1

barbee
[Pick the date]

Bridgend County Borough Council Digital Transformation Programme Updated Business Case	

Version:	0.8	Date:	22/2/2016
Author:	Lee Jones	Document Status:	DRAFT

0.0   Document Control

Purpose

0.1   Following the previous PMB where the contents of the Business Justification Case was noted this report is the development of the full business case based on options 4 and 5. The purpose of this document is to justify the undertaking of one of those options. It sets out an estimated high level total cost of these options. It will also identify the potential sources of funding to meet those costs and estimate the ongoing revenue consequences of the programme. The document will confirm the likely financial savings and summarise the non-financial benefits and identify any dis-benefits.

0.2   If approved by PMB, it will form the basis of a mini-tender along with a report to Cabinet and Council in order to secure the necessary funding and preferred provider. A separate more detailed business case will be produced to support the digital shift/platform with a focus on wider business process redesign. This case presents the most advantageous implementation method and demonstrates that it is affordable and that the required outputs can be successfully achieved.

Version Control

Version	Status	Date	Author	Amendment Details
0.1	DRAFT	22/2/2016	LJO	Update with a focus on options 4 and 5.

1.0 Strategic Context

1.1 The Council recognises that digital technology presents an opportunity to improve citizens' access to services and engagement with the Council while reducing operating costs. 8 out of 10 adults already regularly use the internet in Bridgend County Borough[1] and nearly 100% of 16 – 34 year olds. However, national data collected in 2014[2] shows that currently Bridgend Council has very few digital channels, compared to other Councils and a recent SOCITM survey gave the Council only 1 of 4 possible stars for its website.

1.2 In just over two decades the internet has become a huge part of everyday lives. Completing transactions online has become second nature, with more and more people going online for shopping, banking, information and entertainment. Figures below from the charity go-on.co.uk show that in Bridgend only the oldest demographic are not already digitally enabled.[3]

Internet use/digitally inclusive

16 to 34	99%
35 to 54	95%
55 to 64	87%
65 to 74	71%
75+	33%

1.3 Public demand for the convenience of online services is increasing and many private sector companies now deliver their services online as a matter of course. But the availability and use of digital public services lags far behind that of the private sector.

1.4 There is a significant cost reduction opportunity by reducing inbound call volumes and manual intervention through a digital channel shift strategy. The 2014 GOSS survey of 442 senior-level executives from across the public sector reveals that on average, organisations expect their Channel Shift strategy to yield approximately £1.75 million in efficiency savings: up from an average of £685,000 in the same survey conducted in 2013 (a 250% increase).

1.5 Beyond the efficiency savings, an effective online presence is a

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[1] Stats Wales May 2014
[2] Stats Wales, May 2014
[3] http://www.go-on.co.uk/get-involved/go-uk-heatmap/about-heatmap/

useful tool for building active user communities and provides valuable feedback to improve and develop new services through interactions with our customers. The use of printed materials can be minimised, reducing cost and environmental impact and provides an economical and effective communication and marketing channel as well as providing valuable customer insight.

2.0   The Case for Change

2.1   The case for change is fourfold. Firstly, the digital age is upon us and increasingly the public want and expect to conduct their business digitally. As such the direction of travel is set – the only real question is how quickly does the council want to become digital? The second is that digital technology has the potential to help us develop and deliver more focussed, preventative, personalised and tailored solutions for the benefit of our citizens. Thirdly it has the potential to encourage and enhance local democracy by increasing the citizens' voice in the development of services and the prioritisation of resources. Lastly, but by no means least, digital technology can save the Council money. For example the Digital Efficiency Report[4] suggests that transactions online can be twenty times cheaper than by phone, thirty times cheaper than by post and as much as fifty times cheaper than face-to-face.

2.2   The Council will shrink in size over the next four years and a digital operating model will help it to manage the reduction in staff resources while also helping to deliver its three new corporate priorities:

- Helping people to be more self-reliant
- Smarter use of resources
- Supporting a successful economy

2.3   Specifically as a large and complex public body, the council is most effective when all of our component parts work together as one organisation. A digital operating model would enable more cost effective, integrated and modern ways of working. Smarter ways of working and better more intuitive use of information will enable us to create more responsive services through the use of a common ICT platform and integrated systems.

2.4   To obtain this benefit we will need to put citizens at the heart of any new operating model so that the Council can effectively respond and adapt to the needs of Bridgend citizens whether that be through the provision of information, advice, signposting or the provision of services. As such the starting point of the programme must be to engage citizens to help shape and develop our new operating model.

2.5   The council's role in the transactional side of supporting citizens moving into /out of/around the county borough places a big demand on officer time within the Council. There were more than 7,500 moves

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[4] Cabinet Office, November 2012

into/out of Bridgend in 2013 (excludes moves within the borough and migrations from outside the UK). It is estimated (from comparable work completed elsewhere by Agilisys) that digital shift could enable around 75% of these to be done successfully, via a single account 'MyBridgend' self-service system, linked to the Council Tax back-office system, with no officer involvement and instant results for the customer. Development of eBilling saves money, helps to protect the environment and makes things better for the citizen. Putting the Council Tax bill right where it needs to be in a secure 'MyAccount', next to the services they might also need (for example create a direct debit) not only makes for a better service, it reduces unnecessary calls into the Council contact centre.

Defining the Programme

2.6   There are five components required to change our operating model: we need to develop a digital platform; transform our ICT provision; enable mobile working; create a digital office; and develop a digital culture. Four of the five components are illustrated in the diagram[5] below:
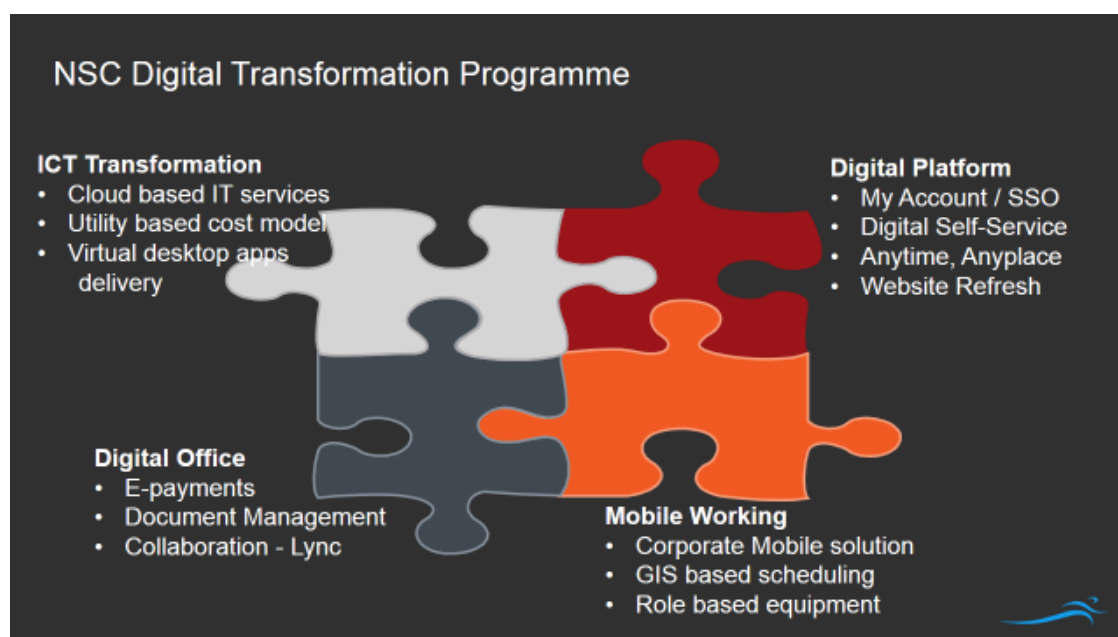
Digital culture

2.7   The fifth is less tangible, but just as important. The transformation required is not just about digitising processes (although connecting people, processes and data will be critical). It is also about culture and adopting a digital-first mind set where everyone embraces what is possible using digital technology. While the ICT team will be integral to the process, it is other teams and directorates of the Council that will need to lead the digital transformation as it will require a complete rethink of all our operations.

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[5] Agilisys illustration of a digital transformation programme

2.8   The success of the programme will be dependent upon the extent to which the Council's leadership team understands, believes in and promotes the potential of digital technology to transform the Council. The transformation programme will need to build the digital skills and capabilities of members and employees and devise digitally progressive policies, embedding digital triggers into policy and new initiatives.

2.9   The Council needs to change its mind set to one which constantly looks at the opportunity to use digital technology to enhance the customer experience, use customer data to reduce demand, make linkages between services and to reduce costs.

ICT provision

2.10   The Council's ICT strategy is currently being reviewed and updated. The new strategy will be underpinned by a number of principles that support the digital transformation programme including the use cloud based services, the architecture needed for digital services, increasing mobile working for employees and the development of customer centric data and its analysis. An assessment of our current technology position in terms of our digital service provision is therefore attached at appendix 1. Delivery of the digital transformation programme will require the development and implementation of a number of IT enabling projects which will deliver:

- Effective information management
- Customer data analytic capability
- Mobile and flexible working capabilities
- Digital services capability
- Standardised business processes
- Enterprise scalability and agility
- High assurance identity, management and data security
- Ability to integrate with partners

Digital Office

2.11   The Council has already begun to shift away from paper through the implementation of the Electronic Data Records Management System (EDRM) and the Digital Office handing inbound and outbound mail. Significant cashable savings have been realised as a result. This has also included the removal of individual printers across the authority and the installation of Multi-functional devices (MFD's).   That said, there is still a significant reliance on paper in many areas so the digital transformation programme will identify further opportunities for reducing paper usage across the Council.

2.12   The digital office is not just about reducing paper it is about enabling the customer to self-serve, thereby removing the need for officer involvement in the process. This requires business processes to be

digitised and for effective digital communication to take place with customers at appropriate points in the process to promote and support self-service.

2.13   Moving to a digital operating model will therefore involving the design of fit for purpose digital processes based on understanding the "customer journey". This will enable the council to develop low effort self-sufficient processes which can deliver cashable savings as well as high customer satisfaction rates. The effective redesign of business processes will be a critical success factor for the programme as they will determine whether digital self-service options are the first resort for customers.

Mobile working

2.14   The Rationalising the Estate Programme incorporates the Council's first move towards increased mobile working. With the relocation of employees from Raven's Court to the Civic Office and the move to a staff: desk ratio of 3:2, the Council is purchasing 287 laptops supported by mobile technology that will allow officers to work remotely. The digital transformation programme will identify further opportunities for increasing mobile working.

Digital platform

2.15   Research shows that currently Bridgend has very few digital channels. In a recent SOCITM survey Bridged only achieved 1 out of 4 stars for its website. Desktop research of those authorities that archived 3 stars shows much more advanced digital channels available.

2.16   The Council urgently needs to develop and implement an effective digital platform that will enable Bridgend citizens to interact with council on line.   The digital transformation programme will focus on refreshing the Council's website, creating a "myaccount" facility that enables users to access digital self-serve services at the time and location of their choosing. Consideration will be given to the flexibility and sustainability of any platform to enable the potential development of a shared platform with other partners (e.g. from the Local Service Board and/or other local authorities over time).

Programme benefits

2.17   The table below summarises the potential benefits of a digital transformation programme.

Benefit	Link to tangible outcome
Improved Customer engagement	• Greater engagement with the current and potential service users in the design and delivery of services • A platform for subscription to news, information and services • Collaborative style working through social platforms case studies have shown 20% increase in productivity • Improve customer engagement both social and democratic • Automated and targeted communication (Email, SMS) • Crisis communication, simplified and efficient
Better access / Customer satisfaction	• Simple easy to use services, via a single platform • 24/7 services anytime anywhere providing customers access to services quickly and conveniently at times that suit them • Linking up systems could mean we process application in seconds rather than days • Digital services can be more responsive and personal 'My Account' - i.e. we can personalise the information they see and allow citizens to track progress • By making services digital we will need to redesign them to make them simpler and easier to use • More consistent quality of service / process for all channels • Greater accuracy of re-using data already supplied and verified • Reduce failure demand, with more accurate use of data
Cost reduction	• Lower transaction costs • Demand management reducing or eliminating transactions and avoidable contact (Proactive information, signposting, tell us once) • Integration to stop rekeying data or manual checks (Simplify, standardise and automate) • Getting it right first time – joining up systems will result in more contacts resolved at first point of contact 'one and done'. • Less duplication of services and customer contact • Integration with back office systems, through business re-engineering
Business intelligence	• The programme would provide business intelligence predictive data insight • Cross cutting data can help to detect fraud and inappropriate requests for service • Improve productivity, based on intelligent use of data and response to customer demand • Make better decisions more quickly, by identifying trends and issues. • Support early intervention and prevention – analytics brings the ability to predict results and model scenarios. • Culture of continuous improvement through the use of digital to redesign services and ensure benefit realisation.

More flexible and responsive Council	• Enable the development of new applications and tools to integrate services with increasingly mobile technologies
	• Reduce operating costs with the use of mobile technologies, video conferencing and collaboration tools
	• Support the rationalisation of the Council's estate
	• Support collaboration with key stakeholders through better use of intelligence and improved engagement through digital media etc.
	• Create a more empowered mobile workforce
	• Enhanced engagement
	• Shift to digital could eliminate more human error, improve traceability
Improved employee satisfaction	• Better work life balance through increased mobile working
	• Improved moral through a reduction in bureaucracy and process

Programme Dis-benefits, risks and constraints[6]

2.18   Digital transformation will lead to a reduction in face to face communication with citizens, which some may perceive negatively. However, face to face services will still be provided where appropriate and evidence from other councils that have already digitised services suggests that digital inclusion measures deal with such concerns.

2.19   Shifting customers to use digital self-serve services needs to be carefully managed and got right first time. The right choice of customer service tools need to be in place, and the right content needs to be available and discoverable by consumers on desktops, tablets or mobile devices. Processes and systems need to work right the first time; every time, otherwise staff and public could quickly disengage.

2.20   The National Audit Office has in the past reported a reliance of generic channel shift policy and failure to target specific services and realise benefits when available as the underlying causes of digital shift not being as effective as they could be.

2.21   Existing frameworks and processes will need to be adapted to meet the new ways of working; this may have additional resource implications, or create additional work in the initial stages of transformation.

2.22   A lack of staff or customer engagement could impact on the realisation of benefits if not addressed through the transformation process. For a customer to complete their query or transaction online, they need to have absolute confidence in the website. They must find it quick, easy and convenient to use. At the slightest hint of difficulty they will go back to using other, more expensive channels, increasing service delivery costs.

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[6] A full risk assessment can be found in section 7 below

2.23 According to the 2015 GOSS channel shift survey key barriers to Channel Shift in 2015 remain:

- system integration;
- lack of budget; and
- Staff culture.[7]

3.0 Stakeholder engagement

3.1 To achieve the full benefits of digital transformation the Council has to put customers and their needs at the centre of the new operating model. This involves understanding how they interact with the Council, which processes they find useful and valuable and which experiences they do not. The reference to customer in this context refers to all users of council services including employees and members.

3.2 Public and employee engagement will be critical to the successful redesign business processes and work on employee engagement has already begun with workshops being held with change champions and most recently senior managers. There are follow up workshops to be held with staff and members in the first quarter of 2016.

3.3 It is proposed at this stage to undertake further public consultation to build on the overwhelmingly positive response (87%) in the 2015 budget consultation in favour of making council services accessible online. The aim pf the further consultation would be to highlight the Council's planned programme and direction of travel and to develop our understanding of "customer journeys".

3.4 The first phase of the consultation would (in the form of a survey and using social media) ask respondents for their views on the types of services that the Council could usefully provide on line as well as provide information to citizens on the population internet usage. The second phase (subject to approval of this business case, and completion of the mini competition) would involve focus group work led by service managers to develop customer journeys and profiles. These would then be used to review and develop new business processes using digital technology.

4.0 Programme Delivery Options

4.1 A review of councils across the UK has identified a range of delivery options for digital transformation, ranging from small scale in-house incremental approaches to change to the use of strategic partners that develop, host and manage councils' ICT provision and digital programmes over a number of years. Research for this business case has involved reviewing written materials, attending meetings and events and has focused on councils that have been highlighted

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[7] The annual GOSS Public Sector Channel Shift Strategies 2015

in case studies and/or similar good practice reviews, including Birmingham, Edinburgh, Enfield, Essex, Bristol, Camden, Rhondda Cynon Taf, Pembrokeshire and Bournemouth. Exploratory discussions to develop officer understanding have also been held with private sector providers of digital services including Civica, CGI, Gartner, Agilisys, PWC and Local Partnerships.

4.2   Approaches and investment have varied, but it appears that councils that have achieved the greatest in terms of shift have invested heavily, either in terms of their internal resource (Bristol) or the use of external partners (Edinburgh/Enfield). Some have used a combination of external support and internal resource, with a number of authorities having outsourced their whole ICT services, but with varying degrees of success, reportedly.

4.3   The City of Edinburgh has been on the digital journey for 2-3 years and currently has around thirty services online. The Council recently appointed CGI as their strategic ICT partner, with their data centre being located in Bridgend. As part of this arrangement CGI has partnered with Agilisys to re-develop Edinburgh's digital platform and to shift more council services online. Investment in Edinburgh has been significant, both in terms of the use of strategic partners (the CGI contract is worth £186 million over a seven year term) but also their own internal teams.

4.4   Bristol is another authority which has made a significant investment (ie £ millions) in transformation underpinned by digital technology. They have re-commissioned and re-tendered existing ICT contracts with the aim to develop a single platform themselves, by linking existing back office systems together through the use of open source and Application Programme Interfaces (API's). The timeline in Bristol is similar to Edinburgh in that they have been developing their strategy over the last 2-3 year and they have a contract with Gartner for digital technology advice. Bristol has fewer services online than Edinburgh.

4.5   Bournemouth Council won digital authority of the year in 2013/14. Like Edinburgh, the Council outsourced its ICT service, but found that there was a disconnect between their strategic partner and the transformation needs of the council. In practice most of the digital work done here has been with the community (eg improving broadband access) and there has been little digital shift of council services to date.

4.6   Some examples of the benefits councils have realised from digital shift include:

- Tameside Metropolitan Borough Council reported a saving of £172,000 per year with the first 28 transactions offered online and a savings of £60,000 from closing their paper application process for free school meals.

- Blackburn with Darwen Borough Council was able to achieve a drop of 10,000 incoming calls per year, by providing a 'winter

page' from October through to March to provide key links and information.

- Poole Borough Unitary Council reported a 5% year-on-year reductions in calls since 2005 using a coordinated channel shift programme.

- Enfield is an example of outsourcing to a strategic partner to manage the whole process and they have done this by partnering with PWC, whom are also working with Essex and Southampton. The majority of the development of a single platform was following work with Enfield, leading to PWC now offering a single solution 'Engage' to facilitate the shift of services online. The cost to Enfield was estimated to be approximately £23 million, but there are estimated savings of over £30 million

4.7   The following themes have emerged from the research:

- There is a need to invest in developing capacity and skills if there is to be a genuine re-engineering of services and shift online. There will be a need to bring in external support to deliver this

- Digital in itself is just a facilitator to supporting transformational change and new ways of working

- In order to put the citizen at the centre and ensure focus is on the areas that matter to the citizen, investment should be made into consultation and citizen engagement

- Corporately it will be imperative to develop the culture of the organisation to support and facilitate the new ways of working that digital shift will create

4.8   The table below summarises the two delivery options for the programme, that were asked to explore further, a mini tender process is currently underway, with a specification drawn up with the below options in mind. Where available information on the possible financial implications for the Council is included.

4.9   Based on the specification the tender process will be conducted over a relatively short time frame as indicated below in paragraph 7.0. The responses will be scored against the specification and the benefits or critical success factors as they are laid out above in the table within paragraph 2.17.

Option	Description
Option 4: **Procure strategic partner to host and maintain single digital platform using a modular approach to channel shift and the digital office, with in-house delivery of all other programme components**	This option would see a procured external partner (eg Agilisys) develop, host and maintain a modular Self-Service Platform that would enable the Council to deliver all its services on all devices, using web chat, "my account", signposting and self-service tools. This option would reduce the delivery risk associated with the digital platform which is a critical component of the programme (being the front face of the Council's online presence) It would enable customers to channel shift by completing transactions digitally for a range of services including Council Tax, Benefits, Licencing, Parking, Waste, Libraries, Schools etc. freeing up staff and resources to deal with more complex cases and working with existing back office systems. Using a modular and phased approach it would use a range of service modules that cover the Council's complex high volume transactions using built in business rules (configurable to accommodate local policy), workflow and to allow for automation, integration, directly into the Council's back office systems. It would enable the Council to use MyAccount: a clear, simple customer interface that is designed to be simplistic yet intelligent and intuitive to enable high self-service take-up (Eg Hammersmith and Fulham 100% of applications for the housing register are online or North Somerset where 95% of new Benefits claims). This option could be procured through the Government's G-Cloud digital market place on a pay as you go basis. Companies such as Agilisys can conduct a 'free' diagnostic service, and outline business case, which can lead to a more detailed assessment of transformation to a single platform, based on a modular approach of shifting services online based on the highest volume calls or the needs of the authority. This can range from £25,000 to over £500,000 depending on the number of services that need to be shifted online. In return the partner guarantees the delivery of agreed annual cashable efficiency savings targets, which would be shared between the Council and partner. The disadvantages of this option would be that the Council would need to work on understanding the customer journey and redesigning business processes in-house, albeit using the partner's digital platform and solutions to digiitise processes. While the Council would benefit from the partner's experience there could be a lack of ownership of the new process from employees and limit the Council to transform only those modules available "off the shelf" from the partner. This option would also not provide the Council with support for the other components of the digital transformation programme. There would therefore be a risk that the Council's ICT provision might not be able to keep pace with the digital technology solutions being provided by the partner. That said this option would be likely to facilitate cultural change due to the wide range of services that would

	be affected. This would need to be supported internally by the leadership team. There is the possibility of also sharing the platform with other public sector providers including the third sector.
Option 5: **Procure a strategic partner to deliver a whole systems change to:** 1. **Digital platform** 2. **Culture** 3. **Digital office** **In-house provision of:** 1. **ICT service** 2. **Mobile working**	This option is an enhanced version of option 4. The main difference is that the external provider would work with the Council to design, develop, implement and maintain all aspect of the whole programme at pace, excluding the provision of the Council's ICT service or mobile working for employees. Like Option 4 it would involve a complete Self-Service Platform to deliver Council services on all devices as well as provide 'assisted service' to enhance off-line channels. This option requires significant investment in terms of time and resources, with initial estimates identified as around £250,000 for design, followed by a one off implementation fee of £1,500,000, then a two year renewable license fee of approximately £2,000,000, therefore a total cost to deploy being £3,750,000, plus an annual operational fee to support and maintain of £750,000 (figures provided by PWC). In return PWC estimate savings of around £10-£15 million annually will be found through process improvement, avoidable contact, channel shift and demand management. There is the ability to create shared space with other public or third sector providers through a single platform solution.

Summary of the development of preferred options

4.10   At this stage PMB based on the previous outline business case have discounted a number of options, as either not supporting the necessary level of change or not deemed suitable for the realisation of the benefits stated above.

4.11   The Digital Transformation Board has therefore given further consideration to the preferred options, and further illustrative details from potential providers are attached as appendices 2 and 3, with a comparison between the two attached as appendix 4.

4.12   As part of the ongoing research the Council also conducted a free diagnostic exercise with Agilisys to help understand the scale of the potential costs and savings that could be available from the introducing a digital platform and office. The results of the exercise are also included in Appendix 2.

4.13   The results of the above diagnostic indicate the delivery of £2.07m of net savings over a period of 4 years from the point of go-live, as well as improved levels of digital service delivery. The business case shows a projected return on investment (£1,211K over 4 years) is expected to be within 18 months post go live.

4.14 PWC offers a business diagnostic design service for an estimated cost of £250,000. This goes beyond the exercise currently being undertaken by Agilisys as it involves working with employees and customers to design processes that could be supported by digital solutions. The Digital Programme Board reviewed this option and additional information from PWC can be found in Appendix 3.

4.15 In terms of the digital platform the total cost to redeploy their platform would be £3,750,000, plus £750,000 in annual licence fees. Their engage platform is estimated to translate into savings of £10-£15 million.

4.16 Although a direct award is possible by using the government G-Cloud framework, a mini competition based on the above preferred options would be preferable prior to any award and this is to run through March 2016, with an indicative timeline for this process given below.

4.17 The tender specification being shaped and agreed with the benefit of the research and diagnostic work conducted above, in line with procurement guidelines and aimed at the realisation of the benefits listed above.

4.18 Business process redesign may be covered through some of the digital shift work or through the purchase of both aspects of the PWC model illustrated above; otherwise this will need to be sourced separately as would any additional resource required by the authority in terms of a dedicated digital architect.

4.19 Based on the above and the mini tender process the Programme Board will also draft and agree a report to Cabinet to secure the reserves to spend, with a further report to Council in April to agree the final spend once the process has been completed.

4.20 The above process will also look to identify any additional costs which may be required outside of the solution procured, such as the cost of any application program interfaces 'APIs' that may be required to link existing systems with any new platform or system. There may also be a need to identify resources required to adequately ensure the implementation of the preferred solution.

4.21 The programme board will also look to establish through a separate tender process the best solution to the business process redesign which will enable the Council to realise maximum benefit from the digital shift.

5.0   Programme Costs and Benefits

5.1   The research and evaluation carried out to date has revealed that the different options available to the council have vastly differing scales, potential service and efficiency benefits, and associated costs.

5.2   The table below provides indicative figures for estimated recurrent savings. **These are based on very high level calculations and should not be taken as genuinely deliverable, but as indicative of scale only.** A fuller table with notes is provided in both the Agilisys and PWC appendix notes. With the exception of PWC, estimated deployment costs are not available and consequently neither are payback periods / return on Investment.

OPTION	ESTIMATED RECURRENT CORPORATE SAVINGS		
	LOW (50% of Base)	BASE CASE	HIGH (150% of Base)
Option 2 – Incremental change			
Civica	750,000	1,500,000	2,250,000
Northgate	525,000	1,050,000	1,575,000
Newport City Council	163,000	326,000	489,000
Option 3 - External Adviser			
Ember	272,041	544,082	816,123
Gartner	- n/a -	- n/a -	- n/a -
Option 4 - Strategic Partner Modular approach			
- Agilisys	3,098,333	6,196,667	9,295,000
Option 5 - Strategic Partner - whole System Approach			
- PWC	3,175,000	6,350,000	9,525,000

5.3   Although still indicative only, at this stage, these will be further evaluated in the tender process so that the payback periods and return on investment can be considered.

5.4   It is reasonable to assume that strategic partner costs are likely to be several million pounds at a minimum. This cost will be a mixture of capital in the form of investment into a new online platform as well as revenue costs from process redesign and marketing which could not be capitalised. In addition there are likely to be ongoing revenue costs from licences and support (whether internal or external) which would need to be offset against recurrent savings.

5.5   Following the direction of PMB, the programme Board felt that in order to realise the benefits of the procurement of a suitable digital platform, a further case will be needed to develop the business process redesign work. This will be supported by a separate competition process, and is reflected in the timeline below.

6.0   Risks

Risk	Mitigating Action
Lack of shared or corporate responsibility for channel shift.	To achieve channel shift there must be multiple stakeholder responsibility across the organisation including frontline services as well as corporate functions.
In-flexible channel design, development and resource	It will be difficult to achieve channel shift without continual development of appropriate channel solutions in an agile way. It is critical that flexibility to test and learn can be part of the design and delivery process and that this is at a reasonable/realistic cost.
Released Capacity is fragmented	Most of the savings in a channel shift is by diminishing human interaction. This will release capacity but it is important to have absolute clarity on where this capacity is released. In some cases it may be part of a role whilst other elements of the role still exist. Matching released capacity with under resourced areas negating the need to recruit is one way of ensuring benefits whilst minimising job losses.
Technical defects	If the level of technical defects in development is high then this is likely to divert Customer Services/ICT from concentrating on proactive channel shift and instead will have to deal in a reactive defect fashion.
The availability and quality of data	This is typically one of the biggest challenges and is crucial to starting the process in the right footing. The Council must ensure adequate resources are applied to ensuring the development of the business intelligence module and dissemination and use of the data to directorates is carried out effectively.
Cultural resistance to change	The cultural change required can only come from a clear direction from the top leadership team. Their focus and level of importance bestowed on the digital programme will determine the success of changing the Council culture to think digital first.

Slow response times, unclear information and non-intuitive online navigation leave consumers frustrated and reaching for the phone	New digital solutions and their design have to be tested and re-tested utilising user feedback. It is ok not to get it right first time but it must be followed through with monitoring usage and user feedback and amended accordingly. Again this will need attention and resourcing appropriately.
Consumers/stakeholders fears over security and uncertainty	For really important issues to the customer, research tells us that the lack of human confirmation is a contributory factor in not using an on-line channel and that a simple confirmation email or SMS could overcome this. Overcoming consumer uncertainty about transactions is an important point. Users have to trust the information without the need to validate through another channel. The key is to think through the entire interaction process, rather than just identify a cheaper means to do a single part of it.
Challenge to the procurement process	Ensure both the internal council process and Government frame work process is correctly followed.

7.0   Timescale

7.1   The proposal is for 18 months – two year programme from investment decision date (including Cabinet approval), with key milestones estimated as listed below, along with some of the key activities that will be required. In broad terms we need now to plan the following stages:

Stage one: target opportunities for efficiencies and channel shift, procure platform

Stage two: create a proposition that works for the customer and the organisation, assess support for further business process redesign

Stage three: promote uptake and manage demand, imbed further digital shift and process redesign

Stage 4: wider development opportunities and evaluation.

The timeline for the above stages is developed below.

7.2   The indicative timeline for the mini – competition process is listed below; this will be monitored by the programme board and programme manager:

DATE	ACTIVITY
22nd – 1st March 2016	Tender Preparation in line with G-cloud framework
22nd – 1st March 2016	Internal Approval to go to tender (Delegated Powers, Call-in etc.)
1st March – 15th March 2016	Issue Tender documentation
15th March 2016 12:00hrs	Tender Return closing date / time
15th – 29th March 2016	Evaluation
30th March 2016	Internal approval to award - DP, Council Report for 13th April
14th April 2016	Initial Award (Standstill Period)
25th April 2016	Official Award (End of Standstill Period)
14th April – 1st May 2016	Legal documentation / Sealing
1st May 2016	Contract Start date

Programme timeline:

Key Milestone	Estimated Date
Stage 1	
Establish Programme and governance	31 October 2015
Develop Programme business case	31 March 2016
Mini Competition using G-Cloud framework	March 2016
Official Award	April 2016
Stage 2	
Projects commence	31 June 2016
Business process redesign tender	May/June 2016
Assessment of corporate capacity to oversee implementation of chosen platform and business process redesign work	June 2016
Quick wins identified and some delivered	31 March 2017
Stage 3	

Major Programme implementation	April 2017- March 2018
Stage 2 evaluated and lesson learned	September 2017
Stage 4	
Further developments identified and programmed	April 2018
Stage 3 evaluated and lessons learned	September 2018
Programme closure, future developments embedded	December 2018

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8.0   Management Arrangements

Senior Responsible Officer	Ness Young
(Programme Manager	Lee Jones
Business Change Manager	Directorate nominees
HR and Customer Service Lead	Sarah Kingsbury
Finance and ICT Lead	Randal Hemingway
Project sponsors	Service Directors

8.1   The programme will be managed via a programme board chaired by the SRO, in line with the corporate programme and project toolkit. This will include highlight reports to the programme management board (PMB) and a risks and issues log to be monitored through the programme process.

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Bridgend C.B.C

Bridgend County Borough Council

APPENDIX 2

Andrew Harris ext. 3664
[Pick the date]

Bridgend County Borough Council

Digital Transformation

Consultation report

Date of issue: **May 2016**

Contents

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1. Overview

A public consultation reviewing Bridgend County Borough Council's digital transformation of front-line services was undertaken over a five week period from 18 April 2016 and 23 June 2016. The consultation received 1,005 responses from a combination of the consultation survey and Citizens' Panel. This paper details the analysis associated with the consultation.

2. Introduction

A public survey based on Bridgend County Borough Council's digital transformation of front-line services was undertaken over a five week period between 18 April 2016 and 23 June 2016. The survey was available to complete online through a link on the consultations page of the council's website[1] or by Citizens' Panel members completing the survey sent directly to them via their preferred method either by post or by email. Paper copies of the consultation were also made available at local libraries, or alternatively, they could be sent directly to the residents upon request in either English or Welsh.

In total there were nine questions which required a reply from respondents, all other questions in the survey were optional. All survey responses offered the option of anonymity. Comments regarding the consultation were also invited via letter, email and phone call.

3. Promotional tools and engagement methods

Details of the consultation were sent as part of a press release emailed to the following stakeholders; Bridgend business forum and business directory, councillors, town and community councils, members of the Local Service Board (LSB), the Youth Service Cabinet (YSC), Bridgend Equality Forum (BEF) and local media outlets.

A replication of the questions asked in the consultation was sent to the 1,464 Citizens' Panel members on 5 April 2016. In relation to the Citizens' Panel the deadline response date had been set for 23 May 2016 to allow sufficient time for a response.

Facebook and Twitter had been used to promote the consultation.

3.1 Social media

The council tweeted its 7,162 @Bridgend CBC followers and posted to its 5,007 Facebook fans about the consultation on several occasions during the consultation period to help raise awareness. Two Facebook advertisements were run between 26 April – 2 May, and 16 May – 23 May.

3.2 Online and paper survey

The survey gave respondents the ability to share their views either by post or online (including the use of mobile devices). Two qualitative questions were included regarding what services residents believed were missing from the prioritised services list and an additional question allowing residents to share any other comments on digitalising services.

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[1]http://www1.bridgend.gov.uk/consultation

4. Response rate

Overall there were 1,005 responses to the survey. The response rate has been segregated into several areas: the consultation survey responses and Citizens' Panel responses.

- 864 responses were received directly from the Citizens' Panel – 458 were received online and 406 paper versions.

- 141 responses to the online submissions and no paper versions returned. No comments were received by letter or telephone call.

- During two social media advertisements promoting the survey there were 332 click throughs reaching 14,201 different users.

5. How effective was the consultation?

The budget consultation was conducted over a five week period in which a range of marketing methods were used to create awareness of the consultation and encourage members of the public to engage with the council. The social demographic data reflects a good cross section of the County Borough's population (1,003 respondents lived in Bridgend and two outside the area).

Are you a resident of the County Borough?

Yes (1003)	100%
No (2)	0%
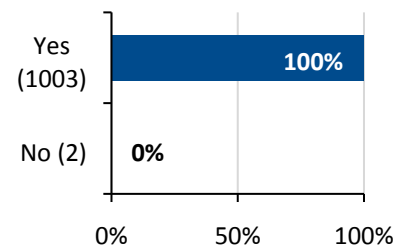
Data gathered on the 864 Citizens' Panel respondents also shows their employment status. Two in five (40%) of the respondents to the survey identified themselves as retired, one in three (31%) were employed full time, followed by 10 per cent who were employed part-time.

Employment status

Retired	Employed - Full time	Employed - Part time	Self-emplyoed	Unemployed	Not working	Medically unable to work	Student / trainee	Other
40%	31%	10%	5%	4%	3%	2%	1%	4%
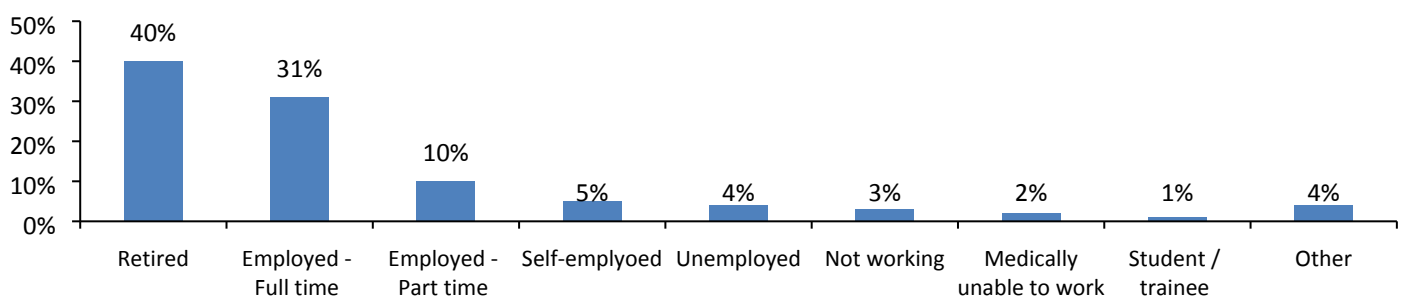
The Citizens' Panel members responding to the survey who also provided an age were detailed in the table below.

Age category	16 - 34	35 - 44	45 - 54	55 - 64	65+	Total
#	57	91	144	194	248	734
%	8%	12%	20%	26%	34%	100%

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Data validation measures have been undertaken to ensure that the same respondent could not submit more than one response by cross comparing the consultation response details with the Citizens' Panel respondent details. A sample of 1,005 is robust and is subject to a maximum standard error of ±3.08 per cent at the 95 per cent confidence level on an observed statistic of 50 per cent. Thus, we can be 95 per cent confident that responses are representative of those that would be given by the total adult population, if a census had been conducted, to within ±3.08 per cent of the percentages reported. This means that if the total adult population of Bridgend had taken part in the survey and a statistic of 50 per cent was observed, we can be 95 per cent confident that the actual figure lies between 46.92 per cent and 53.08 per cent.

6. Headline figures

6.1   The majority of respondents have access to the internet with 11 per cent stating they do not have any access. Access was less likely with the older age group as 26 per cent of the 65+ age group saying they do not have access.

6.2   The most common virtual activity was using online retailers with four in five (82%) stating they have done so within the last year. More importantly from a council perspective, Ove two in three (68%) had paid bills online within the past year.

6.3   When asked which council services respondents would use online, four areas received the majority of support: reporting highway issues (67%), waste and recycling (65%), reporting environmental issues (62%) and handling your council tax (58%) were the four most popular options.

6.4   Considering only those who use the services, the percentages rise to: reporting highway issues (71%), waste and recycling (69%), reporting environmental issues (66%) and handling your council tax (62%).

6.5   Handling your council tax was the most popular 'priority one' for respondents however, across the three priorities handling your waste and recycling featured most often.

6.6   Those who said they would not use online services claimed they 'preferred to speak to someone in person' (79%), whilst six in ten (62%) did not trust putting their bank details online.

7. Question and Analysis - Consultation Survey

Section seven of the report looks at the questions asked in the consultation survey – with 1,005 respondents in total.

7.1 Please select a language to begin the survey.

Respondents to the consultation survey were initially asked which language they would like to complete the survey in. Overall 99 per cent of respondents selected English with one per cent selecting to complete the survey in Welsh.

Language	#	%
English	994	99
Welsh	11	1
Total	**1,005**	**100**

7.2 Access and ability

The majority of respondents have access to the internet, 11 per cent said they do not have any access. Six in ten (59%) have access at home via a laptop, half of the residents have access via another handheld device (53%) or smartphone (52%). Under half (45%) had a desktop PC at home whilst 28 per cent have access to the internet in another location. The number of people with no access has fallen by two per cent since 2014.

Figure 1: Do you currently have access to the internet? (All responses)
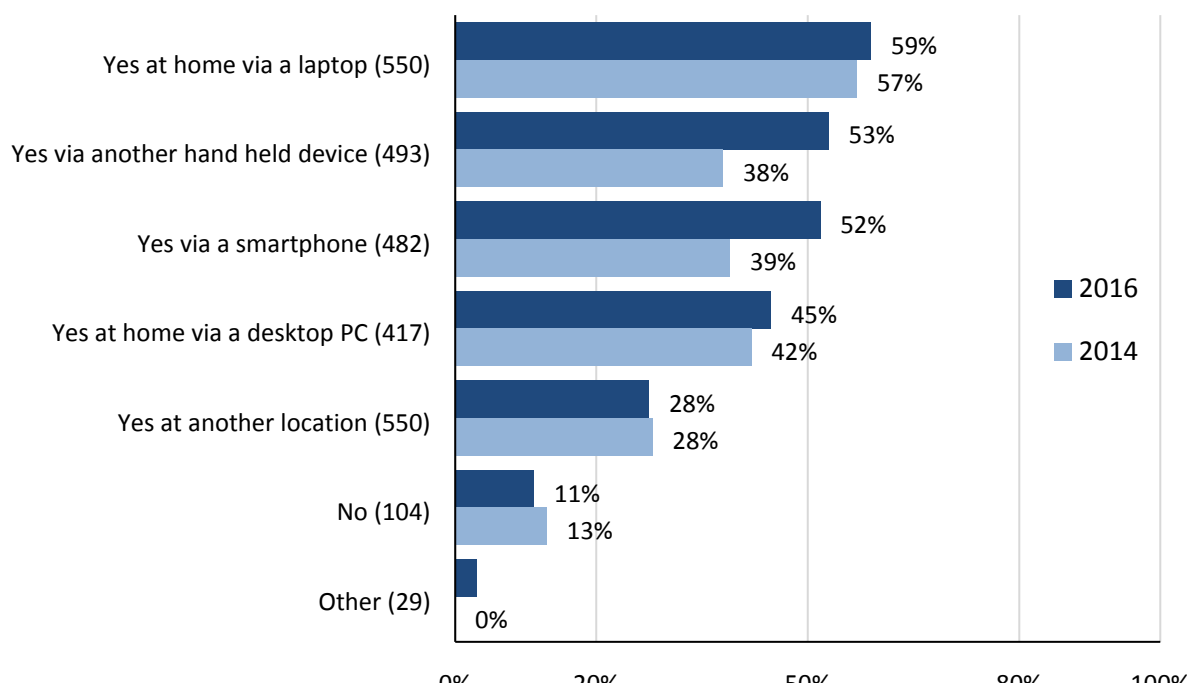
Unweighted sample base: 930 (2016 data)

Those who responded through the Citizens' Panel also shared their age category through the membership database. The older age group are less likely to have access to the internet, with 26 per cent of the 65+ age group saying they do not have access.

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Table 1: Percentage of residents with no access by age category

Age Category	35 - 44	45 - 54	55 - 64	65+
#	2	9	17	61
%	2%	7%	9%	26%

Two thirds (66%) of residents claim that their ability to use the internet is either good or very good, with 45% claiming it is very good. Less than one in ten (7%) rated their ability lower than average and seven per cent said they cannot use the internet.

Figure 2: How do you rate your ability to use the internet? (Valid responses)
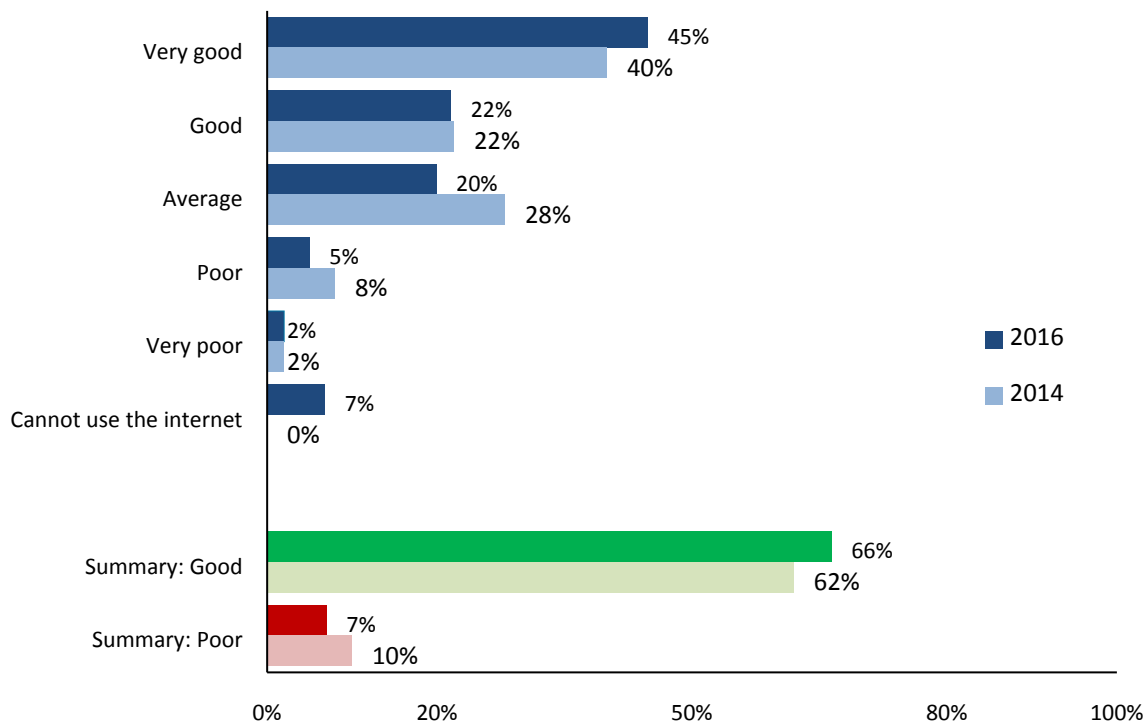
Unweighted sample base: 916 (2016 data)

Table two shows respondent's internet ability gets weaker by age thus, those who are younger claim to have a better ability.

Table 2: Percentage of residents with rate their ability as 'good' or 'very good'.

Age Category	16 - 34	35 - 54	55 - 64	65+
#	49	80	117	85
%	99%	83%	62%	38%

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7.3 Typical activities accessed online

The most common activity online was using online retailers with four in five (82%) stating they have done so within the last year. The most popular service to use daily was online banking (22%), yet over one in three (32%) have never used it. More importantly from a council perspective, Ove two in three (68%) had paid bills online within the past year.

Figure 2: Generally, how often do you carry out the following activities online? (Valid responses)
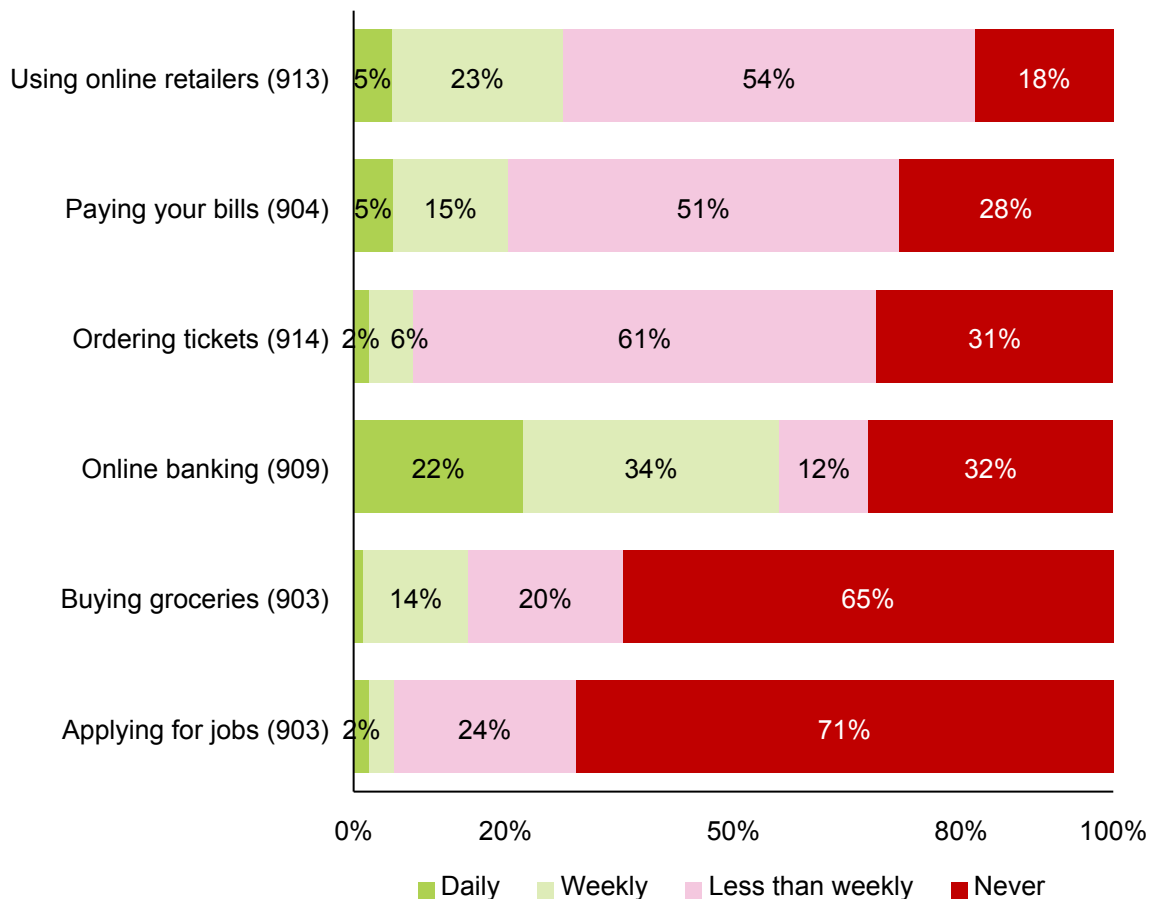
Unweighted sample base in brackets

7.4 Service digitalisation

Residents were asked to consider what services they regard as a priority when moving council services online. When including the never and I don't use service options, four services received at least over half of the responses for 'likely' or 'very likely' to use. Reporting highway issues (67%), waste and recycling (65%), reporting environmental issues (62%) and handling your council tax (58%). One in three have not used the service for applying for benefits or discounts (35%) or for social services / wellbeing support (33%).

Figure 3: How likely would you be to access these services online instead of your usual method? (All responses)
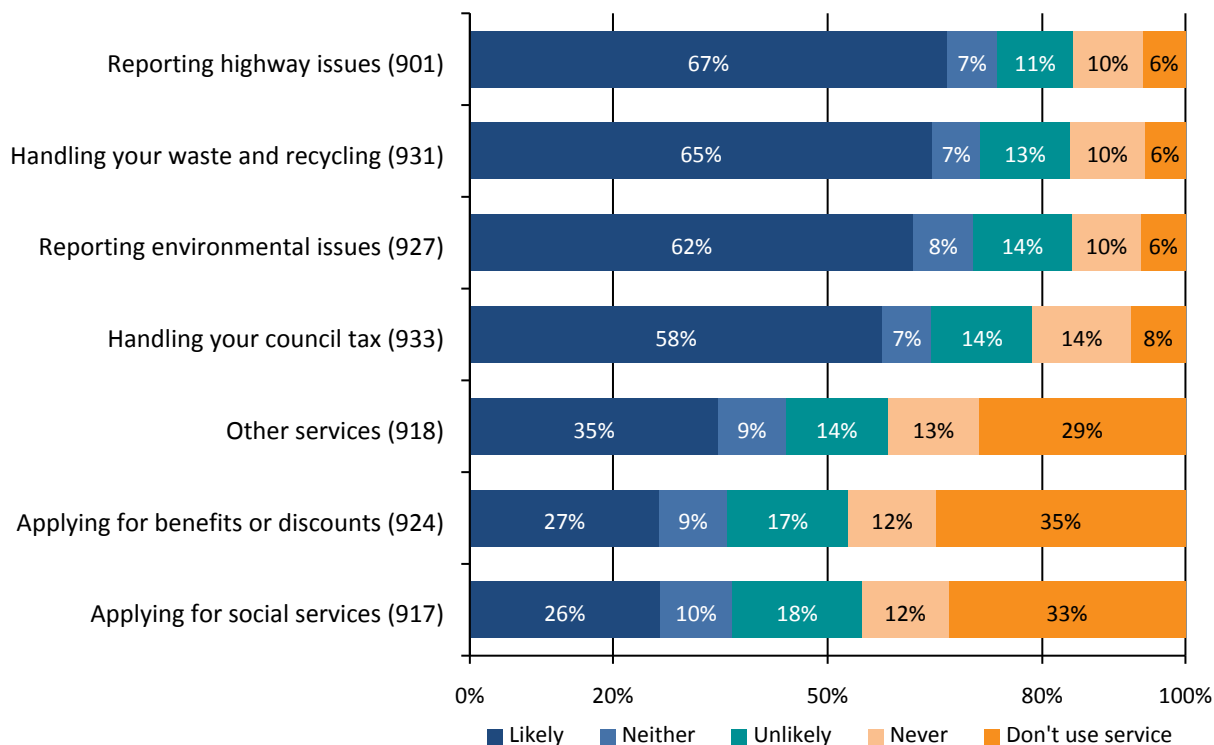
Unweighted sample base

Further analysis of the same question considered only those who use the services at present and their likelihood of adopting the service should it move online. This data could also be used to predict the number of adopters given the current user levels to within ±3.05 per cent of the percentages reported. The same four services were the most likely to be adopted.

Those who responded by paper were significantly less likely to adopt the service with as high as one in six (14%) stating they would never handle their council tax payments online. The most likely service to adopt for paper respondents was handling your waste and recycling with 38 per cent selecting 'likely' or 'very likely' to use the online service.

Figure 5: How likely would you be to access these services online instead of your usual method? (All responses excluding 'I do not use this service')

Service	Likely	Neither	Unlikely	Never
Reporting highway issues (847)	71%	7%	11%	10%
Handling your waste and recycling (878)	69%	7%	13%	10%
Reporting environmental issues (870)	66%	9%	15%	10%
Handling your council tax (862)	62%	7%	15%	15%
Other services (653)	49%	13%	20%	18%
Applying for social services (617)	39%	15%	27%	49%
Applying for benefits or discounts (602)	41%	14%	26%	19%
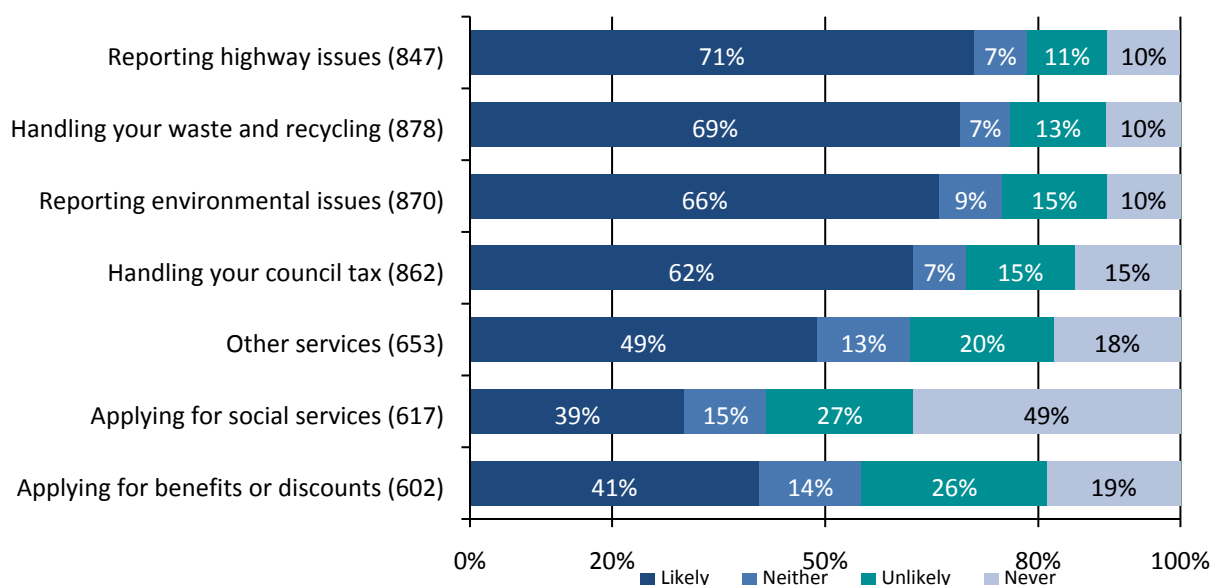
Unweighted sample base

The likelihood of adoption has been covered into one percentage and analysed by demographic in order to convey the most likely services to be adopted. When factoring the results by demographic 65+ and paper respondents score lowest however, the top three issues are significantly more likely to be adopted by those demographics.

Table 3: Likelihood of adoption by demographic.

	16 - 64	65+	Paper respondents	Online respondents	Total
Reporting highway issues	76%	52%	45%	86%	69%
Handling your waste and recycling	73%	49%	42%	85%	66%
Reporting environmental issues	73%	46%	42%	81%	64%
Handling your council tax	67%	39%	34%	80%	59%
Other services	57%	17%	22%	66%	46%
Applying for benefits or discounts	49%	17%	18%	58%	39%
Applying for social services and wellbeing support	45%	23%	19%	54%	38%

The technology adoption model (TAM) created by Davis et al (1989) states that the easiest form of adoption is to encourage the factors defined in the image below. By increasing the perceived ease of use users are more likely to adopt the technology.
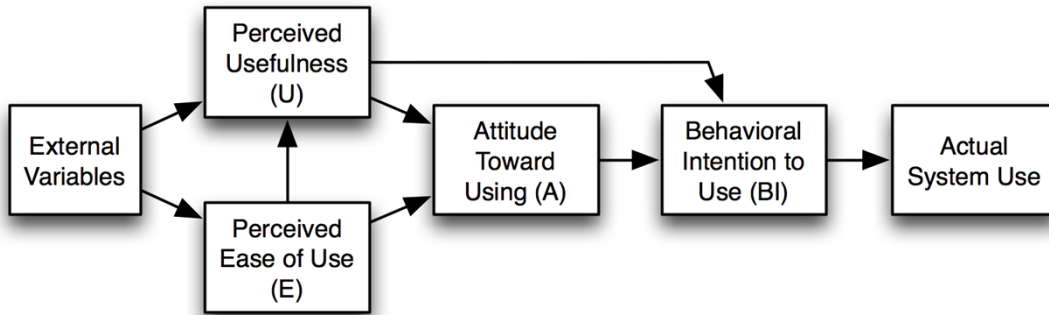
By increasing the perception of usefulness and ease of use, a user would be more likely to adopt the service. In addition to this concept, those who stated they were unlikely to adopt digitalised services were asked what specifically stopped them from adopting the service.

The most popular reason was 'preferring to speak to someone in person' with four in five (79%) selecting this option, whilst six in ten did not trust putting their bank details online (62%).

Figure 6: Which of the following reasons stop you from using online services? [Respondents who said they were unlikely to adopt digitalisation]
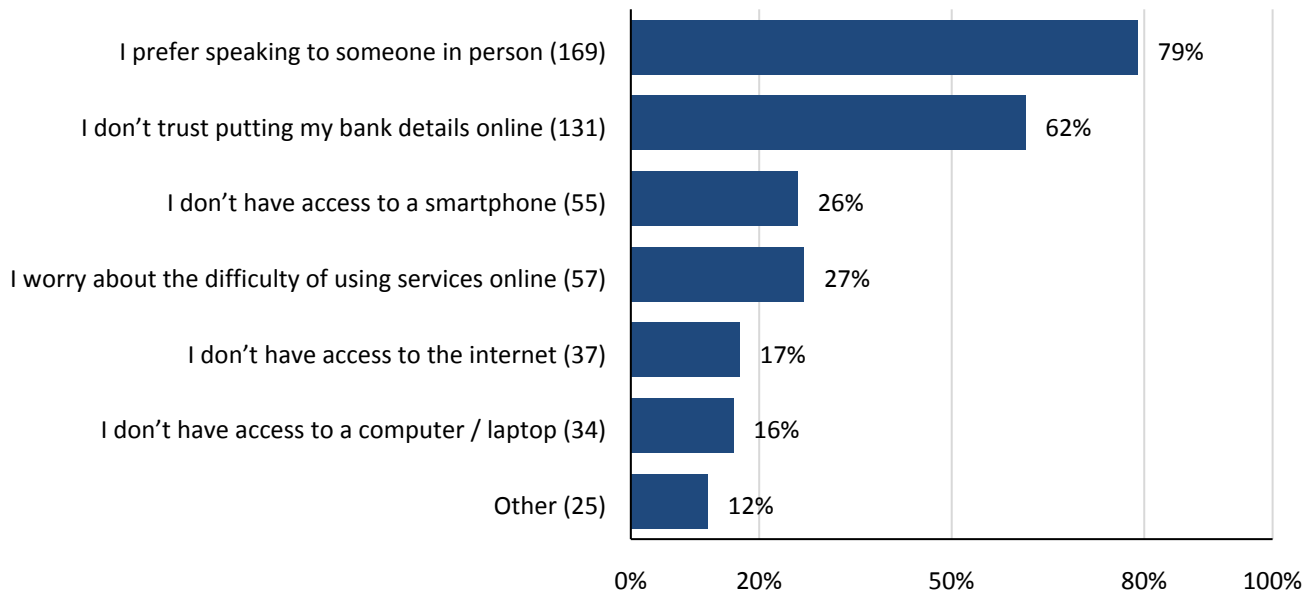
Unweighted sample base: 213

Residents were asked which services they would prioritise in moving services online. Handling your council tax was the most popular 'priority one' however, across the three handling your waste and recycling featured most often. It is also important to consider factoring in the likelihood of adoption (page 26) question where reporting highways issues was the most likely to be adopted across the demographics, followed by handling your waste and recycling. Handling your council tax was fourth as those aged 65+ stated only 39 per cent would adopt.

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Figure 7: Which of the following services would you prioritise when moving services online? (All respondents)

	Priority one	Priority two	Priority three
Handling your council tax (534)	303	125	106
Handling your waste and recycling (552)	182	223	147
Reporting highway issues (484)	132	171	181
Reporting environmental issues (419)	101	149	169
Applying for social services and wellbeing support (181)	53	56	72
Applying for benefits or discounts (192)	44	78	70
Other services (159)	46	42	71
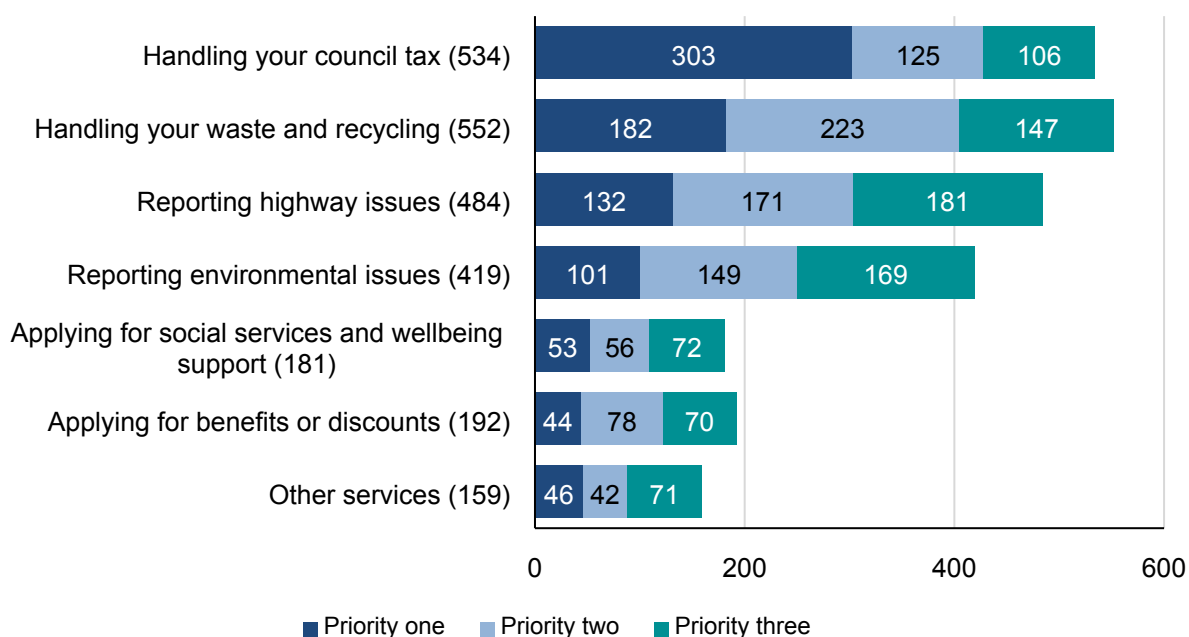
Less than one in ten (9%) felt there were services missing from the list, a qualitative section was then provided to describe which services they felt needed to be included. There were 65 comments provided from a potential 72 residents who had the opportunity to reply.

Two areas received over ten specific references were regarding online contact support for all front-facing departments and complaints.

"*It would be useful if Bridgend council had an online contact service for ALL departments with a time frame of no more than 48 hours (working days) for a response. It is common practice in most private companies, however, I am not aware of this being used by a council and I feel it would be beneficial for the residents of Bridgend.*"

Table 4: Qualitative response to: what services do you feel are missing?

What services do you feel are missing?	#	%
Online contact support for all departments ie faults /parking issues /abandoned cars etc	15	23
Complaints	12	18
Planning	7	11
Maintenance to public areas (e.g. parks)	6	9
Disability services (e.g. parking badges)	5	8
Online services for communities	3	5
Bus pass	3	5
Development control applications / consultations	3	5
Other	6	9

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Residents were then asked if they had any additional comments regarding online services overall in total there were 188 comments referencing 208 topics. Two in five (39%) disagreed with transferring services online whilst over one third (36%) wanted improved services online such as a smartphone friendly website.

In total 378 residents shared their email address in order to receive further information on shaping the council's digital services as the project develops.

Table 5: Qualitative response to: additional comments regarding online services?

Theme	#	%
Disagree to transfer everything online	75	39
Up to date and Improved services online. i.e. user friendly for smart phones/ tablets, school admissions , council structure etc.	69	36
Publicise Cobwebs more	16	8
Report problems / general queries online and face to face	6	3
Security risk / confidentiality or fraud issues	6	3
Provide training for general public to use the online services	5	3
Improve response times for the authority	4	2
Other	10	5

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Bridgend County Borough Council

APPENDIX 3

Bridgend County Borough Council
Cyngor Bwrdeistref Sirol Pen-y-bont ar Ogwr

DIGITAL TRANSFORMATION
Transforming the way we work at BCBC

Bridgend CBC Corporate Plan 2016-2020 - Summary

The Council has a new Corporate Plan. The Plan sets out how the Council is to change and what its focus will be over the next four years. We recognise that we will have to make significant changes to the way we think and operate in order to meet the significant challenges ahead of our communities – not least the increasing demands made on many of our services, against the background of a shrinking budget.

While the Corporate Plan focuses on key areas that we want to change, we have many other core and statutory services that will continue to receive our attention. This includes safeguarding our children and vulnerable adults, planning, maintaining highways and public transport, refuse collection, street cleaning, revenues and benefits, public protection, and sports, arts and libraries through our partners HALO and Awen. Improving educational attainment also remains very important to us.

Our Priorities

Our Vision

Working Together to Improve Lives

Supporting a successful economy
We will take steps to make the county a good place to do business, for people to live, work, study and visit, and to ensure that our schools are focused on raising the skills, qualifications and ambitions of all people in the county.

One Council

Smarter use of resources
We will ensure that all its resources (financial, physical, human and technological) are used as effectively and efficiently as possible and support the development of resources throughout the community that can help deliver the Council's priorities.

Helping people to be more self-reliant
We will take early steps to reduce or prevent people from becoming vulnerable or dependent on the Council and its services.

Some of the things we will be doing in 2016-17 are:

- Working with the regional Learning, Skills and Innovation Partnership (LSKIP) and also through the BCBC-led projects to develop employment opportunities and a skills plan that can be delivered locally with our partners;
- Working with schools to close the gap in educational attainments between pupils entitled to free school meals and those who are not and improve outcomes for vulnerable groups;
- Contributing to the development of the business plan for the Cardiff Capital Region City Deal to bring increased investment and economic control into the local area;
- Investing in our town centres to enhance existing facilities and provide new facilities.

Some of the things we will be doing in 2016-17 are:

- Developing a range of automated and online services that are easy for citizens to use;
- Improving our understanding of citizens views by developing and promoting mechanisms that increase responses to consultations;
- Provide the learning and development opportunities for staff to meet future service needs.

Some of the things we will be doing in 2016-17 are:

- Involving service users, carers and communities in developing and commissioning services;
- Working with partners and schools to support carers by providing the right information, advice and assistance where relevant;
- Enabling community groups and the third sector to have more voice and control over community assets.

The full corporate plan provides more detail on the specific things we will be doing in 2016-17. You can find the Corporate Plan and other information on the priorities and performance pages of www.bridgend.gov.uk

For more information, please contact the Council: **Telephone:** 01656 643643; **email:** improvement@bridgend.gov.uk; **send a tweet to:** @BridgendCBC ; **write to the:** Corporate Improvement Team, Bridgend County Borough Council, Civic Offices, Angel Street, Bridgend, CF31 4WB..

A USER CENTRED APPROACH

Agile in action

What we've delivered is good, but how can it be better?

Courtesy of www.gds.gov.uk

User needs

Service managers

As a service manager, I need to get a dashboard showing the KPIs for my service on the performance platform so my service passes the service assessment.

As a service manager, I need to know what the performance platform can do for me so I can decide if I want my dashboard to show more than just the 4 KPIs.

As a service manager, I need to understand the work required to get a dashboard on the performance platform so I can schedule that work (including procurement if necessary).

As a service manager, I need to know the user satisfaction for my service so I can increase it.

As a service manager, I need to know the cost per transaction for my service so I can reduce it.

As a service manager, I need to use data to make recommendations to other parts of the service (eg policy) so I can create the best experience for my users.

As a service manager, I need to know the feature roadmap for the performance platform so I know how long I'll have to wait for those features, and if I should make alternative plans.

As a service manager, I need to know the digital take-up for my service so I can increase it.

As a service manager, I need to know the completion rate for my service and what steps have high drop-off rates so I can examine those steps and increase my completion rate.

As a service manager, I need all my data in one place so I don't waste time visiting multiple data sources.

As a service manager, I need to add annotations to my dashboard so I can identify and explain interesting events and fluctuations.

Courtesy of www.gds.gov.uk

Why user needs matter

Digital Transformation approach

User need

Who are our users?

Sweet spot

What digital/people resource?

Technically possible/cost

Organisational need

Do we need to work smarter?

BRIDGEND
County Borough Council

BCBC DIGITAL JOURNEY

BCBC digital roadmap

Member Services	Education	On-line Tools	My Account engagement	BCBC Internet	Enviro Services	MA Services	Smarter working	Future/TBC
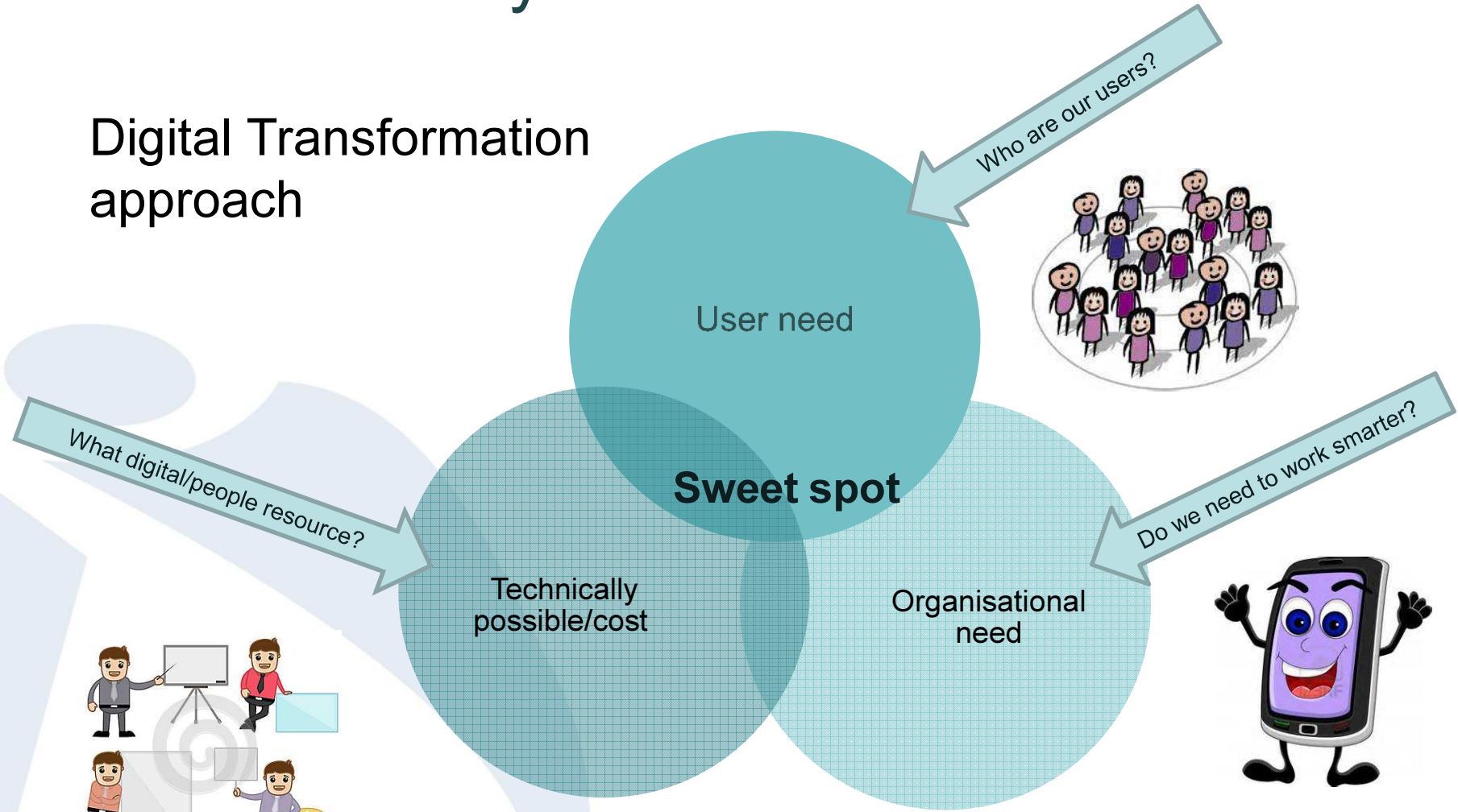
Cross-cutting themes (Hub Pilots, User needs analytics, SharePoint development, Agile , Digital office

4 — 2018 TBC

3 — Winter 2017 TBC

2 — Spring to Autumn 2017 TBC

1 — Autumn 2016 to Spring 2017

Demand — Growth — Efficiency

Digital by default

Strategy Scope & Definition — Service Re-design

BCBC Website & MA

My Account (MA)

Business on-line services

My Care Record

Apply for a Library card

Web chat

Predictive web content

Delegated Access

Parking

Report a problem

Digital Competency Framework

Appointment booking

Website Redesign

SharePoint development

Website development

Website Discovery

Waste & recycling

Member Services

Check Refuse Collection

E-forms

Schools Admissions

Agilisys engage

MA Discovery

Housing Benefit

Content redesign

Council Tax

Web GIS

HR Self-Serve

Digital office

Staff engagement

IMPACT OF User Needs & Customer Insight

Business Case — Business Case — Business Case

Foundation Services

Introduce Additional Services/ Website redesign

Enhanced Self Service

Enabling Self Help

BRIDGEND County Borough Council

Digital roadmap phase by phase cycle

DIGITAL ROAD MAP

01 ASSESSMENT

02 OPPORTUNITY SCAN

03 RE-VISION

04 BUSINESS CASES

05 COMMITMENT

06 TEST

07 SCALE

08 RE-VIEW, RE-CYCLE

Digital Transformation Programme phases

Phase 1	Phase 2	Phase 3	Phase 4
Baseline digital services	**Additional services /Website**	**Enhanced self-service**	**Enabling self-help**
• MA C/Tax • MA Housing Benefit • Website discovery • My Account discovery • Digital office • Waste & Recycling • Web GIS	• Website redesign • My Account additional services • Member services • HR Self-Serve • SharePoint development • E-Forms	• Web chat • My Account additional services • Content redesign • Smarter Working • Digital Competency Framework • School admissions • Agilisys engage	• Delegated access • My care record • User needs led web content (predicting the future) • Business on-line services • Appointment booking • Website development

WORK PACKAGES

Digital Transformation – Work Packages

The proposed work packages have been designed to deliver the Digital Transformation Programme – these are based on the most immediate business functions which will benefit from digitalisation and channel shift. Each work package will have a Governance model, Comms timeline, Delivery Plan, Risk log, Budget and Benefits realisation. The work package approach:

- Scopes different design, build and test characteristics/timing
- Allows for clear accountability of delivery, and parallel delivery
- Requires very clear dependency management
- Requires a common, agreed start point and endpoint (high-level design, testing & delivery plan)

Work Packages:

WP1 – My Account	WP2 – BCBC Website	WP3 – HR Self-Serve
C/Tax & H/Ben	Web/Comms	HR

WP4 – Waste & Recycling	WP5 – Member Services	WP6 – Smarter Working
Enviro	Dem Serve	DT

WP7 – Change Management (crosses all work packages) — DT

WP8 – Digital Education — Education
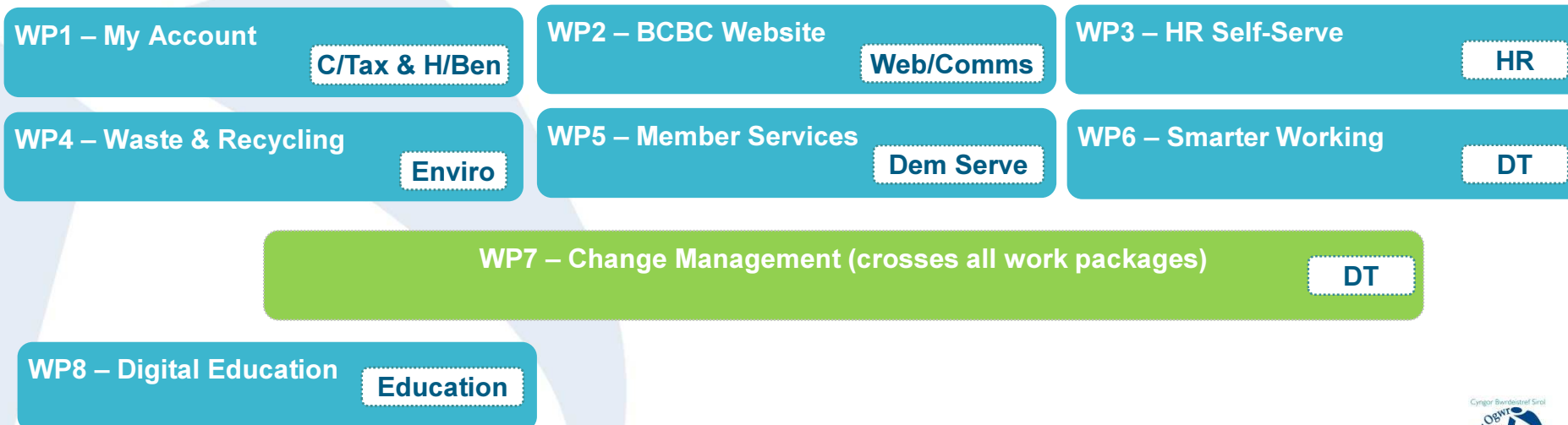
Work Package Definition WP1

WP1: My Account	WP Owner: Housing Benefits & Council Tax

Purpose/ Objectives:

To deliver a Portal which is designed for residents to enable a truly seamless self-service experience for them to access multiple services offered by Council from a single sign-in.

 Project milestones:

• Kick Off

• Setup Infrastructure & Access

• Configure Vanilla build My Account (Council Tax, Housing Benefits)

•UAT1 & 2 Council Tax

•UAT1 & 2 Housing Benefit

•Sign Off UAT

• Go Live

Resources/ Contributors:	**Supporting Activities:**
• Digital Transformation Lead • BCBC Programme Manager • Head of Service – Performance and Partnership Services • BCBC Comms • BCBC Business Teams (H/Bens & C/Tax, W&R, CC)	• Change Engagement/Communications • Guidance & Advice (FAQ, on-line updates, training) • Awareness Raising/Briefing Sessions • Business Readiness Support • User guides
Inputs/ Dependencies:	**Deliverables and Sign-Offs:**
• BCBC business teams complete initial discovery work for My Account set up • ICT teams deliver back office integration • Robust Testing Strategy (UAT) • User Needs Identification • User Needs engagement	• UAT complete • Sign off business areas (C/Tax, CC & H/Bens) ready go-live • Change impact sessions with delivery units/residents • Acceptance testing members • Borough wide communication campaign

PROGRAMME OWNERSHIP & DELIVERY

Implementation

Virtual teams

Members

Darren Mepham CEO (SRO)

External partners

Corporate Management Team

Citizens

Digital Transformation Lead

BCBC

Heads of Service

Digital Transformation Programme Board

Digital delivery partner

Delivery Units

Programme Delivery Teams

Super Users

Governance

Month

Members
• Inform/Advocate

CMB/PMB
Bi-weekly
• Key decisions e.g. Go-Live Reviewed/ Ratified & progress updates

DTB
Bi-weekly
• Go-Live Delivery to Plan (Scope, Quality, Time, Cost)

DMT
• Review/resource

Delivery Meetings With BCBC
• BCBC engagement in testing and deployment

Super User Groups
• BCBC engagement in technical testing and deployment

CABINET OFFICE

Governance

Engagement

Corporate Management Board – Chair Darren Mepham

Go-Live   Criteria   Approach Agreed   Design Ratified   Delivery   Go-Live   Criteria   Go-Live   Review

Internal Delivery Board for My Account – SRO Darren Mepham, Chair Caron Cant

Connecting with Bridgend Delivery Managers

Go-Live Review   Go-Live

Test and Deployment Meetings – Programme Delivery Team, DUs

Go Live

Operational Delivery Meetings – CC, ICT, C/Tax and Housing Benefit

Go-live

Discovery

Alpha

Beta

Live

www.bridgend.gov.uk

Business Involvement (Phase 1)

Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Ongoing

Training & Development

My Account Awareness Sessions

Skills Training
C/Tax	Housing	CC	Comms	HR

Readiness & Organisation

Requirements/Impact

CMB	Members	CMB	Members

Stakeholder Engagement

Decision Making at BCBC Digital Transformation Board
Finance	Housing	DT	C/Tax	CC	IS/IT	HR	Enviro

Business Impacts & Input from Digital Transformation Programme Board

L&L	L&L	L&L

Comms

Internal Comms Campaign

Briefings & Bulletins

Customer Mar/Comms Campaign

Cyngor Bwrdeistref Sirol
BRIDGEND
County Borough Council

Communications Timeline (Phase 1)

Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Ongoing

Milestones

✓ Integration of My Account to BCBC platform ✓ Engagement C/Tax — Engagement H/Ben →

Members

✓ Member ICT Board

Scrutiny Board

Briefing — Lunch & Learn - Demo

Slides of DT Strategy

✓ ✓ ✓ ✓ ✓

Ad Hoc attendance at Team Meetings

Managers

✓ F2F Meetings ✓ Manager extended meetings

✓ Manager Briefings — Awareness sessions & Demos

All Staff

✓ Bridgenders ✓ CEO Email — Bridgenders — CEO Email — CEO Email

Plasma Screens/ Desktops — Bridgenders — Bridgenders

L&L — L&L — L&L — L&L

Intranet Update/FAQs

BRIDGEND County Borough Council

USER ACCEPTANCE TESTING

User testing

Activity	Objective	Requirement
BCBC Engagement Session Sessions to introduce: - *Home Page Design + Basic Functions (My Account)* - *Walkthrough of My Account capabilities* - *Feedback of their overall experience* - *User Tasks (scripts)*	To gain feedback on My Account on the customer experience for BCBC Residents To understand what Internal Users want from the BCBC website	A selection of BCBC staff across service areas(cross-section of Bridgend residents profiled against personas)
Resident Engagement Session Workshop to introduce: - *Home Page Design + Basic Functions (My Account)* - *Walkthrough of My Account capabilities* - *Feedback of their overall experience* - *User Tasks (scripts)*	To introduce My Account to BCBC Residents and to gain insight and feedback from their experience on the day To understand what Users want from the BCBC website	A selection of BCBC residents matched against personas
Review of Findings	To gather future user requirements	Feedback from all parties

User testing countdown

Activity	How
Recruitment of Internal BCBC Users	Internal engagement with BCBC teams to recruit staff across service areas - *Underway*
Recruitment of External BCBC Residents	Engagement of resident groups - *Underway*
Venue booked (Internal & External)	Identification of appropriate Internal and External venues - *Underway*
Marketing materials developed	Comms & Marketing team to develop promotional materials
Final review from CMB/PMB	CMB reviews and accepts PMB reviews and accepts
Delivery of events	User testing Internally User testing externally
Feedback collated	TBD

CHANGE MANAGEMENT

Change Requirement

| Requirement	Objective	Output
Clear description of the <u>future state</u>	Ability to communicate to all stakeholders what Digital Transformation looks like in future	High level Digital Transformation Strategy, Comms & Engagement Plan, key messages
Clear description of the <u>journey</u>	Ability to communicate to all stakeholders when things will be changing	Phased implementation approach documented (Masterplan)
List of all <u>stakeholders</u>	A clear understanding of all people who will be involved in the change and who will be impacted	Key stakeholder lists; senior stakeholders & all impacted people
<u>Change impact</u> sessions	A clear understanding of challenges & opportunities of implementing the Digital Transformation Strategy	Workshops & summary of business readiness activities including Comms and ongoing engagement requirement
<u>Training approach & management of training delivery</u>	Agreement of training/support required to implement the Digital Transformation Strategy. Ensure awareness training is successfully delivered.	Documentation of who, what, how and when support/guidance will be delivered
<u>Business involvement plan</u>	A clear understanding of when the business will be involved in the implementation of the new digital services. Delivery of these activities.	Plan on a page that includes all business involvement – training, Comms, engagement, UAT. Manage delivery.
<u>Change Management</u> and <u>business engagement</u>	Ensure that all business readiness activities are delivered prior to implementation. Agreed messages that should be communicated to the business	Attendance at central meetings Provision of copy for Comms messages On-going engagement with stakeholders to update and help resolve issues

Change Management - approach

Criteria	Delivery Responsible	Primary Responsible	Actions Required Before or After Go-Live
Internal and External Users identified	DT Team/Comms/HR	DT Lead	List of users engaged with to determine acceptance testing and fit for purpose
High level comms drafted for distribution across business teams	DT Team/Comms	DT Lead/Comms	Comms delivered to key delivery teams involved in roll-out of digital service
Business communications plan completed /on-plan	Comms/ DT Lead	Comms Lead/ DT Lead	Timelines for activities communicated across business teams
Business awareness training completed / on-plan	DT Team	DT Lead/HR	Provide list of awareness training and % of trained employees.
Training reference materials available (Scripts etc.)	DT Team/Digital Partner	DT Lead/HR	Provide support resources and guidance available for users (Int/Ext)
New business process, procedures & e-forms developed, approved and issued (where appropriate)	DT Team/Digital Partner	DT Lead/Business Teams	Required for go live of relative Work package
Operational readiness in DU's accepted	DU's/DT Team	DT Lead/SRO	UAT required for go live
External business partners and suppliers ready	DT Team	DT Lead/SRO	UAT required for go live

BCBC My Account - First deliverable

Smartphone View

Customer View
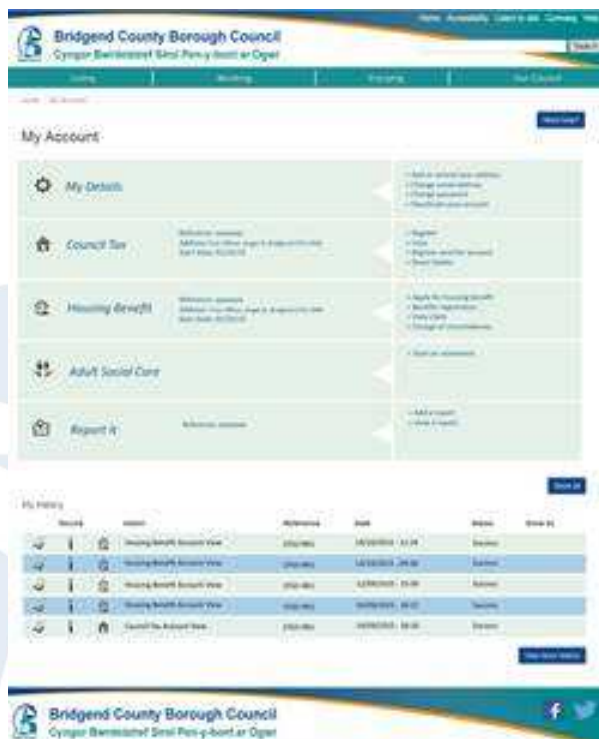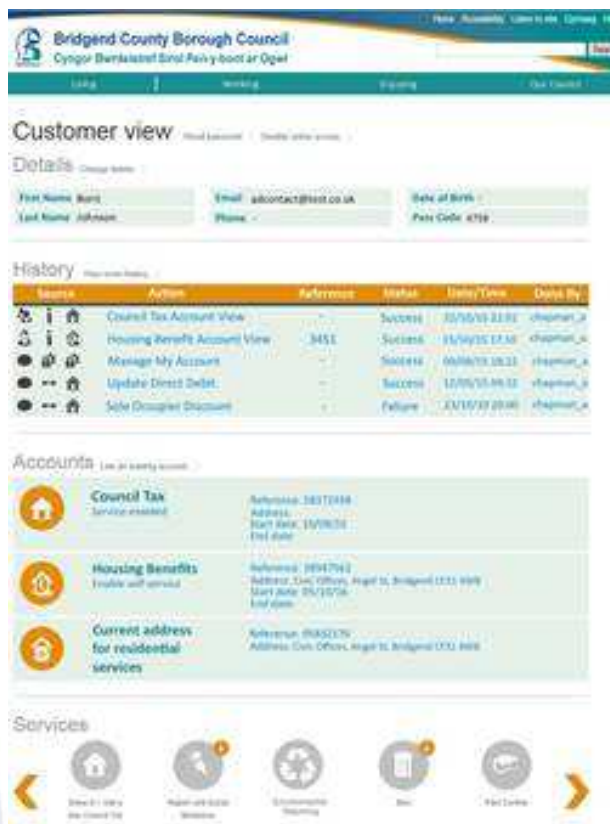
Officer View
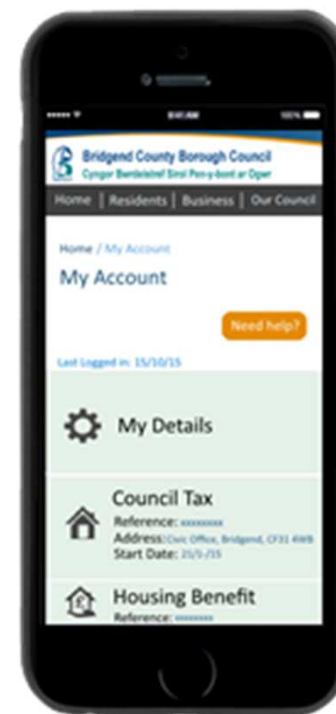
BRIDGEND COUNTY BOROUGH COUNCIL

REPORT TO CORPORATE RESOURCES AND IMPROVEMENT OVERVIEW AND SCRUTINY COMMITTEE

8 FEBRUARY 2017

REPORT OF THE HEAD OF FINANCE

BUDGET MONITORING 2016-17 – QUARTER 3 FORECAST

1.0   Purpose of this report

1.1   The purpose of this report is to provide Corporate Resources and Improvement Overview and Scrutiny Committee with an update on the Council's financial position as at 31st December 2016.

2.0   Connections to Corporate Improvement Objectives and Other Corporate Priorities

2.1   The budget monitoring report provides an overview of the current financial position and projected outturn for the year against the budget approved by Council in March 2016. The allocation of budget determines the extent to which the Council's corporate improvement priorities can be delivered.

3.0   Background

3.1   On 10th March 2016, Council approved a net revenue budget of £254.891 million for 2016-17, along with a capital programme for the year of £43.553 million, which was updated in November to £47.121 million. As part of the Performance Management Framework, budget projections are reviewed regularly and reported to Cabinet on a quarterly basis. The delivery of agreed budget reductions is also kept under review and reported to Cabinet as part of this process.

4.0   Current Situation

4.1   Summary financial position at 31st December 2016.

4.1.1 The Council's net revenue budget and projected outturn for 2016-17 is shown in Table 1 below.

Table 1- Comparison of budget against projected outturn at 31st December 2016

Directorate/Divisions	Original Budget 2016-17 £'000	Revised Budget 2016-17 £'000	Projected Outturn 2016-17 £'000	Projected Over / (Under) Spend Qtr 3 2016-17 £'000	Projected Over / (Under) Spend Qtr 2 2016-17 £'000
Directorate Budgets					
Education and Family Support	108,034	108,209	108,061	(148)	64
Social Services and Wellbeing	59,697	60,534	61,370	836	743
Communities	24,644	24,786	24,812	26	805
Operational and Partnership Services	14,899	14,952	12,963	(1,989)	(1,565)
Chief Executive and Finance	4,333	4,237	3,987	(250)	(380)
Total Directorate Budgets	**211,607**	**212,718**	**211,193**	**(1,525)**	**(333)**
Council Wide Budgets					
Capital Financing	10,128	10,128	11,296	1,168	(1,294)
Precepts and Levies	6,959	6,959	6,960	1	0
Sleep Ins	800	765	495	(270)	0
Council Tax Reduction Scheme	14,304	14,304	13,418	(886)	(650)
Insurance Costs	1,559	1,559	1,559	0	0
Building Maintenance	900	881	800	(81)	0
Centrally held Budget Pressures	1,394	1,349	10	(1,339)	0
Other Corporate Budgets	7,240	6,228	2,272	(3,956)	(1,400)
Total Council Wide Budgets	**43,284**	**42,173**	**36,810**	**(5,363)**	**(3,344)**
Appropriations to / from Earmarked to Reserves			**6,470**	**6,470**	**0**
Total	**254,891**	**254,891**	**254,473**	**(418)**	**(3,677)**

NB: Difference between Original and Revised Budget is due to allocations of pay and price pressures, inter-departmental transfers and other allocations agreed in-year.

4.1.2   The overall projected position at 31st December 2016 is a net under spend of £418,000, comprising £1.525 million net under spend on directorates and £5.363 million net under spend on corporate budgets, offset by net transfers to earmarked reserves of £6.470 million. The projected under spend is significantly reduced from the quarter 2 position as a result of the decision to establish a number of new earmarked reserves in quarter 3, as outlined in section 4.5. A detailed analysis of the more significant projected under and over spends is set out in section 4.3.

4.1.3   The net budget for the financial year has been set assuming full implementation of the current year budget reduction requirements across the Council's budget which amount to £7.477 million. Where proposals to meet this requirement have been delayed or are not achievable directorates have been tasked with

identifying alternative proposals to meet their requirements such as vacancy management, or bringing forward alternative budget reduction proposals.

4.1.4   In November 2016 Cabinet approved for consultation a Draft Budget for 2017-18 and an outline Medium Term Financial Strategy (MTFS) for 2017-2021 which estimated that the Council will have to find £33.6 million of recurrent budget reductions between 2017 and 2021, under the most likely funding scenario. The Final MTFS is due to be presented to Council for approval on 1st March 2017 and, following the Welsh Government's announcement of the Final Local Government Settlement in December, it is unlikely that the scale of this reductions target will change significantly. Against that background it is essential that expenditure is kept within the overall approved budget and that longer term proposals continue to be developed so that the Council has as much flexibility as possible to meet the challenges which lie ahead.

4.1.5   Whilst a number of earmarked reserves have already been established in-year, following reviews at quarters 2 and 3, consideration will be given at year end to requests from directors to establish any additional earmarked reserves for specific purposes in the following year, in line with the Council's Reserves and Balances Protocol, as long as these can be met from within the Council's cash limited budget for 2016-17. This is in line with the reports to Cabinet and Council on the MTFS, and the Council's Financial Procedure Rules. Similarly, consideration will be given to any over spends to determine whether these should be carried forward as a first call on the directorate budget for the following year. In addition, whilst an opportunity has arisen to repay some outstanding debt in-year, any further opportunities to repay outstanding prudential borrowing will be taken, where possible, to reduce future capital financing charges. However, a final decision on these will not be made until towards the end of the financial year when the overall outturn position is more definite.

4.2   Monitoring of Budget Reduction Proposals

Budget Reductions 2015-16

4.2.1   A report was presented to Cabinet on 5th July 2016 on Financial Performance 2015-16. In the report it was highlighted that, of the £11.225 million budget reduction proposals for 2015-16, £2.692 million were not met in full, with a shortfall in the financial year of £1.909 million. The report stated that these proposals would continue to be monitored alongside current year proposals, with mitigating action to achieve them identified. A summary of the latest position is attached as Appendix 1, which shows that while positive progress has been made, there remains an ongoing shortfall of £1.197 million in 2016-17 against these specific proposals.

4.2.2   As outlined in the MTFS reports to Cabinet and Council, MTFS Principle 12 states that *"Resources are allocated to deliver the Bridgend Change Programme based on clear strategic plans that are kept under review by Corporate Directors to maintain alignment with the MTFS and a MTFS Budget Reduction Contingency will be maintained".* Further to this, a MTFS Budget Reduction Contingency was established as an earmarked reserve and as reported at quarter 2, is being used to partly mitigate the shortfalls on the following budget reduction proposals in this financial year.

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COM 1	MREC	£150,000
COM 11	Blue Badges	£83,000
CH 9	School Transport	£100,000

Directorates are seeking to identify mitigating actions to meet the balance of the budget reduction shortfalls in this financial year. In the longer term, these proposals must be realised or must be met through alternative budget reduction proposals in order to deliver a balanced budget position. These will continue to be closely monitored and drawdown from this contingency fund will be made as part of the overall review of earmarked reserves. Where 2015-16 reductions cannot be delivered in full by the end of 2016-17, any outstanding balances will be carried forward into 2017-18 directorate targets, with clear proposals identified.

Budget Reductions 2016-17

4.2.3   The budget approved for 2016-17 included budget reduction proposals totalling £7.477 million, which is broken down in Appendix 2 and summarised with a RAG status in Table 2 below. The current position is a projected shortfall on the savings target of £1.845 million.

Table 2 – Monitoring of Budget Reductions 2016-17

	GREEN		AMBER		RED		TOTAL	
DIRECTORATE	£'000	%	£'000	%	£'000	%	£'000	%
Education and Family Support	504	52%	22	2%	450	46%	976	13%
Social Services and Wellbeing	1,717	58%	610	20%	657	22%	2,984	40%
Communities	1,092	79%	90	7%	195	14%	1,377	18%
Operational and Partnership Services	969	98%	16	2%	0	0%	985	13%
Chief Executive and Finance	157	72%	60	28%	0	0%	217	3%
Corporate	915	98%	23	2%	0	0%	938	13%
TOTAL	**5,354**	**72%**	**821**	**11%**	**1,302**	**17%**	**7,477**	**100%**

In comparison, the budget reduction requirement for 2015-16 was £11.225 million and at quarter 3, 76% (£8.5 million) of the total value of proposals were green, 13% (£1.5 million) amber and 11% (£1.2 million) red. For 2016-17 Amber and Red proposals account for just under one third of overall proposals, with the total value of these (£2.123 million) lower than for 2015-16, which is in line with the lower overall savings requirement for 2016-17. This is a similar position to that reported at quarter 2. Given the scale of budget reductions, any non-achievement will have a significant impact on the outturn position.

4.2.4   Seven of the proposals are currently RED, totalling £1.302 million. Three are in the Education and Family Support Directorate (total £450,000) and relate to the over spends on home to school / college transport, particularly in respect of school transport route efficiencies and rationalisation of special educational needs transport. Three proposals are in the Social Services and Wellbeing Directorate, relating to the reduction in numbers of Looked After Children (£357,000), the Remodelling of Children's Respite Care (£200,000) and the introduction of charges for supplementary holiday support in Learning Disabilities (£100,000). With regard to the latter proposal, it is anticipated that alternative savings proposals will be developed to replace this as it is now considered unlikely that this will be achieved. The remaining proposal is in the Communities Directorate relating to the lease of

Raven's Court (£195,000).

4.2.5 Twelve of the savings proposals are AMBER, totalling £821,000. The most significant are:

- To develop a delivery model for Bridgend Resource Centre (£108,000) – unlikely to be achieved in 2016-17 but work is underway to develop an options appraisal.
- Transfer of Family Care Service to Community Hubs (£210,000) – formal consultation is almost complete and the full saving should be realised in 2017-18.
- Changes to Social Services workforce (£100,000) – staffing levels are under constant review and restructures implemented where the opportunity arises.
- Put some aspects of Council Tax and Housing Benefits on line (£60,000) – delay in implementing Channel Shift will prevent full savings being achieved in this financial year.

4.2.6 The Section 151 Officer has reviewed the shortfalls and has made an additional one-off allocation from the MTFS Budget Reduction Contingency for the following 2016-17 budget reduction proposal, following failure to lease the building during this financial year:

RES29	To rationalise the core office estate - leasing of Raven's Court	£195,000

Directors continue to work with their staff to deliver their proposals or alternatives and this is reflected in the forecast outturn for the year.

4.3   Commentary on the financial position as at 31st December 2016.

A summary of the financial position for each main service area is attached as Appendix 3 to this report and comments on the most significant variances are provided below, along with drawdown on earmarked reserves to date.

4.3.1 **Education and Family Support Directorate**

The net budget for the Directorate for 2016-17 is £108.209 million. Current projections indicate an under spend of £148,000 at year end, after drawdown of £692,000 from earmarked reserves. The main variances are:

EDUCATION & FAMILY SUPPORT DIRECTORATE	Net Budget	Projected Outturn	Variance Over/(under) budget	% Variance
	£'000	£'000	£'000	
Inter Authority Recoupment	126	(433)	(559)	-443.7%
School Improvement	966	851	(115)	-11.9%
Capital Programme - Prudential Borrowing	815	705	(110)	-13.5%
Home to School / College Transport	3,860	4,813	953	24.7%
Catering Services	775	687	(88)	-11.4%
Integrated Working	1,022	938	(84)	-8.2%

Inter Authority Recoupment

- There is currently an under spend of £559,000 projected on the education budget for out of county placements, due to a reduction in the number of placements, from 28 at the end of March 2016 to 21 currently, as pupils are brought back in-County to be educated. This is partly offset by under-recovery of income due to the reduction in pupils from other local authorities attending this Council's schools.

School Improvement
- This under spend relates to the delay in appointments to the Development team which supports the strategic review of schools and has been used to mitigate other over spends within the Directorate. Appointments have now been made.

Capital Programme – Prudential Borrowing
- The under spend has arisen as a result of delays in progressing the 21st Century Schools Programme, and the consequent need to borrow as part of the Local Government Borrowing Initiative (LGBI). The revenue funding will be used to repay the cost of borrowing once the schemes progress.

Home to School / College Transport
- There is a projected over spend on the Home to School Transport budget of £953,000, of which £292,000 relates to over spends in 2015-16. This has increased since Quarter 2 due to a reduction in the estimates of savings to be achieved against the rationalisation of SEN transport. The 2015-16 MTFS savings were not fully achieved partly due to the limited rationalisation of contracts because of increases in the number of pupils eligible for transport, which is outside of the control of the local authority and difficult to predict with accuracy. In addition, budget reductions in respect of changes to the Learner Travel Policy were not fully realised as the agreed change to the policy by Cabinet was not implemented until September 2016 and this will not bring the same level of savings as were originally identified.
- Further efficiencies to Special Education Needs (SEN) and Looked After Children (LAC) transport have been pursued but have been impacted by some increased demand for individual transport due to the needs of individual children and our duty as a Local Authority to ensure that they are transported in line with our statutory responsibilities and our current Learner Travel policy. Additional MTFS proposals for 2016-17 of £450,000 have added to this pressure. The over spend has been partly mitigated by a contribution of £100,000 from the MTFS Budget Reduction Contingency reserve, as outlined in 4.2.2.
- The Council has set aside one-off funding in an earmarked reserve to undertake work on safe routes to schools.

Catering Services
  The under spend of £88,000 has arisen as a result of strict vacancy management. Close monitoring will be required over the next few months as labour costs can be affected by disruptions to trading days during the Winter months.

Integrated Working
- The under spend of £84,000 has arisen as a result of staff vacancy management.

4.3.2 **Social Services and Wellbeing Directorate**

The Directorate's net budget for 2016-17 is £60.534 million. Current projections indicate an over spend of £836,000 at year end after drawdown of £925,000 from earmarked reserves. The main variances are:

SOCIAL SERVICES AND WELLBEING DIRECTORATE	Net Budget £'000	Projected Outturn £'000	Variance Over/(under) budget £'000	% Variance
Older People Residential Care	8,083	7,951	(132)	-1.6%
Older People Home Care	8,640	8,403	(237)	-2.7%
Assessment & Care Mgt Older People and Physical Disability	3,474	2,961	(513)	-14.8%
Physical Disabilities Home Care	739	985	246	33.3%
Learning Disabilities Residential Care	1,451	1,708	257	17.7%
Learning Disabilities Home Care	4,786	5,140	354	7.4%
Learning Disabilities Day Opportunities	3,078	2,834	(244)	-7.9%
Mental Health Home Care	412	664	252	61.2%
Looked After Children	10,545	11,275	730	6.9%

Older People Residential Care
- There is a projected under spend of £132,000 as a result of a reduction in the number of placements, as more people are being supported in their own homes through domiciliary care.

Older People Home Care
- There is a projected under spend of £237,000 as a result of staffing vacancies and increased client contributions.

Assessment and Care Management
- There is a projected under spend of £316,000 on assessment and care management for older people, and £197,000 on assessment and care management for people with physical disabilities, arising mainly from staff vacancies and recruitment issues.

Physical Disabilities Home Care
- There is a projected over spend of £246,000 as a result of increased demand for domiciliary care in this service area, consistent with the overall increase in domiciliary care as more people are supported at home. There is over 40% increase on spend compared to the same time last year due to a higher average package of care, resulting from greater complexity of needs and fewer continuing health care clients.

Learning Disabilities Residential Care
- A projected over spend of £257,000 is likely as a result of the transition of 'complex needs' children into adult services. There are currently 4 transition cases and 2 existing cases requiring increased packages of care. There is an assumption that 4 of these will be transferred to supported living prior to the end of the financial year, which is at a lower cost. This projection is after draw down of £150,000 from earmarked reserves.
- Going forward, whilst there are no known children with care needs that are coming of age, any new cases will be identified by the 'transition' team and a budget pressure request recognised as part of the MTFS process.

Learning Disabilities Home Care
- There is currently a projected over spend of £354,000 arising from an increase in the number of hours within existing care packages, together with an increase in the number of supported living schemes by one. Forecast income through charging other Local Authorities is also less than budgeted.

Learning Disabilities Day Opportunities
- There is currently a projected under spend of £244,000 arising from staff vacancies to date. Most have now been filled with the remaining targeted for MTFS budget reductions in 2017-18.

Adult Mental Health Home Care Services
- A projected over spend of £252,000 on home care is likely as a result of increased demand for domiciliary care in this service area, coupled with an increase of two additional service users within the supported living scheme.

Looked After Children (LAC)
- There is a projected over spend of £730,000 on LAC, after a drawdown of £230,000 from earmarked reserves. This is mainly as a result of the implementation of a new model for residential services (£400,000 across 2015-16 and 2016-17) which has taken some time to establish due to the need for significant research, consultation and options appraisals, and the slower than anticipated safe reduction of looked after children (£357,000 in 2016-17). Project plans for both of these areas are now in place and the required work has gathered momentum, with significant capital work due to take place in 2017-18. There is currently an over spend of approximately £250,000, despite the drawdown of £230,000 earmarked reserves, due to the need to place a small number of children into high cost out of county placements, and £120,000 over spend in relation Independent Fostering Agencies. The plan to place more children into in-house foster placements is now in place. However this will not significantly impact on the budget for 2016-17.
- The number of LAC at the end of December was 389 compared to 382 at the end of March 2016, and the number of out of county placements is currently 11 with some individual placements costing around £220,000 per annum.
- However, there are a number of "When I am Ready" clients (where a care leaver continues to live with their foster carer after they turn 18) that are still in a placement, which the Council funds, but do not count as LAC.
- A further review of LAC costs will be undertaken during the final quarter of the year and additional reserve drawn down as necessary.

The budget is closely monitored and a recovery plan is in place to ensure that the current over spend is reduced and that the budget for 2017-18 is effectively managed.

Other Child and Family Services
- Whilst the service is not projecting a significant variance, and therefore isn't reported in the table above, it must be noted that this is following the drawdown of £518,000 from earmarked reserves to offset the projected over spend on the joint adoption service. The over spend relates mainly to the contribution to the Western Bay pooled fund. Each authority's contribution is based on the number of placements by each authority as a % of total western bay placements, and currently Bridgend's proportion of placements is 42% of the total compared to 24% anticipated when the budget was set. This recognises the proactive approach to trying to reduce the number of looked after children, by providing more permanent solutions. This shortfall will be addressed through a budget pressure in the 2017-18 MTFS.

4.3.3 **Communities Directorate**

The net budget for the Directorate for 2016-17 is £24.786 million and the current projection is an anticipated over spend of £26,000 after drawdown of £1.905 million from earmarked reserves. The main variances are:

COMMUNITIES DIRECTORATE	Net Budget £'000	Projected Outturn £'000	Variance Over/(under) budget £'000	% Variance
Development Control	(175)	(395)	(220)	125.7%
Waste Disposal	5,136	5,496	360	7.0%
Street Lighting	1,482	1,382	(100)	-6.7%
Highways Services	2,065	2,510	445	21.5%
Streetscene Support	326	251	(75)	-23.0%
Adult Education	177	117	(60)	-33.9%
Property	1,272	972	(300)	-23.6%

Development Control
- There is a projected under spend of £220,000 due to an increase in the number of larger planning applications which attract higher fee levels during the financial year. Fees are set by Welsh Government and vary according to the type of development. As a result of the number of applications, the service is projecting higher income than budgeted.

Waste Disposal
- The MREC saving of £300,000 for 2015-16 was not achieved and is unlikely to be achieved in 2016-17. This has been partly mitigated by a contribution of £150,000 from the MTFS Budget Reduction Contingency reserve, as outlined in 4.2.2. Furthermore there are additional tonnage costs of £430,000 offset by savings from the interim Anaerobic Digestion (AD) procurement project of £220,000. This is based on current projected tonnages prior to the commencement of the new waste collection contract. Under the new waste contract there should be a reduction in the amount of

tonnage going to the MREC due to an increase in kerbside recycling and at the Civic Amenity Sites.

Street Lighting
- The projected under spend of £100,000 has arisen following the LGBI programme of replacement of lanterns, and subsequent reduction in energy costs and required maintenance.

Highways Services
- There is a projected over spend of £300,000 as a result of a new Service Delivery Agreement (SDA) introduced by the South Wales Trunk Road Agency (SWTRA) in April 2016, which applied to work undertaken by the Council's Highways department. The SDA includes priced schedules for work undertaken, which has impacted on the amount of funding that can be reclaimed. There are also small over spends arising on depot running costs, following the move of fleet services to the joint vehicle maintenance facility, due to the fixed nature of some of the depot costs e.g. business rates, which are being picked up by the remaining services until the depot rationalisation is completed. There are also over spends arising due to delays in staffing restructures and non-achievement of overtime savings, partly offset by staff vacancies (net over spend £50,000), and an over spend as a result of recent flooding (£45,000).

Streetscene Support
- There is a projected under spend across the service of £75,000 due to staff vacancy management and reduced spend on supplies and services.

Adult Education
- There is a projected under spend across the service of £60,000 due to staff vacancy management.

Property
- There is a projected net under spend of £300,000 across the Property service as a whole as a consequence of reduced running costs on the Civic Offices (£50,000), staff vacancy management (£100,000) and an increase in general commercial and grant income (£350,000). This is partly offset by an estimated over spend of £210,000 due to under occupancy of the Innovation Centre, as a result of difficulties in attracting tenants. As outlined in paragraph 4.2.6, the Section 151 Officer has made an additional one-off allocation of £195,000 from the MTFS Budget Reduction Contingency to meet the non-achievement of the budget reduction in respect of the lease of Raven's Court.

4.3.4 **Operational and Partnership Services Directorate**

The net budget for the Directorate for 2016-17 is £14.952 million and current projections anticipate an under spend against this budget of £1.989 million after drawdown of £699,000 from earmarked reserves. The main variances are:

OPERATIONAL AND PARTNERSHIP SERVICES DIRECTORATE	Net Budget	Projected Outturn	Variance Over/(under) budget	% Variance
	£'000	£'000	£'000	
Housing Options and Homelessness	692	366	(326)	-47.1%
Legal Services	1,976	1,685	(291)	-14.7%
Human Resources & Organisational Development	1,682	1,529	(153)	-9.1%
ICT	3,716	3,224	(492)	-13.2%
Regulatory Services	1,488	1,328	(160)	-10.8%

Housing and Homelessness
- There is a projected under spend on this area of £326,000. This is mainly as a result of the use of core staff to undertake duties for which the Council receives Welsh Government grant funding (transitional funding and Supporting People grant), and small under spends on other budgets. These grants may be reduced in 2017-18 but confirmation is still awaited of the actual allocation.

Legal Services
- The under spend on legal services is partly due to an increase in recovery of legal costs (£74,000), partly due to an under spend on legal costs and disbursements (£92,000), and staffing vacancies, most of which are built into the MTFS as budget reductions for 2017-18.

Human Resources and Organisational Development
- The under spend relates to vacancy management in preparation for future MTFS savings.

ICT
- The under spend is as a result of vacancies within the team, and reduced telephone charges, along with an under spend of approximately £250,000 on software licences, due to a proactive approach to the rationalisation of software across the Council when the opportunity arises. Some of these savings are in preparation for future MTFS savings.

Regulatory Services
- The under spend relates to repayment of an under spend on the shared regulatory service following the closure of the 2015-16 accounts, which was primarily due to staff vacancies following the creation of the shared service. The amount of this under spend, and any potential repayment, was not known until the accounts had been audited.

4.3.5 **Chief Executive and Finance**

The net budget for the Directorate for 2016-17 is £4.237 million and current projections anticipate an under spend against this budget of £250,000 after drawdown of £50,000 from earmarked reserves. The main variances are:

CHIEF EXECUTIVE AND FINANCE	Net Budget	Projected Outturn	Variance Over/(under) budget	% Variance
	£'000	£'000	£'000	
Chief Officers	645	509	(136)	-21.1%
Housing Benefit Administration	697	567	(130)	-18.7%

Chief Officers

- The under spend mainly relates to the vacant staffing budget following the departure of the Corporate Director Resources. This is being held in preparation for future MTFS savings.

Housing Benefits

- There is an under spend in respect of the administration of housing benefit arising mainly from staffing vacancies, but also additional grant income. The 2016-17 budget pressure in relation to the new Emmaus facility has been reviewed and, based on the revised need identified, the budget pressure has been reduced by £100,000 and returned to the corporate budget.

4.3.6 **Council Wide budgets**

This section of the accounts includes budgets, provisions and services which are council wide, and not managed by an individual directorate. The budget is £42.173 million and the projected outturn is £36.810 million, resulting in a projected under spend of £5.363 million. The main variances are detailed below:

COUNCIL WIDE BUDGETS	Net Budget	Outturn	Variance Over/(under) budget	% Variance
	£'000	£'000	£'000	
Capital Financing	10,128	11,296	1,168	11.5%
Council Tax Reduction Scheme	14,304	13,418	(886)	-6.2%
Centrally Held Budget Pressures	1,349	10	(1,339)	-99.3%
Other Corporate Budgets	6,228	2,272	(3,956)	-63.5%

Capital Financing

- The projected over spend of £1.168 million is a combination of an under spend on interest paid due to lower borrowing than anticipated (£1.181 million), as Council uses its own internal resources to finance schemes, which is more than offset by a one-off payment of £2.35 million of prudential borrowing in respect of Raven's Court to reduce future capital financing costs. A review will be undertaken during the final quarter of the year to identify any further debt repayment opportunities.

Council Tax Reduction Scheme

- The projected under spend of £886,000 is a result of lower demand than forecast for the Council Tax Reduction Scheme. This a demand led budget which is based on full take up, but actual take up is not known until year end. The projection is based on take up at the end of December 2016. Budget reductions are planned for future years.

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<u>Centrally Held Budget Pressures</u>

- Funding was held corporately in the budget to meet the budget pressures associated with the Extra Care scheme (£1 million revenue contribution to capital) and implementation of the Welsh Language Standards. Due to the delay in the Extra Care scheme, the funding has been transferred to an earmarked reserve, pending construction works. In addition, a number of Welsh Language Standards are currently under appeal, and as a consequence there is a delay in implementation of the full suite of standards, and therefore spend on this budget, until the outcome of the appeal is received from the Welsh Language Commissioner.

<u>Other Corporate Budgets</u>

- The under spend of £3.956 million is a combination of:

  - o   Reduced requirement from Directorates in relation to pay and prices, including superannuation and National Insurance increases.
  - o   Lower than expected in-year cost of implementing auto enrolment for new entrants. This cost is due to increase incrementally as the Council works towards September 2017.
  - o   Projected under spends on other corporate budgets e.g. corporate contingency, provision for increased national insurance contributions.

It should be noted that this projection could change significantly during the final quarter of the financial year, depending on the extent of inclement weather during the winter period, the outcome of the Welsh Language Standards appeals and further demands on the Council Tax Reduction Scheme. At this point in the financial year it is prudent to assume that all other budgets will be fully spent by year end.

These budgets have been reviewed as part of the MTFS 2017-18 to 2020-21 and will be subject to significant reductions over the life of the MTFS.

4.4   Capital programme monitoring

4.4.1   This section of the report provides Members with an update on the Council's capital programme for 2016-17. The original budget approved by Council on 10th March 2016 was further revised and approved by Council during the year to incorporate budgets brought forward from 2015-16, budgets carried forward into 2017-18, and any new schemes and grant approvals. The revised programme for 2016-17 now totals £28.133 million, following slippage of £18.47 million into 2017-18, of which £18.393 million is met from BCBC resources with the remaining £9.74 million coming from external resources. The main areas of slippage are:

- New Mynydd Cynffig Primary School and associated highways works - due to commence in 2017-18 (£800,000 slippage).
- Provision of 2 Extra Care facilities - work expected to commence in 2017-18 (£3 million slippage).
- Porthcawl Infrastructure - the Porthcawl masterplan and owners agreement are currently under review. This includes a fresh assessment of the infrastructure phasing plan and marketing strategy (£5.507 million slippage).
- Llynfi Development Site – feasibility work currently being undertaken, no works expected in 2016-17 (£2.4 million slippage).

- Rationalisation of Depots - the project board is currently reviewing the proposals for this scheme and will provide a revised costing once complete (£4.376 million slippage).

4.4.2 Appendix 4 provides details of the individual schemes within the capital programme, showing the budget available in 2016-17 compared to the projected spend. Commentary is provided detailing any issues associated with these projects.

4.4.3 At this point in the financial year, and following discussions with directorates, it is assumed that all other projects will be in line with the budget as set out in Appendix 4. However, this will depend upon scheme progress during the financial year and any inclement weather experienced, which may place additional pressure on project timescales.

4.5 Review of Earmarked reserves

4.5.1 The Council is required to maintain adequate financial reserves to meet the needs of the organisation. The MTFS includes the Council's Reserves and Balances Protocol which sets out how the Council will determine and review the level of its Council Fund balance and Earmarked Reserves. A quarter 3 review of the particular pressures that were to be covered by earmarked reserves was undertaken and Directorates have drawn down funding. Table 3 below shows the drawdown from earmarked reserves during Quarter 3 together with the cumulative drawdown.

Table 3 – Drawdown of Earmarked Reserves to the end of Quarter 3

Quarter 1 & 2 Drawdown £'000	Directorate	Quarter 3 Only Drawdown £'000	Total Quarter 1-3 Drawdown £'000
90	Education & Family Support	603	693
72	Social Services & Wellbeing	853	925
859	Communities	1,046	1,905
311	Operational and Partnership Services	388	699
18	Chief Executives & Finance	32	50
1,350	**Total**	**2,922**	**4,272**

4.5.2 The cumulative drawdown is £2,461,000 from Corporate Reserves and £1,811,000 from their specific earmarked reserves as shown in Table 4 below.

Table 4 – Movement on Earmarked Reserves to the end of Quarter 3

Opening Balance 1 April 2016 £'000	Reserve	Additions/ Reclass-ification £'000	Draw-down £'000	Closing Balance 31 Dec 2016 £'000
	Corporate Reserves:-			
	Education & Family Support	200	(582)	
	Social Services & Wellbeing	-	(89)	
	Communities	34	(1,237)	
	Operational and Partnership Services	-	(503)	
	Chief Executives & Finance	-	(50)	
	Non-Directorate	4,519	-	
32,939	**Total Corporate Reserve**	**4,753**	**(2,461)**	**35,231**
	Directorate Earmarked Reserves:-			
1,278	Education & Family Support	183	(111)	1,350
1,486	Social Services & Wellbeing	1,000	(836)	1,650
1,884	Communities	701	(668)	1,917
708	Operational and Partnership Services	(125)	(196)	387
92	Chief Executives & Finance	(42)	-	50
5,448	**Total Directorate Reserves**	**1,717**	**(1,811)**	**5,354**
38,387	**Total Usable Reserves**	**6,470**	**(4,272)**	**40,585**

4.5.3   The review also examined:-

- commitments against existing reserves and whether these were still valid;
- earmarked reserve requests from Directorates as a result of emerging issues and;
- emerging risks for the Council as a whole.

Table 5 below details the creation of new earmarked reserves, increases to existing earmarked reserves and amounts that have been unwound from reserves just during Quarter 3. Therefore the £4,460,000 of total Additional/Unwound differs from the £6,470,000 in the above table as £2,010,000 was created in the first half of the year and reported to Cabinet in the Quarter 2 Monitoring Report.

Table 5 – Net Appropriations to and from Earmarked Reserves during Quarter 3

Quarter 3 Only		New/ Addition to Reserves £'000	Unwound Reserves £'000	Additions/ Unwound £'000
Corporate Reserves:-				
Major Claims Reserve		1,000	(3,080)	(2,080)
Capital Programme Contribution		2,733		2,733
Service Reconfiguration		1,000		1,000
Insurance Reserve		170		170
Asset Management Plan			(32)	(32)
DDA Emergency Works		200		200
Property Disposal Strategy		24		24
Public Realm Reserve	New	200		200
MTFS Budget Contingency		528		528
Total Corporate Reserves		**5,855**	**(3,112)**	**2,743**
				-
Directorate Reserves:-				-
Directorate Issues - various			(167)	(167)
Looked After Children - Social Services & Wellbeing		1,000		1,000
Waste Awareness Reserve - Communities	New	250		250
Safe Routes to Schools - Communities	New	200		200
School Projects Reserve - Education & Family Services		183		183
Property Reserve - Communities		250		250
Donations Reserve Account - Communities		1		1
Total Directorate Reserves		**1,884**	**(167)**	**1,717**
Total Usable Reserves		**7,739**	**(3,279)**	**4,460**

4.5.4 Following a review of public realm assets, the Communities directorate has identified a range of urgent works required across the County Borough. A public realm reserve of £200,000 has been created from existing resources which will be drawn against as quickly as works can be completed.

4.5.5 A full breakdown of total movement on earmarked reserves at 31st December is provided in Appendix 5.

5.0 Effect upon policy framework & procedural rules

5.1 As required by section 3 (budgetary control) of the Financial Procedure Rules; Chief Officers in consultation with the appropriate Cabinet Member are expected to manage their services within the approved cash limited budget and to provide the Chief Finance Officer with such information as is required to facilitate and monitor budgetary control.

6.0   Equality Impact Assessment

6.1   There are no implications in this report.

7.0   Financial implications

7.1   These are reflected in the body of the report.

8.0   Recommendations

8.1   The Committee is requested to note the projected revenue and capital outturn position for 2016-17 and provide any comments.

Randal Hemingway
Head of Finance and Section 151 Officer
January 2017

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Background Papers

Individual Directorate Monitoring Reports
Report to Council 10th March 2016
Report to Council 6 May 2016
Report to Council 6 July 2016
Report to Council 5 October 2016
MTFS Report to Cabinet – 29th November 2016

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MONITORING OF 2015-16 BUDGET REDUCTION PROPOSALS

Ref.	Budget Reduction Proposal	Original 2015-16 £000	Current RAG Status (RAG)	Amount of saving likely to be achieved 2016-17 £000
EDUCATION & FAMILY SUPPORT				
EDUCATION				
CH3	Retender Learner Transport contracts	400		363
CH4	Rationalise Special Education Needs transport	100		45
CH9	School transport route efficiencies	200		0
	Total Education and Family Support	**700**		**408**
ADULT SOCIAL CARE				
ASC2	Support increased independence through enablement and progression in Learning Disability services	220		220
ASC6	Management, Admin and Training Implement measures to achieve 7% and 5% across the 2 years	215		115
ASC7	Reprovision and remodelling of Shared Lives	135		135
ASC8	Reduction in sickness across services	50		50
	Total Adult Social Care	**620**		**520**
SAFEGUARDING AND FAMILY SUPPORT				
CH22	Remodelling of Childrens Respite and Residential Care	200		0
CH20B	Review all temp posts across the directorate/Vacancy Management	50		50
	Total Safeguarding and Family Support	**250**		**50**
	Total Social Services & Wellbeing Directorate	**870**		**570**
COMMUNITIES				
COM1	Procure by competitive tendering and in accordance with the provisions of a MOU between BCBC and NPTCBC, a contractor to operate and manage the MREC	300		0
COM6	Review of public conveniences	50		40
COM7	Review of Grounds Maintenance & Bereavement Services	437		437
COM8	Review of car parking charges - staff and long/short term stay car parks	60		0
COM10	Public to purchase their own black refuse bags to an appropriate specification.	50		0
COM11	Implementation of charging for Blue Badge Holders for Car Parking	165		0
COM13	Review of School Crossing Patrol service in line with GB standards.	60		40
	Total Communities Directorate	**1,122**		**517**
	GRAND TOTAL	**2,692**		**1,495**

Shortfall	**1,197**

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MONITORING OF 2016-17 BUDGET REDUCTION PROPOSALS

Ref.	Improvement Priority 2016-20	Budget Reduction Proposal	Original 2016-17 £000	Current RAG Status (RAG)	Amount of saving likely to be achieved £000

EDUCATION & FAMILY SUPPORT
CENTRAL EDUCATION & FAMILY SUPPORT

Ref.	Improvement Priority 2016-20	Budget Reduction Proposal	Original 2016-17 £000	Current RAG Status (RAG)	Amount of saving likely to be achieved £000
CH1	IP1	Out of County budgets - reduction of Education costs by returning children with additional needs to in-house provision with additional support if required	200		200
CH2	IP2	Youth Offending Service Collaboration	95		95
CH3	IP3	Retender Learner Transport contracts	100		0
CH4	IP3	Rationalise Special Education Needs transport	150		0
CH9	IP3	School transport route efficiencies	200		0
CH15	IP3	Staff Restructure - Inclusion and Additional Learning Needs	100		100
CH36	IP3	Saving on premises budget due to amalgamation of SEN services	30		30
CH40	IP3	Reduction in cost of Central South Consortium arising from efficiencies generated from transfer of additional services.	35		35
RES30	IP3	To review the Resources Directorate Service Level Agreement with Schools	44		44
RES40	IP3	Change Out of Hours Service provided by Built Environment	22		0
		Total Education and Family Support	**976**		**504**

SOCIAL SERVICES & WELLBEING

Ref.	Improvement Priority 2016-20	Budget Reduction Proposal	Original 2016-17 £000	Current RAG Status (RAG)	Amount of saving likely to be achieved £000
Theme 1 - Remodel Service Delivery					
ASC1	IP2	Focus local authority homecare on specialist and complex care	250		250
ASC2	IP2	Support increased independence through enablement and progression in Learning Disability services	40		40
ASC3	IP2	Link the work on the new assessment framework to the new national eligibility criteria as part of the Social Services and Wellbeing Act	662		662
ASC7	IP2	Reprovision and remodelling of Shared Lives	50		50
ASC9	IP3	Review CHC-eligible cases to secure appropriate contribution to packages of care	118		118
ASC19	IP3	Develop a Delivery Model for the Bridgend Resource Centre	108		8
ASC21	IP3	Transfer Family Care Service to the Community Hubs	210		52
HL5	IP3	Library Service Options appraisal and implementation of agreed service model	150		150
HL6	IP3	Development of arts venues trust	100		100
ASC5	IP3	Service efficiencies - work related schemes	67		67
CH25	IP2	Reduction in Safeguarding LAC numbers and related reduction in costs	357		0
Theme 1 - Remodel Service Delivery - sub-total			**2,112**		**1,497**

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Ref.	Improvement Priority 2016-20	Budget Reduction Proposal	Original 2016-17 £000	Current RAG Status (RAG)	Amount of saving likely to be achieved £000
Theme 2 - Service Efficiencies					
ASC6	IP3	Management, Admin and Training Implement measures to achieve 7% and 5% across the 2 years	76		50
ASC12	IP3	Continued efficiencies within LD Day Services	36		36
ASC15	IP3	Achieve transport efficiencies	18		18
ASC23	IP3	Changes in Workforce	100		50
CH22	IP2	Remodelling of Children's Respite and Residential Care	200		0
HL 2	IP3	Review Healthy Living Partnership Contract	181		181
HL3	IP3	Continued savings associated with the Halo leisure partnership	80		80
HL5	IP3	Transfer management of Porthcawl dual use hall to school management	12		12
Theme 2 - Service Efficiencies - sub-total			**703**		**427**
Theme 3 - Income Generation					
ASC10	IP3	Develop income stream for specialist Mental Health placements at Glyn Cynffig	15		15
ASC20	IP3	Introduce charges for supplementary holiday support in Learning Disabilities	100		0
ASC22	IP3	Income Generation at Bryn y Cae	54		54
Theme 3 - Income Generation			**169**		**69**
		Total Social Services & Wellbeing Directorate	**2,984**		**1,993**
COMMUNITIES					
COM4	IP1	Review staffing structures within the Communities Directorate to identify possible savings	260		260
COM7	NONPTY	Review of Grounds Maintenance & Bereavement Services	69		69
COM9	IP3	Review of Highways maintenance/DLO Services	417		305
COM16	NONPTY	Review of supported bus services	15		15
COM18	NONPTY	15% Increase in planning application fees in line with Welsh Government guidelines	75		75
COM21	IP3	Review of overtime across Highways/Streetscene	90		45
COM32	IP3	Implementation of Digital working and Touch screens in Workshop equating to a saving of 0.5FTE	12		12
COM33	NONPTY	Review of all budget heads in Business Support creating less resilience for unexpected expenditure	25		25
HL4	IP3	Review of Lifeguard services to consider length of season and beach coverage.	23		23
RES19	IP3	To increase non-operational estate income	5		5
RES21	IP3	To rationalise the core office estate - disposal of Sunnyside	191		191
RES29	IP3	To rationalise the core office estate - leasing of Raven's Court	195		0
		Total Communities Directorate	**1,377**		**1,025**

Ref.	Improvement Priority 2016-20	Budget Reduction Proposal	Original 2016-17 £000	Current RAG Status (RAG)	Amount of saving likely to be achieved £000
OPERATIONAL AND PARTNERSHIP SERVICES					
LRS1	IP3	Public Protection Collaboration	181		181
LRS2	IP3	Restructure of Legal & Democratic, Performance & Partnership Services.	70		70
LRS3	IP3	Increase income targets Registrars	66		66
LRS4	IP3	Staff reductions already made	81		81
HUMAN RESOURCES					
RES12(b)	IP3	Reduce CCTV Services Operations	30		30
RES13	IP3	To reduce number of staff in HR, OD and Communications and business support	95		103
RES15	IP3	To publish County Bulletin and Bridgenders electronically only	16		8
RES36	IP3	To reduce DBS checks budget	10		10
HOUSING					
COM28	NONPTY	Review of Housing budgets for efficiency savings in 2016/17. Saving in 19/20 from Homelessness Budget (fully committed until this year)	56		56
ICT					
RES3	IP3	To reduce costs of ICT systems	192		192
RES7	IP3	To reduce the number of ICT service staff	18		18
RES34	IP3	To repay prudential borrowing on ICT capital	170		170
		Total Operational and Partnership Services	**985**		**985**

CHIEF EXECUTIVE
FINANCE

Ref.	Improvement Priority 2016-20	Budget Reduction Proposal	Original 2016-17 £000	Current RAG Status (RAG)	Amount of saving likely to be achieved £000
RES1	IP3	To reduce the number of Finance and accountancy staff	51		51
RES4	IP3	To reduce the number of Internal Audit hours commissioned from joint service	19		19
RES27	IP3	To put Council Tax and some aspects of benefits online and to collaborate with others	60		30
RES28	IP3	To secure reductions in External Audit Fees	87		87
		Total Chief Executive	**217**		**187**

CORPORATE / COUNCIL WIDE

Ref.	Improvement Priority 2016-20	Budget Reduction Proposal	Original 2016-17 £000	Current RAG Status (RAG)	Amount of saving likely to be achieved £000
CS1	NONPTY	Rationalise and reduce voluntary sector funding by 5%	15		15
CS3	NONPTY	Reduction in provision for corporate building maintenance	200		200
CS5	NONPTY	Review capital financing budgets, including increase in investment income	300		300
CS7	NONPTY	Reduction in the Coroner's precept	23		23

Ref.	Improvement Priority 2016-20	Budget Reduction Proposal	Original 2016-17 £000	Current RAG Status (RAG)	Amount of saving likely to be achieved £000
CS9	NONPTY	Reductions in Insurance Premiums	100		100
CS13	NONPTY	Reduction in provision for Council Tax Reduction Scheme	300		300
		Total Corporate / Council Wide	938		938

GRAND TOTAL REDUCTIONS	7,477	5,632

REDUCTIONS SHORTFALL	1,845

3,451	5,354	72%
4,026	821	11%
0	1,302	17%
7,477	7,477	

BRIDGEND COUNTY BOROUGH COUNCIL	Budget 2016-17			Projected Outturn	Projected Variance Over/(under) budget	% Variance
	Expenditure Budget	Income Budget	Net Budget			
	£000	£000	£000	£000	£000	
EDUCATION AND FAMILY SUPPORT						
Learning	11,013	(3,172)	7,841	7,063	(778)	-9.9%
Strategic Partnerships & Comm	128,111	(28,744)	99,368	99,998	630	0.6%
Built Environment	5,478	(4,479)	1,000	1,000	0	
TOTAL EDUCATION AND FAMILY SUPPORT	**144,603**	**(36,394)**	**108,209**	**108,061**	**(148)**	**-0.1%**
SOCIAL SERVICES AND WELLBEING DIRECTORATE						
Adult Social Care	56,143	(15,514)	40,629	40,630	1	0.0%
Sport, Play and Active Wellbeing	3,162	(826)	2,336	2,336	0	0.0%
Safeguarding & Family Support	18,946	(1,377)	17,569	18,404	835	4.8%
TOTAL SOCIAL SERVICES AND WELLBEING	**78,251**	**(17,717)**	**60,534**	**61,370**	**836**	**1.4%**
COMMUNITIES DIRECTORATE						
Regeneration & Development	3,926	(1,745)	2,181	1,918	(263)	-12.0%
Street Scene	33,849	(16,585)	17,264	17,913	649	3.8%
Directorate Business Unit	536	-	536	536	-	0.0%
Culture	3,605	(204)	3,401	3,341	(60)	-1.8%
Property Services	4,010	(2,740)	1,272	972	(300)	
Elections	132	-	132	132	-	0.0%
TOTAL COMMUNITIES	**46,058**	**(21,274)**	**24,786**	**24,812**	**26**	**0.1%**
OPERATIONAL & PARTNERSHIP SERVICES DIRECTORATE						
Legal Services and Democratic Services	4,842	(505)	4,337	3,864	(473)	-10.9%
Regulatory Services	1,893	(405)	1,488	1,328	(160)	-10.8%
Transformation, Performance and Partnerships	555	-	555	473	(82)	-14.8%
ICT	4,441	(725)	3,716	3,224	(492)	-13.2%
Human Resources	3,919	(392)	3,527	3,213	(314)	-8.9%
Housing and Homelessness	6,437	(5,108)	1,329	861	(468)	-35.2%
TOTAL OPERATIONAL & PARTNERSHIP SERVICES	**22,088**	**(7,135)**	**14,952**	**12,963**	**(1,989)**	**-13.3%**
Chief Executives						
Chief Executive	645	-	645	509	(136)	-21.1%
Finance	53,343	(50,123)	3,220	3,118	(102)	-3.2%
Internal Audit	373	(1)	372	360	(12)	-3.2%
TOTAL CHIEF EXECUTIVES	**54,361**	**(50,124)**	**4,237**	**3,987**	**(250)**	**-5.9%**
TOTAL DIRECTORATE BUDGETS	**345,360**	**(132,644)**	**212,718**	**211,193**	**(1,525)**	**-0.7%**
Council Wide Budgets	43,210	(1,037)	42,173	36,810	(5,363)	-12.7%
Net transfers to / from earmarked reserves				6,470	6,470	
NET BRIDGEND CBC	**388,570**	**(133,681)**	**254,891**	**254,473**	**(418)**	**-0.2%**

NB: Differences due to rounding of £000's

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Main Scheme	Whole Scheme Budget £'000	Cabinet Budget 16-17 (29.11.16) £'000	New Approvals £'000	Virement £'000	Slippage to 2017-18 £'000	Revised Budget 2016-17 £'000	Total Exp to date £'000	Projected Spend £'000	Over / (Under) spend £'000	Comments
Learning										
PENYFAI PRIMARY	7,239	404	-	-	-	404	9	404	-	Scheme is complete - compensation payment and payment to landowner expected in 2016-17
LITCHARD PRIMARY AMALGAMATION	2,956	-	-	-	-	-	(1)	-	-	Closing reserve to be paid in current year
MYNYDD CYNFFIG AMALGAMATION	7,050	672	-	-	-	672	105	672	-	Scheme not started. In design phase
BRYNMENYN PRIMARY	7,790	1,200	-	-	-	1,200	329	1,200	-	Construction due to commence January 2017
GATEWAY TO THE VALLEYS	39,488	155	-	-	-	155	-	155	-	Scheme completed - final accounts to be paid
COITY PRIMARY SCHOOL	8,560	107	-	-	-	107	(91)	107	-	Scheme completed - final account to be paid in current year
GARW VALLEY SOUTH PROVISION	10,800	750	-	-	-	750	149	750	-	Scheme at design stage. Costs represent fees
PENCOED PRIMARY	10,833	750	-	-	-	750	713	750	-	Scheme at design stage. Costs represent fees
GARW VALLEY PRIMARY HIGHWAYS	400	400	-	-	(400)	-	-	-	-	Scheme at design stage. Highways works due to start August 2017
CCYD HUB	40	73	-	-	-	73	71	73	-	-
PENCOED SCHOOL HIGHWAYS WORKS	310	310	-	-	-	310	-	310	-	-
SCHOOL FURNITURE & EQUIP.	-	-	-	-	-	-	60	-	-	Spend projected on Children's Minor Works
OGMORE COMPREHENSIVE	4,120	64	-	-	-	64	(93)	64	-	Final retention amount due to be paid in current year
WEST PARK PRIMARY	250	48	-	-	-	48	2	48	-	Final retention amount due to be paid in current year
MINOR WORKS	2,148	893	(130)	-	-	763	-	763	-	Spend incurred on Revenue cost centres and transferred to Capital Minor Works at Year End
HERONSBRIDGE SCHOOL	100	30	-	-	-	30	5	30	-	Mezzanine floor engineering fees paid
EARLY YEARS CAPITAL	966	32	-	-	-	32	(34)	32	-	Awaiting final acounts
SCHOOLS TRAFFIC SAFETY	500	500	-	-	(80)	420	149	420	-	
MAESTEG COMP HIGHWAYS	500	500	-	-	(100)	400	358	400	-	Awaiting final costs - may be lower than budget
MYNYDD CYNFFIG HIGHWAYS	700	700	-	-	(700)	-	-	-	-	Scheme due to start in 2017-18
TOTAL Learning	105,132	7,588	(130)	-	(1,280)	6,178	1,731	6,178	-	
Built Environment										
SOLAR PANELS CIVIC OFFICES	40	40	-	-	-	40	-	40	-	To be completed as part of Civic Envelope Works
TOTAL Built Environment	40	40	-	-	-	40	-	40	-	
TOTAL Education & Family Support	105,172	7,628	-130	0	-1,280	6,218	1,731	6,218	0	
Social Services and Wellbeing										
PENCOED ARTIFICIAL PITCH	187	12	-	-	-	12	8	12	-	Final retention amount - to be paid in current year
TY PENYBONT RECONFIGURATION	121	43	-	-	-	43	-	43	-	
GLAN YR AFON CARE HOME	153	130	-	-	-	130	1	130	-	Budget for Care Standards response
HERON HOUSE/CARETAKER HOUSE	286	286	-	-	-	286	12	286	-	Scheme in design stage. Tender being advertised Jan 2017
EXTRA CARE FACILITIES	3,000	3,000	-	-	(3,000)	-	-	-	-	Development of two new extra care housing schemes
MODERNISATION HOMECARE WORKFORCE	72	72	-	-	(72)	-	-	-	-	Project scheduled to be undertaken in 2017-18
BRIDGELINK	300	30	-	-	-	30	32	30	-	Equipment purchased December 2016. Balance to be met from revenue.
SPORTS FACILITIES	63	63	-	-	-	63	-	63	-	
TOTAL Social Services & Wellbeing	4,182	3,636	-	-	(3,072)	564	53	564	-	
Communities										
Street Scene										
IMPROVEMENTS IN CHILDREN'S PLAY AREAS	75	75	-	-	-	75	50	75	-	
NEWBRIDGE FIELDS-EROSION	52	25	-	-	-	25	-	25	-	
PARKS PAVILIONS	1,719	1,429	-	-	-	1,429	404	1,429	-	Reinstate funding to support Community Asset Transfer as Pandy Park funded from S106 / Insurance
PORTHCAWL TOWN SEA DEFENCE	567	567	-	-	(337)	230	57	230	-	Design currently progressing. Estimated to start construction works summer 2017
MISC LAND DRAINAGE	-	-	-	-	-	-	-	-	-	
RENEWAL OF CREMATOR	1,060	12	-	-	-	12	(114)	12	-	Final retentions due in current year
BRIDGEND CAR PARKS-LIFT	115	115	-	-	-	115	-	115	-	Bid to be reviewed following the structural survey results
SAFE ROUTES TO SCHOOL	1,569	500	(50)	-	-	450	191	450	-	Reduction in budget represents reduced scheme costs
ROAD SAFETY SCHEMES	241	53	-	-	-	53	21	53	-	
HIGHWAYS STRUCTURES	200	200	-	-	-	200	25	200	-	Contract has been issued to tender and will start on site 2016 to be completed before 31 March 2016
HIGHWAYS MAINTENANCE	250	250	-	-	-	250	120	250	-	All works to be completed by 31 March 2016
ASDA LINK LAND COMPENSATION	50	-	-	-	-	-	3	2	2	Seeking clarification if this can be reclaimed from Asda
PROW CAPITAL IMP STRUCTURES	-	-	-	-	-	-	14	-	-	Budget held on Communities Minor Works
CARRIAGE RECONSTRUCTION	7,885	-	-	-	-	-	(38)	-	-	Final retentions due in current year

Main Scheme	Whole Scheme Budget £'000	Cabinet Budget 16-17 (29.11.16) £'000	New Approvals £'000	Virement £'000	Slippage to 2017-18	Revised Budget 2016-17 £'000	Total Exp to date £'000	Projected Spend £'000	Over / (Under) spend £'000	Comments
HIGHWAYS STREET INFRASTRUCTURE	-	-	-	-	-	-	89	-		
ATN ROUTE 2	557	3	-	-	-	3	3	3	-	
A48-A473 LINK RD	1,499	1,499	-	-	-	1,499	307	1,499	-	Funded by WG grant. Scheme unlikely to require full allocation
METRO	193	193	-	-	-	193	10	193	-	Funded by WG grant
REPLACEMENT OF STREET LIGHTING	4,000	400	-	-	-	400	-	400	-	
BRIDGE STRENGTHENING A4061	2,450	150	-	-	(90)	60	5	60	-	Design work not progressed as expected, projected spend £60k
COMMUNITIES MINOR WORKS	-	-	-	251	-	251	-	253		
RESIDENTS PARKING BRIDGEND TC	152	130	-	-	-	130	2	130	-	
FLEET VEHICLES	500	500	-	-	-	500	-	500	-	Fleet Vehicles Replacement
RELOCATE RECYCLING CENTRE	1,328	742	-	-	(738)	4	1	4	-	Planning permission expected shortly. Estimated scheme completion date December 2017. An ecological survey has been completed on site
BRIDGEND INFRASTRUCTURE PROG	167	(4)	4	-	-	-	-	-	-	
HEOL SIMONSTONE/COYCHUR RD	297	297	-	-	-	297	251	297	-	S106 project
S106 HIGHWAYS SMALL SCHEMES	332	294	(180)	(53)	-	61	10	61	-	Budget realignment
TOTAL Streetscene	25,258	7,430	(226)	198	(1,165)	6,237	1,411	6,241	2	
Regeneration & Development										
BRIDGEND BUSINESS SUPPORT NETWORK	258	160	-	-	-	160	40	160	-	
MAESTEG REGEN PHASE 4	2,802	-	-	-	-	-	-	-	-	Scheme completed. All European grant funding drawn down.
COMMERCIAL IMPROVEMENT AREA	180	162	-	(91)	-	71	4	71	-	
BRIDGEND TOWN IMPROVEMENT GRANTS	-	(71)	-	71	-	-	-	-	-	
RURAL DEVELOPMENT PLAN	150	150	(150)	-	-	-	-	-	-	Scheme complete
EU CONVERGANCE SRF BUDGET	2,557	347	(77)	(11)	-	259	-	259	-	Budget realignment of SRF funded schemes
BRIDGEND TOWN CENTRE CONVERGANCE	8,790	3	-	-	-	3	1	3	-	Scheme completed in 2015-16. All European grant funding drawn down.
PORTHCAWL INFRASTRUCTURE	5,507	5,507	-	-	(5,507)	-	-	-	-	The Porthcawl masterplan and owners agreement are currently under review. This includes a fresh assessment of the infrastructure phasing plan and marketing strategy.
RHIW CAR PARK REBUILD	4,056	1,706	-	-	-	1,706	1,583	1,706	-	
VVP COASTAL HOUSING DEV	4,057	1,676	-	-	-	1,676	1,589	1,676	-	
LLYNFI DEVELOPMENT SITE	2,400	2,400	-	-	(2,400)	-	-	-	-	Feasibility works being carried out
PORTHCAWL REST BAY WATERSIDE CYCLE	281	262	-	-	-	262	195	262	-	
SMART SYSTEM PROGRAM	250	50	-	-	(50)	-	-	-	-	Construction phase scheduled to start third quarter 2018-19. Budget to be slipped
BRYNGARW HOUSE - REFURB.	28	5	-	-	-	5	-	5	-	
BERWYN CENTRE	200	200	-	-	-	200	-	200	-	Budget earmarked for alternative development in/around Nantymoel and the community are reviewing their priorities.
ADOPTED COUNCIL ROADS WORKS	50	10	-	-	-	10	-	10	-	
ACCIDENT MONUMENT REPAIR	-	9	(9)	-	-	-	-	-	-	Budget not required in 2017-18
MAESTEG TOWNSCAPE HERITAGE	2,161	12	-	(12)	-	-	-	-	-	Scheme closed
BRIDGEND TOWNSCAPE HERITAGE	2,337	226	-	43	-	269	138	269	-	
PORTHCAWL THI	969	705	(20)	-	-	685	144	685	-	-
COITY BY PASS/PARC DERWEN	-	-	-	-	-	-	39	-	-	
TOTAL Regeneration & Development	37,033	13,519	(256)	-	(7,957)	5,306	3,733	5,306	-	
Property										
UPGRADING INDUSTRIAL ESTATES	40	17	-	-	-	17	-	17	-	
BRIDGEND MARKET	20	19	-	-	-	19	-	19	-	Spend in Jan- Feb 2017
DDA WORKS	-	34	-	-	-	34	2	34	-	
DDA WORKS AT CIVIC OFFICES	270	120	-	-	-	120	-	120	-	
MINOR WORKS	1,441	1,441	-	(200)	-	1,241	11	1,241	-	Spend incurred on Revenue cost centres and transferred to Capital Minor Works at Year End
TOWN AND COMMUNITY COUNCIL FUND	741	191	-	-	-	191	42	191	-	
FIRE PRECAUTIONS MINOR WORKS	222	118	-	-	-	118	36	118	-	
VARIOUS PLAYGROUNDS DDA	-	(95)	95	-	-	-	6	-	-	
BRYNCETHIN DEPOT FACILITIES	4,376	4,376	-	-	(4,376)	-	5	-	-	The project board is currently reviewing the proposals for this scheme. Spend incurred to date are demolition costs and will be transferred to Revenue
MAXIMISE SPACE & TECHNOLOGY	1,573	101	-	-	-	101	23	23	(78)	Works complete
NON OPERATIONAL ASSETS	1,000	480	-	-	-	480	-	480	-	
AGILE WORKING	1,217	621	-	-	(621)	-	(15)	-	-	Scheme is on hold until a lessee for Raven's Court is found.
CIVIC OFFICE ENVELOPE	2,545	2,545	-	-	-	2,545	324	2,545	-	Work underway, all scaffolding erected.

Main Scheme	Whole Scheme Budget £'000	Cabinet Budget 16-17 (29.11.16) £'000	New Approvals £'000	Virement £'000	Slippage to 2017-18 £'000	Revised Budget 2016-17 £'000	Total Exp to date £'000	Projected Spend £'000	Over / (Under) spend £'000	Comments
Total Property	13,445	9,968	95	(200)	(4,997)	4,866	434	4,788	(78)	
TOTAL Communities	75,736	30,917	-387	-2	-14,119	16,409	5,578	16,335	-76	
Housing/Homelessness										
MANDATORY DFG RELATED EXPENDITURE	5,687	3,459	-	-	-	3,459	1,728	3,459	-	**Budget committed**
HOUSING RENEWAL AREA	874	612	-	-	-	612	197	612	-	**Phase 2 to commence August 2016**
EMPTY HOMES GRANTS	-	-	-	-	-	-	24	-	-	**Budget included above**
COMFORT SAFE & SECURITY GRANTS	-	-	-	-	-	-	21	-	-	**Budget included above**
EMERG REPAIR LIFETIME GRANT	-	-	-	-	-	-	57	-	-	**Budget included above**
HOMES IN TOWN GRANT	-	-	-	-	-	-	2	-	-	**Budget included above**
BRYNMENYN HOSTEL WORKS	-	-	-	2	-	2	1	-	-	**Minor Works budget carried forward from 2015-16**
TOTAL Housing/Homelessness	6,561	4,071	-	2	-	4,073	2,030	4,071	-	
ICT										
ICT INFRASTRUCTURE SUPPORT	300	300	-	-	-	300	-	300	-	
DIGITAL TRANSFORMATION	1,000	550	-	-	-	550	300	550	-	**Contract has been awarded. Next stage is business process redesign.**
COUNCIL SUITE UPGRADE	19	19	-	-	-	19	-	19	-	
TOTAL ICT	1,319	869	-	-	-	869	300	869	-	
TOTAL Operational & Partnership Services	7,880	4,940	0	2	0	4,942	2,330	4,940	0	
GRAND TOTAL	192,970	47,121	(517)	-	(18,471)	28,133	9,692	28,057	(76)	

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TOTAL MOVEMENT ON EARMARKED RESERVES AS AT 31ST DECEMBER 2016

Opening Balance 1 April 2016 £'000	Reserve	Movement Quarter 3 2016-17		Closing Balance 31 December 2016 £'000
		Additions/ Reclassification £'000	Drawdown £'000	
	Corporate Reserves:-			
10,874	Major Claims Reserve	(2,080)	-	8,794
5,833	Capital Programme Contribution	3,345	(530)	8,648
5,625	Service Reconfiguration	2,000	(54)	7,571
2,500	Digital Transformation	-	(331)	2,169
2,035	Insurance Reserve	170	(200)	2,005
1,950	Change Management	-	(255)	1,695
1,491	Asset Management Plan	(32)	(226)	1,233
715	ICT & Finance Systems	-	(119)	596
631	Capital Feasibility fund	(374)	(77)	180
500	Welfare Reform Bill	-	-	500
356	Building Maintenance Reserve	(238)	(27)	91
234	Property Disposal Strategy	34	(32)	236
-	Public Realm Reserve	200	-	200
103	DDA Emergency Works	200	(32)	271
92	Waste Management Contract	-	(50)	42
-	MTFS Budget Contingency	1,528	(528)	1,000
32,939	**Total Corporate Reserves**	**4,753**	**(2,461)**	**35,231**
	Directorate Reserves:-			
1,409	Wellbeing Projects	-	-	1,409
1,368	Directorate Issues	(167)	(739)	462
824	Looked After Children	1,000	(788)	1,036
692	Highways Reserve	-	(125)	567
623	Car Parking Strategy	-	(152)	471
-	Waste Awareness Reserve	250	-	250
-	Safe Routes to Schools	200	-	200
285	School Projects Reserve	183	(7)	461
-	Property Reserve	250	-	250
76	Porthcawl Regeneration	-	-	76
66	Partnership Reserve	-	-	66
48	Donations Reserve Account	1	-	49
31	Community Safety Reserve	-	-	31
26	Webcasting Reserve	-	-	26
5,448	**Total Directorate Reserves**	**1,717**	**(1,811)**	**5,354**
38,387	**Total Usable Reserves**	**6,470**	**(4,272)**	**40,585**

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