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Bridgend County Borough Council



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Gwasanaethau Gweithredol a Phartneriaethol / Operational and Partnership Services

Deialu uniongyrchol / Direct line /: 01656 643148 /
643147

Gofynnwch am / Ask for: Mr Mark Anthony Galvin

Ein cyf / Our ref:

Eich cyf / Your ref:

Dyddiad/Date: Thursday, 9 November 2017

Dear Councillor,

CORPORATE OVERVIEW AND SCRUTINY COMMITTEE

A meeting of the Corporate Overview and Scrutiny Committee will be held in Committee Rooms 2/3, Civic Offices, Angel Street, Bridgend, CF31 4WB on **Wednesday, 15 November 2017 at 9.30 am.**

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 - 12
To receive for approval the Minutes of the meetings of 6 September and 5 October 2017
4. Forward Work Programme Update 13 - 34
5. Digital Transformation Programme 35 - 44
6. Urgent Items
To consider any item(s) 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

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Councillors:
JPD Blundell
N Clarke
J Gebbie
T Giffard

Councillors
CA Green
M Jones
RL Penhale-Thomas
B Sedgebeer

Councillors
RMI Shaw
JC Spanswick
T Thomas
CA Webster

Public Document Pack Agenda Item 3

CORPORATE OVERVIEW AND SCRUTINY COMMITTEE - WEDNESDAY, 6 SEPTEMBER 2017

MINUTES OF A MEETING OF THE CORPORATE OVERVIEW AND SCRUTINY COMMITTEE
HELD IN COMMITTEE ROOMS 2/3, CIVIC OFFICES ANGEL STREET BRIDGEND CF31 4WB
ON WEDNESDAY, 6 SEPTEMBER 2017 AT 5.00 PM

Present

Councillor CA Green – Chairperson

JPD Blundell
B Sedgebeer

J Gebbie
RMI Shaw

M Jones
JC Spanswick

RL Penhale-Thomas
KJ Watts

Apologies for Absence

N Clarke, T Thomas and A Williams

Officers:

Sarah Daniel
Mark Galvin
Rachel Keepins

Democratic Services Officer - Committees
Senior Democratic Services Officer - Committees
Democratic Services Officer - Scrutiny

11. DECLARATIONS OF INTEREST

None.

12. ESTABLISHMENT OF THE BUDGET RESEARCH AND EVALUATION PANEL (BREP)

The Corporate Director – Operational and Partnership Services submitted a report, that requested the Committee to determine the membership of the Budget Research and Evaluation Panel (BREP) under the newly introduced Corporate Overview and Scrutiny Committee.

Arising from consideration of the report and following debate by Members, it was

RESOLVED:

That the BREP consist of the following Members, ie the current membership of the Corporate Overview and Scrutiny Committee:-

Councillor JP Blundell

Councillor N Clarke

Councillor J Gebbie

Councillor CA Green

Councillor M Jones

Councillor RL Penhale-Thomas

Councillor B Sedgebeer

Councillor RMI Shaw

Councillor JC Spanswick

Councillor T Thomas

Councillor KJ Watts

Councillor A Williams

13. URGENT ITEMS

None

The meeting closed at 5.15 pm

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MINUTES OF A MEETING OF THE CORPORATE OVERVIEW AND SCRUTINY COMMITTEE HELD IN COMMITTEE ROOMS 2/3, CIVIC OFFICES ANGEL STREET BRIDGEND CF31 4WB ON THURSDAY, 5 OCTOBER 2017 AT 9.30 AM

Present

Councillor CA Green – Chairperson

JPD Blundell	J Gebbie	T Giffard	M Jones
RL Penhale-Thomas	B Sedgebeer	RMI Shaw	JC Spanswick
T Thomas	CA Webster		

Apologies for Absence

N Clarke

Officers:

Fiona Blick	Group Manager Property
Sarah Daniel	Democratic Services Officer - Committees
Gail Jewell	Democratic Services Officer - Scrutiny
Andrew Jolley	Corporate Director Operational & Partnership Services
Rachel Jones	
Andrew Rees	Senior Democratic Services Officer - Committees
Mark Shephard	Corporate Director - Communities
Kelly Watson	Group Manager Legal & Democratic Services

14. APOLOGIES FOR ABSENCE

Apologies for absence were received from Councillor N Clarke.

15. DECLARATIONS OF INTEREST

The following declarations of interest were made:

Councillor CA Green declared a personal interest in agenda item 6 – Procurement Update as a director of a company that has successfully negotiated the Council's procurement process.

Councillor M Jones declared a personal interest in agenda item 6 – Procurement Update as a director of a company that has successfully negotiated the Council's procurement process.

Councillor C Webster declared a personal interest in agenda item 8 – Budget Monitoring 2017-18 – Quarter 1 Forecast as a family member is in receipt of Social Services support.

16. APPROVAL OF MINUTES

RESOLVED: That the minutes of the meeting of the Corporate Overview and Scrutiny Committee of 31 July 2017 be approved as a true and accurate record.

17. OVERVIEW AND SCRUTINY FORWARD WORK PROGRAMME

The Scrutiny Officer presented the Overview and Scrutiny Forward Work programme for 2017-18 for approval. She informed the Committee that there would need to be flexibility in the Forward Work Programmes and they would be reviewed by this Committee at each meeting as part of its remit for setting and prioritising the overall Forward Work Programme for the Subject Overview and Scrutiny Committees.

Conclusions

Following consideration by the Committee, it determined the Overview and Scrutiny Committee Forward Work Programme as follows:

Members discussed the Corporate Overview and Scrutiny Forward Work Programme and agreed the following:

- Remove Contract Management from the forward work programme for the 15 November meeting due to the queries being addressed at the Subject Overview and Scrutiny Committee and by way of Pre-Council briefings.
- Members considered the feedback and responses from their previous Committee Meeting and asked for further clarification in relation to the Sickness Absence item with reference to points A and E

Members discussed the Subject Overview and Scrutiny Committees Forward Work Programme and agreed the following:

- Invite the Leader and Chief Executive for the City Deal item
- Recommended the webcasting of the Dementia item and to invite external bodies such as the Alzheimer's society to the meeting.
- For an item on Autism to be added to the Forward Work Programme. Member to complete a criteria form to expand further on request before this is added to the Forward Work Programme.

Members prioritised and delegated the following to the Subject Overview and Scrutiny Committees:

Item	Committee	Date of meeting
School Strategic Review	1	10 January 2018
Empty Homes	2	8 January 2018
Community Asset Transfer	3	17 January 2018
School Standards	1	8 February 2018
Economic Prosperity of Bridgend County Borough	2	7 February 2018
Town Centre Regeneration	3	12 February 2018

18. NOMINATION OF MEMBERS TO PUBLIC SERVICE BOARD PANEL

The Scrutiny Officer presented a report which sought a nomination for one member of the Committee to sit on the Public Service Board Overview and Scrutiny Panel.

RESOLVED:

That Councillor T Giffard be nominated the Committee's representative to sit on the Public Service Board Overview and Scrutiny Panel.

19. PROCUREMENT UPDATE

The Scrutiny Officer presented a report which gave an update on the progression of the various work streams on the Corporate Procurement Review and which also highlighted how compliance with legislation is achieved via the procurement process.

The Committee questioned who would be consulted as part of the review of the Procurement Strategy. The Corporate Procurement Manager stated that consultation would take place with the Corporate Management Board which would then filter through the Council.

The Committee questioned the lack of a deadline for eTendering. The Corporate Procurement Manager informed the Committee that eTendering had been rolled out in accordance with the Public Contract Regulations and the authority will be fully compliant by October 2018. The Corporate Director Operational and Partnership Services confirmed that a number of large scale projects had been procured through eTendering, including the procurement of school transport contracts.

The Committee questioned what due diligence measures are applied when the authority procures contracts to ensure the financial probity of companies and that companies which tender for the Council's services behave in an ethical manner and in line with the Council's own values. The Corporate Director Operational and Partnership Services informed the Committee that an appraisal into the financial probity of companies is undertaken each time by the Finance Department to ensure they are financially secure. He stated that due diligence of potential contractors is undertaken before companies are allowed on to the Framework Agreements in use by the authority. The Committee questioned who is responsible for reviewing that process before the authority enters into a contractual arrangement with a company. The Corporate Director Operational and Partnership Services clarified that the appropriate Corporate Director along with the Category Specialist would have that responsibility to ensure scoring of a tender was done correctly. The Committee questioned what steps were taken to ensure the ethical probity of companies the authority was to enter into contract arrangements. The Corporate Director Operational and Partnership Services stated that the authority used a standard set of questions which potential contractors were required to answer in assessing whether they were ethical and also used standard contracts.

The Committee also questioned why the authority had not committed to the ethical code of practice by paying its staff the living wage which goes to the heart of fairness and whether the authority required companies it contracted with to do the same. The Corporate Director Operational and Partnership Services commented that paying the living wage is a political decision for the authority to make. He stated that paying the living wage would impinge on every Directorate and on national pay scales which was to be the subject of review. Paying the national living wage would require a great deal of work and funding. He also stated that the authority would not require its contractors to do what the authority would not do itself. The Cabinet Member Wellbeing and Future Generations informed the Committee that the authority adheres to the national minimum wage but confirmed the authority did not pay the living wage. The authority would need

to cut costs in order to pay the living wage and that it would be difficult for the authority to ask suppliers to sign up to something the authority did not itself do. The Deputy Leader informed the Committee that the authority meets all its statutory obligations and that it comes down to the authority checking that its suppliers has the same values as the authority and he was content the authority is an ethical employer. He stated that paying the living wage would be a budgetary pressure and that the paying the living wage would be looked at in the context of the budget process. The Chairperson stated that paying the living wage would be a huge brief for the authority.

The Committee expressed concern at the potential for suppliers to be used by the authority who do not allow their employees to be members of trade unions and that the authority should only engage with suppliers who encourage their employees to be members of recognised trade unions. Concern was also expressed that suppliers who do not allow employees to be members of trade unions may undercut competitors to win contracts. The Corporate Director Operational and Partnership Services informed the Committee that the authority encourages ethical responsibility by its suppliers; however there was a need to ensure that smaller companies are not precluded from tendering for services where the employees of those companies were not members of trade unions. He stated that the wording of procurement documentation would be strengthened encouraging suppliers to recognise trade unions as part of the authority's ethical standards.

The Committee also questioned whether there was gender disparity in relation to pay and career opportunities. The Corporate Director Operational and Partnership Services informed the Committee that the authority requires its contractors to comply with equalities legislation. He stated that the authority has standard pay scales and employs more females than males. He informed the Committee that the authority recruits and promotes on merit and ensures there is no gender disparity. He stated that the authority can require companies to comply with legislation.

The Committee commented that it is more likely that females would be engaged on zero hour contracts and that the authority should limit the use of companies who employ staff on such contracts and only use in exceptional circumstances. The Corporate Director Operational and Partnership Services informed the Committee that the Registrar's service engages staff on zero hour contracts who conduct weddings at weekends. He stated that those staff would not wish to be engaged otherwise than on zero hour contracts as most are retired and prefer to have flexibility on the hours they work. He informed the Committee that the authority does not promote the use of zero hour contracts. The Committee considered that procurement documentation should state that zero hour contracts should only be used in exceptional circumstances.

The Committee questioned whether the review would look at individual contracts. The Corporate Director Operational and Partnership Services informed the Committee that the review would look at Contract Procedure Rules; the starting point would be to look at legislation and to ensure the authority receives best value. He stated that the authority now has a contracts register and has re-structured the Corporate Procurement Team where Category Specialists concentrate on where spend is made by Directorates and who also have corporate oversight.

The Committee questioned whether all staff have received training on modern slavery and ethical practices and in domestic violence. The Corporate Procurement Manager stated that all staff involved in procurement receives training in modern slavery and ethical practices. The Corporate Director Operational and Partnership Services informed the Committee that there is a requirement that all staff receive domestic violence training as part of the corporate training programme.

The Committee questioned the meaning of the term SQuID. The Corporate Director Operational and Partnership Services informed the Committee that the term SQuID (Supplier Qualification Information Database) is a common set of questions used to assess and evaluate suppliers and makes the contracting process simpler for the supplier and buyers.

The Committee asked whether the authority has the ability to terminate contracts. The Corporate Director Operational and Partnership Services stated that the authority would need to have evidence that a breach of contract had occurred and if so, the authority would have the ability to terminate.

The Committee questioned whether the authority has a commitment to procuring services from local companies and within Wales. The Corporate Director Operational and Partnership Services stated that the authority supports local businesses by procuring locally and has included in contract documentation the need for suppliers to recruit locally and to provide apprenticeship opportunities. The Deputy Leader stated that the new school under construction in Ynysawdre required the contractor to offer 3 apprenticeship opportunities on site.

The Committee considered that officers should consider best practice amongst local authorities in England where the Due North procurement portal is used to procure contracts particularly amongst small and medium enterprises as the Sell2Wales favours procurement of services from larger companies.

The Chairperson thanked the invitees for their contribution.

Conclusions

The Committee made the following conclusions:

1. Members were concerned that the Authority were not signed up to the Code of Practice - Ethical Employment in Supply Chains and recommended officers undertake a review of the full implications of the Authority signing up to the code, including the cost to the Authority for paying the Real Living Wage and report the cost implications back to Members
2. Members recommended that when undertaking the Procurement Business Review that the Authority state in the procurement specifications that they support ethical employment, and did not support the following:
 - Suppliers who do not allow their employees to join a trade union.
 - Zero hour contracts except in exceptional cases.
 - Gender disparity in relation to pay and career opportunities.
3. The Committee recommend that Officers look to pursue best practice with other Local Authorities in relation to procurement software packages that identify due diligence and signpost Officers to Due North. Members recommended that as part of the corporate review process that a mechanism be put in place to support the local economy when procuring contracts and ensure that the contract is efficient, fit for purpose and the Authority do not just sign a contract with those suppliers offering the cheapest price.

The Committee requested the following further information from Officers:

- What percentage of contracts awarded are offered to local businesses and Welsh based businesses?
- How many Local Authorities in Wales have signed up to the Code of Practice – Ethical Employment in supply Chains, and of those signed up how many pay the

voluntary Real Living Wage as set by the Living Wage Foundation which is calculated on actual living costs.

What Strategic Overview is undertaken for large scale contract awarding to ensure due diligence such as reputational issues of suppliers, past performance and engagement and consultation with other Local Authorities?

20. **RATIONALISING THE ESTATE: SMARTER USE OF RESOURCES**

The Scrutiny Officer introduced a report on rationalising the Council's estate which is a key project relating to the Smarter Use of Resources corporate priority.

The Corporate Director Communities informed the Committee that the intent of the report is to demonstrate the extent of the Council's asset management portfolio, the strategic direction of travel, the progress made with Community Asset Transfer and other major projects.

The Committee questioned the progress made on acquiring property for investment. The Group Manager Property Services stated that the Council has an eclectic mix of commercial property within its portfolio. The majority of which are not held for purely investment purposes. Examples of those properties are at the Innovation Centre in the Science Park, to provide start-up space for businesses. Property has also been acquired at Waterton Cross, specifically as an investment and to generate an income from letting out the premises. She stated that the service has a budget of £0.5m to acquire additional property for investment but nothing suitable had been identified within the borough council. A bid had been placed for additional capital monies, following advice from CIPFA and Alder King, but the bid had proven unsuccessful at this stage. The Corporate Director Communities stated that if further funding was made available to invest in commercial property there was the potential that the Council would be able to generate more income. He also informed the Committee that many local authorities had gone down alternative routes of investing in commercial developments in order to generate new income streams. However, there were clearly also some risks associated with this approach.

The Committee questioned the reason for 126 non-operational properties being retained. The Group Manager Property Services informed the Committee that the properties ranged from starter units to properties at the Innovation Centre and Science Park and small garages. She stated that some non-operational properties are commercial; some properties serve a socio-economic role whilst some properties had simply been inherited.

The Committee commented that many sites in valley communities which had been deemed to be surplus needed to be cleared as the sites were not commercially viable and questioned whether a community approach could be adopted in determining the future of the site. The Group Manager Property Services stated that this approach was already taken when appropriate, for example in the Ogmore Valley; however it was found that often it had proven too much of an undertaking for the community and therefore the transfer of the asset to the community could not take place and the site was disposed of on the open market. The Group Manager Property Services informed the Committee that the most successful disposals had been when the site had been disposed to Town and Community Councils.

The Committee commented that there were a number of sites which had been left in a poor visible state after the building had been demolished but not disposed of. The Corporate Director Communities stated that the Welsh Government led Valleys Task Force had considered sites affected by blight, as this was an issue affecting a lot of

South Wales particularly in valley areas where the value of land was not always high, and that there was a strong case for both Welsh and UK Government intervention to improve the aesthetic look of sites when buildings had been demolished.

The Committee referred to the budget of £890k available for Community Asset Transfer and questioned would there be competing demands for funding in the event of the budget being utilised if all applications for the transfer of assets were approved. The Corporate Director stated that the funding was specifically to improve parks pavilions as part of the CAT process, and that any future funding was dependent on the success of spending the existing budget of £890k. The Deputy Leader commented that the funding of £890k would have to be drawn down first prior to a further budget being allocated to community asset transfer.

The Committee asked whether there were opportunities to preserve the heritage of sites, such as the stonework from schools which were to be demolished. The Group Manager Property Services stated that if communities were interested in preserving the heritage of sites which were to be demolished, officers would be interested in looking at those proposals. The Corporate Director Communities informed the Committee that a precedent had been set in that plaques had been retained locally from the former Berwyn Centre. The Deputy Leader commented that he could not see problems with the heritage of sites being retained in communities.

The Committee questioned whether consultation takes place with registered social landlords and the third sector on sites the Council proposes to demolish. The Group Manager Property Services confirmed that officers work closely with registered social landlords on the disposal of school sites and other sites to consider their potential redevelopment. She stated that some sites are disposed at market value, while other sites are disposed at nominal value.

The Committee questioned whether apprenticeship opportunities could be secured as part of the redevelopment of sites and projects. The Corporate Director Communities informed the Committee that there is potential for apprenticeship opportunities but there was pressure to maximise capital receipts from land disposals. He stated that the potential for generating apprenticeship opportunities could be looked at as part of the procurement of projects where appropriate. He informed the Committee that the Council already required that apprenticeships be secured as part of the school modernisation building programme.

The Chairperson thanked the invitees for their contribution.

Conclusions

The Committee made the following conclusions:

1. Members recommended that the Authority engage with the local community, including Town and Community Councils before council owned buildings are demolished and allow an opportunity to retain the heritage of the Community. Members recommended that a written plan be drawn up well in advance with clear timelines on the consultation period so that all consultees are clear on the timings involved in the process.
2. Members were concerned that there was a lot of land in the Borough that had been left in a poor visible state after the building had been demolished but not disposed of. The Committee supported the Directorates desire for Welsh Government intervention to aide with making communities more aesthetically pleasing when a building has been demolished.

Members recommended exploring the opportunity of generating Apprenticeship opportunities during the procurement process. Members recommended that this could be made a part of the contract when companies bid for properties/ land.

21. INFORMATION REPORTS FOR NOTING

The Committee received for noting an update on the Council's financial position as at 30 June 2017. The Council was projected to have a net under spend of £1.209m comprising a net over spend on Directorates of £292k and £1.501m net under spend on corporate budgets as at 30 June 2017.

The Committee expressed its concern at the projected over spend in the Social Services and Wellbeing Directorate and the reason for savings in that Directorate not being achieved. The Committee also requested clarification of the spend on the Other Services to Older people budget.

RESOLVED: That the report be noted.

22. URGENT ITEMS

There were no urgent items.

The meeting closed at 11.56 am

BRIDGEND COUNTY BOROUGH COUNCIL

REPORT TO CORPORATE OVERVIEW AND SCRUTINY COMMITTEE

15 NOVEMBER 2017

REPORT OF THE CORPORATE DIRECTOR – OPERATIONAL AND PARTNERSHIP SERVICES

OVERVIEW AND SCRUTINY FORWARD WORK PROGRAMME 2017-18

1. Purpose of Report.

1.1 To present:

- a) the items due to be considered at the Committee's meeting to be held on 14 December 2017 and seek confirmation of the information required for the subsequent scheduled meeting to be held on 25 January 2018;
- b) a list of responses to comments, recommendations and requests for additional information from the previous meeting of the Corporate Overview and Scrutiny Committee;
- c) a list of potential Forward Work Programme items for formal prioritisation and allocation to each of the Subject Overview and Scrutiny Committees.

2. Connection to Corporate Improvement Objectives/Other Corporate Priorities

- 2.1 The key improvement objectives identified in the Corporate Plan 2016–2020 have been embodied in the Overview & Scrutiny Forward Work Programmes. The Corporate Improvement Objectives were adopted by Council on 1 March 2017 and formally set out the improvement objectives 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 Under the terms of Bridgend County Borough Council's Constitution, each Overview and Scrutiny Committee must publish a Forward Work Programme (FWP) as far as it is known.
- 3.2 An effective FWP will identify the issues that the Committee wishes to focus on during the year and provide a clear rationale as to why particular issues have been selected, as well as the approach that will be adopted; i.e. will the Committee be undertaking a policy review/ development role ("Overview") or performance management approach ("Scrutiny").

Feedback

- 3.3 All conclusions made at Overview and Scrutiny Committee meetings, as well as recommendations and requests for information should be responded to by Officers, to ensure that there are clear outcomes from each topic investigated.

- 3.4 These will then be presented to the relevant Scrutiny Committee at their next meeting to ensure that they have had a response.
- 3.5 For Subject Overview and Scrutiny Committees (SOSC), when each topic has been considered and the Committee is satisfied with the outcome, the SOSC will then present their findings to the Corporate Overview and Scrutiny Committee (COSC) who will determine whether to remove the item from the FWP or to re-add for further prioritisation at a future date.
- 3.6 The FWPs will remain flexible and will be revisited at each COSC meeting with input from each SOSC and any information gathered from FWP meetings with Corporate Directors and Cabinet.

4. Current situation / proposal.

- 4.1 Attached at **Appendix B** is the Corporate Overview and Scrutiny forward work programme which includes the items scheduled for the next two meetings to be held on 14 December 2017 and the 25 January 2018. It is for the Committee to determine any further detail to request as part of these reports including any additional invitees they wish to attend to assist the Committee in its deliberations.
- 4.2 In addition to this, the Corporate Overview and Scrutiny Committee have responsibility for setting and prioritising the overall forward work programme for the Subject Overview and Scrutiny Committees.
- 4.3 Attached at **Appendix C** is the SOSCs FWP which includes the topics prioritised and agreed by the COSC for the next set of SOSCs in Table 1, as well as a list of proposed future topics at Table 2.
- 4.4 All lists have been compiled from suggested items at meetings of each of the Overview and Scrutiny Committees. It also includes information proposed from Corporate Directors, detail from research undertaken by Scrutiny Officers and information from FWP Development meetings between the Scrutiny Chairs and Cabinet.

Corporate Parenting

- 4.5 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
- 4.6 In this role, it is suggested that Members consider how each item they consider affects children in care and care leavers, and in what way can the Committee assist in these areas.

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

- 4.7 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.

Identification of Further Items

- 4.8 The Committee are reminded of the Criteria form which Members can use to propose further items for the FWP which the Committee can then consider for prioritisation at a future meeting. The Criteria Form emphasises the need to consider issues such as impact, risk, performance, budget and community perception when identifying topics for investigation and to ensure a strategic responsibility for Scrutiny and that its work benefits the organisation.

5. Effect upon Policy Framework & Procedure Rules.

- 5.1 The work of the Corporate 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 There are no equality impacts arising directly from this report.

7. Financial Implications.

- 7.1 The delivery of the Forward Work Programme will be met from within existing resources for Overview and Scrutiny support.

8. Recommendation.

- 8.1 The Committee is recommended to:
- a) Approve the feedback from the previous meeting of the Corporate Overview and Scrutiny Committee and note the list of responses including any still outstanding attached at Appendix A;
 - b) Note the topics attached at Appendix B to be considered at the next meetings of the Corporate Overview and Scrutiny Committee scheduled for 14 December 2017 and 25 January 2018 to confirm if it requires any additional information and invitees;
 - c) Amend as appropriate and confirm the items prioritised and delegated to the Subject Overview and Scrutiny Committees for January and February 2018 contained within Table 1 of Appendix C;
 - d) Identify suitable items for Webcasting from both the COSCs and the SOSCs Forward Work Programmes.

Andrew Jolley

Corporate Director – Operational and Partnership Services

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Background documents

None

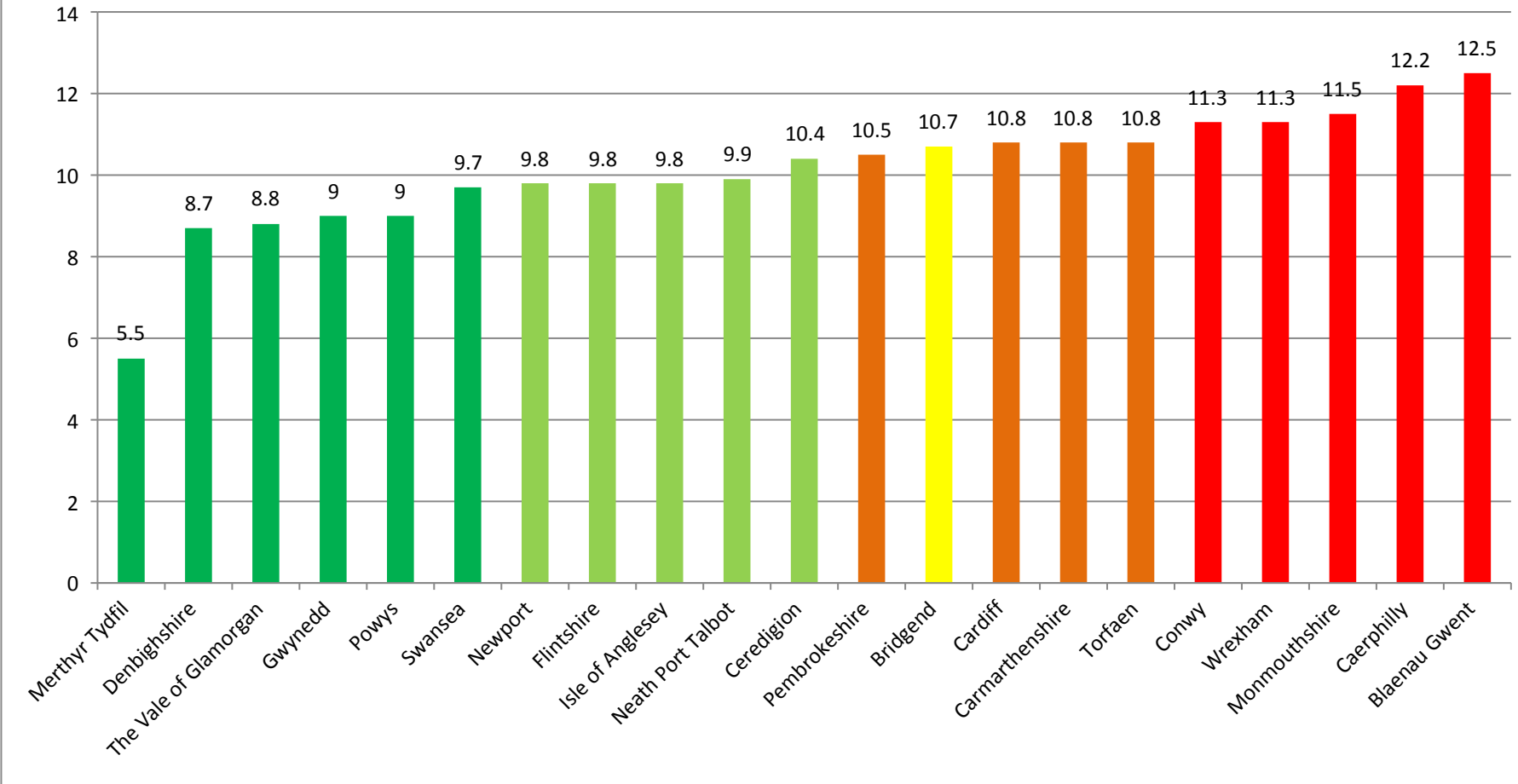
Date of Meeting	Item	Members wished to make the following comments and conclusions:	Response/Comments	Further Clarification on responses
	<p>Council's Performance against its Commitments and a Summary of its Financial position at Year End for 2016-17</p>	<p>Sickness Absence</p> <p>The Committee expressed concern regarding the sickness absence figures across the Authority. Members commented that the figures relating to stress/Anxiety/Depression/Mental Health provide a worrying figure and questioned whether there was a direct correlation between the budget reductions and asking staff to take on more work and the sickness absence figure increasing and similarly whether there was a correlation between sickness absence and budget overspend.</p> <p>The Committee requested that they receive the following information in relation to sickness absence:</p> <p>a) comparative information with other Local Authorities to determine where we are ranked in relation to Wales on sickness absence and if possible to receive these comparisons at a Directorate level;</p> <p>b) any possible costings associated with sickness absence;</p> <p>c) information on how many agency staff have been employed over the past 6-12 months and at what cost?</p> <p>d) How many staff out of the FTE figure have never been off sick and how many staff relate to recent sickness figures; in order to give a more accurate picture;</p> <p>e) A response as to whether Members could receive Apse data to assist them in considering comparisons with other LAs as the Authority are a member of APSE and its involves public sector benchmarking data for over 200 LAs.</p> <p>In response to the issue of staff remaining off on sick due to waiting for scans and tests on the NHS, the Committee recommended that some form of FastTrack system to provide financial assistance for tests be explored as the cost of this could be far less than the cost of the sickness and therefore would benefit both the individual involved and the Authority.</p>	<p>a) The all Wales data for sickness absence is published annually and this year will occur on 14th September 2017. Data is not collected on a Directorate basis</p> <p>b) as we do not have a "costed payroll" we cannot give figures indicating the cost of sickness absence to the Council</p> <p>c) the management information we receive from Ranstad [our agency worker provider] do not provide details of how many agency requests were made specifically to cover sickness, we could explore whether this is possible in the future. The robustness of this data will always be questionable in the sense that: we will be relying on line managers to declare the reason at the time of the request; this will not be the only mechanism for covering sickness [eg, long term cases may be filled by moving resources and back-filling at a lower level, recruiting on a short term temporary contract, etc</p> <p>d) HR would be unable to easily extract this information. This would require large resource to check individual staff records and collate the information</p> <p>e) We will investigate what APSE are able to offer and report back to the Committee but the work would have to be commissioned.</p> <p>The Authority has a responsibility to treat all staff equally, whether they are ill or not. Therefore funding for a private healthcare scheme would need to be offered to all staff in the Authority, a decision of which Cabinet would need to make.</p>	<p>APSE have advised that a range of sickness benchmarking data is available, but this sickness data is benchmarked to individual service areas rather than whole headcounts. Access to the data is dependant upon holding a corporate account with them and submitting our own. CIT have confirmed that our corporate account with APSE was cancelled some time ago and we are not eligible to access their data. They were unable to confirm if any other Welsh LA currently submits data for the sickness absence benchmarking</p>

<p>The Committee reiterated the views of the previous CRI Overview and Scrutiny Committee in that there was a need for a strategic stance to be taken with sickness absence to determine if there were common issues across the Authority and whether there were pockets of concern so that focus can be provided specifically in these areas. Whilst recognising that the WLGA has carried out a piece of work in this field the Committee commented that things have changed since then and further budget cuts have occurred. They therefore recommended that an overview was required where consultation was carried out with staff and the Trade Unions to determine if there were any correlations. The Committee also once again recommended that the Chief Executive incorporate a specific percentage reduction target for sickness absence in his appraisal so that there is a strategic focus from the top.</p>	<p>“The Council does have a strategic approach to the management of absence in the sense that:</p> <p>There is a corporate policy which is supported by a “Management of Absence” toolkit – readily available on the intranet Corporate training has been provided to support managers in the management of both long and short term absence A new Occupational Health provider has been appointed with whom we are working closely to ensure proactive approaches on preventative measures, eg, health surveillance Management information reports have been and are being developed and refined to make sure line managers are reminded of their required actions and “chased” if necessary An “escalation process” has been put in place should line managers not fulfil their responsibilities A robust approach towards employees who are not adhering to the management of absence policy is being taken, eg, if sick notes are not provided and after warning the employee of the consequences, employees are told their sick pay will not be paid Via Care First we provide a wide range of on line and face to face support services , including Counselling which is available to all employees and their families . The Chief Executive's appraisal requires a strategic approach to the reduction of sickness. The views of the Corporate Scrutiny Committee will be provided to the appraisal panel</p>
<p>Social Services and Wellbeing</p> <p>The Committee requested that they receive breakdown information on the Looked After Children Population including how many are in Out of County Foster Care.</p>	<p>Please see attached figures as at the end of July 2017.</p>
<p>Communities</p> <p>The Committee requested that they receive the Town Centre Footprint for Bridgend.</p>	<p>Bridgend Town Centre footprint will be forwarded to all Scrutiny Members</p>
<p>Community Asset Transfer (CAT) – the Committee expressed concern over the CAT process and recommended that a decision needed to be made over the policy and whether to introduce definitive timelines as to when the Council will no longer support the Assets and thus and end date for communities and organisations to put in bids to take them on. It is hoped this would encourage interest as without a deadline there is no urgency for organisations.</p>	<p>The points made will be considered as part of the review of CAT that is ongoing</p>

<p>Members expressed concern over the delays with the Extra Care Scheme in relation to the Authority signing off on the project with Linc and also slippage mentioned in terms of the selling of a school. Members queried whether there was a common theme or issue causing such delays.</p>	<p><i>Extra care - info provided in separate document also.</i></p> <p>Extra care : the delays in relation to the granting of the long leases were due to Linc contending that the sites had nil or nominal value due to the level of site development abnormalities. We did not agree and the District Valuer was appointed to provide an independent valuation and confirmed our stance. As a result we safe guarded and generated a capital receipt of £1,105,000. A number of complex legal agreements were required to protect the long term position of both parties and these were time consuming to draft and agree.</p> <p>Sale of school : delays - not sure which property is being referred to</p> <p>The sale of properties do not generally impact on projects – for example the School Modernisation programme - the sale of land occurs once the school has been vacated and is used as match funding. Sites with potential residential development and high land values, require complex legal agreements to protect the Council’s position and the sales will be reliant on planning consent which can be time consuming. Since 2014, £15million has been generated from the sale of surplus assets which is a real success story.</p> <p>Acquisition of property can delay projects particularly if compulsory purchase powers are used. However, in relation to the new Pencoed Primary School a very swift acquisition of an adjoining house was delivered by Property Services, which required sensitive handling due to the personal circumstances of the householder and overcame the need to use a CPO.</p> <p>Property transactions can be complicated, particularly in circumstances where the Council wishes to retain control / influence in the long term, for example where long leases are granted. This can sometimes result in delays, particularly if not adequately built in to the timeline of the project plan.</p> <p>However, there is currently a significant capacity issue to deliver these projects. Property Services have struggled to recruit and retain over the last few years due to more competitive salaries being offered elsewhere, including in the public sector , compared to the salaries we can offer. There is currently a dearth of Chartered Surveyors employed by the Authority and unless this can be resolved this will undoubtedly result in delays going forward which involve property transaction.</p>
<p>Finance Members requested that they receive information on when the Authority expects to go live with Baseware Solutions.</p>	<p>Electronic ordering will commence in Q3 with full implementation (including e-invoicing) on initial supplier/s in Q4. Priority has been given to replace goods previously fulfilled by County Borough Supplies in order to benefit the widest group of internal customers including schools</p>
<p>The Committee requested that clarification be provided in future reports in relation to paragraph 3.2 of the cover report and the Capital programme figure.</p>	<p>Noted</p>

<p>General Comments</p> <p>The Committee agreed that work needed to be done on a different way to report Performance information to the Committee as it was currently too much information with not enough time to consider it. Members agreed that a small workshop be undertaken to consider the best method for reporting the Authority's performance and budget position to the Scrutiny Committee.</p>	<p>Workshop has been organised</p>
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Sickness Absence - Days Per FTE 2016/17



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Date of Meeting	Item	Members wished to make the following comments and conclusions:	Response/Comments
	Procurement Update	Members were concerned that the Authority were not signed up to the Code of Practice -Ethical Employment in Supply Chains and recommended officers undertake a review of the full implications of the Authority signing up to the code, including the cost to the Authority for paying the Real Living Wage and report the cost implications back to Members.	A review will be needed to consider the finance and resource implications of implementing the other commitments within the Code. The new National Minimum Wage will reach £9.00 per hour by 2020. The Council is on course for this, and budget provision has been made. It is known that this will cost an extra £800K per annum. It is unknown however is the cost of adjusting the grades in terms of "relativities" – work is being undertaken but is at an early stage. This will mean opening up the collective agreement with the trade unions and so the developments on the NJC spc at national level need to be factored into this. The Real Living wage (to which the ethical code aspires) is currently £8.75 per hour [the current national minimum wage being £7.50]. Already £1.25 an hour higher than the NMW but there is no information on what level it may be set at by 2020. It is proposed to keep Scrutiny informed as progress is made.
Members recommended that when undertaking the Procurement Business Review that the Authority state in the procurement specifications that they support ethical employment, and did not support the following: 1. Gender disparity in relation to pay and career opportunities 2. Zero hour contracts except in exceptional cases 3. Suppliers who do not allow their employees to join a trade union		Our current contracts contain the following clause: "The Provider shall ensure compliance with all applicable employment legislation, including any relevant regulations, directions or guidance in force during the term of the Agreement. In particular the Provider shall comply with the provisions of the National Minimum Wage Act 1998 and shall ensure all relevant working time as referred to in said Act is included in calculations for compliance with the National Minimum Wage and Working Time Regulations 1998." This clause would cover the gender disparity and trade union issues mentioned. We do not specifically exclude the use of zero hours contracts. In some circumstances the use of zero hours contracts is legitimate. In certain sectors their use is justified and imposing a prohibition on their use could mean we don't attract the providers needed.	
The Committee recommend that Officers look to pursue best practice with other Local Authorities in relation to procurement software packages that identify due diligence and signpost Officers to Due North. Members recommended that as part of the Corporate review process that a mechanism be put in place to support the local economy when procuring contracts and ensure that the contract is efficient, fit for purpose provides value for money and the Authority do not just sign a contract with those suppliers offering the lowest price.		All procurements are tendered on the Most Economical Advantageous Tender (MEAT) - this includes criteria for quality and price. We do not contract purely on price unless we have included a high quality specification in the pre qualification stage. The authority currently utilises up to date software packages - the etenderwales portal - Bravo Solutions- this is the same type of procurement portal as Due North. Recently we have been contacted by another authority to share our best practice on procurement and the etenderwales portal we utilise.	
Members requested the following further information from Officers		Response/ Comments	
What percentage of contracts awarded are offered to local businesses and welsh based businesses	From 1st October 2016 of the contracts which have been procured through the corporate procurement unit, 44% were awarded to local businesses and 19% are welsh based businesses.		

05-Oct-2017

<p>How many Local Authorities in Wales have signed up to the Code of Practice – Ethical Employment in supply Chains, and of those signed up how many pay the voluntary Real Living Wage as set by the Living Wage Foundation which is calculated on actual living costs</p>	<p>We do not have this information at present.</p>
<p>What Strategic Overview is undertaken for large scale contract awarding to ensure due diligence such as reputational issues of suppliers, past performance and engagement and consultation with other Local Authorities.</p>	<p>Procurement utilise the Welsh Government supplier qualification information database (SQuID) as a standard template for assessing bidders. For large scale contracts our finance department assess financial standing of bidders and there is a panel for evaluations consisting of procurement, finance, technical and operational staff to ensure due diligence.</p>
<p>Members wished to make the following comments and conclusions:</p>	
<p>Members recommended that the Authority engage with the local community, including Town and Community Councils before council owned buildings are demolished and allow an opportunity to retain the heritage of the Community. Members recommended that a written plan be drawn up well in advance with clear timelines on the consultation period so that all consultees are clear on the timings involved in the process.</p>	<p>In the event that it is disposing of buildings with heritage features which may be of interest to the local community, Property Services can incorporate contact with the Town and Community councils, within its marketing strategy.</p>
<p>Members were concerned that there was a lot of land in the Borough that had been left in a poor visible state after the building had been demolished but not disposed of. The Committee supported the Directorates desire for Welsh Government intervention to aide with making communities more aesthetically pleasing when a building has been demolished.</p>	<p>Property Services will establish whether there are opportunities to work with the Welsh Government to seek support in improving the physical appearance of the environment in the vicinity of its demolished properties.</p>

Rationalisation of the

	<p>Councils Estate</p>	<p>Members recommended exploring the opportunity of generating Apprenticeship opportunities during the procurement process. Members recommended that this could be made a part of the contract when companies bid for properties/ land.</p>	<p><u>Response from OPS Directorate</u> The Directorate as a whole support the Apprentice programme. We are currently seeking to support 5 new appretices internally. The requirement to provide "Community Benefits, Targeted Recruitment and Training Requirements" has been included within tenders where appropriate. It has been included in the procurement process for school builds. In general the requirement is that for every £1m spent 52 weeks employment and training opportunities must be provided by the contractor. Below are examples of where this has been successful.</p> <p>Pencoed Primary School Betws Primary School Brynmenyn Primary School Porthcawl Town Beach</p> <p><u>Response from Communities Directorate</u> Property Services can encourage purchasers to include apprenticeship opportunities within their development programmes but will not be able to enforce as part of a sale contract.</p>
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Corporate Overview and Scrutiny Forward Work Programme

Meeting Date	Item	Lead Scrutiny Officer	Author	Further Information	Invitees
15-Nov-17	Digital Transformation Programme	Rachel Keepins	Martin Morgans	Further monitoring of the project including its potential savings and risks	Cllr Hywel Williams, Cabinet Member – Resources; Darren Mephram, Chief Executive; Martin Morgans, Randal Hemingway, Head of Finance.
14-Dec-17	Directorate Budget Consultation			Consideration of Directorate Budget for 2018/19	Cabinet and CMB; Randal Hemingway, Head of Finance;
	2017-2018 Half Year Financial Performance and Half Year Corporate Plan Performance Report			To review performance including financial performance as at 30 September 2017 against 2017/18 corporate plan commitments, milestones and indicators	Cabinet and CMB; Randal Hemingway, Head of Finance; Yuan Shen, Corporate Performance Partnership and Transformation Manager.
25-Jan-18	Budget Responses and Budget REP			Collate all OVSC and BREP feedback and comments	Cllr Hywel Williams, Cabinet Member – Resources; Andrew Jolley, Corporate Director - Operational and Partnership Services; Randal Hemingway, Head of Finance.
	Corporate Plan			To comment on the Council's draft 2017-2020 Corporate Plan including its improvement priorities, revised actions and the associated commitments and indicators for 2018-19	Cabinet and CMB; Randal Hemingway, Head of Finance; Yuan Shen - Corporate Improvement and Integrated Partnerships Manager.
	2017/2018 Quarter 3 Financial Performance			To review 2017-18 financial performance as at 31 December 2017	Cabinet and CMB; Randal Hemingway, Head of Finance.

21-Feb-18	City Deal			Revisit the City Deal item to monitor its progression. How are the Council proactively ensuring that we will benefit from the City Deal?	Leader; Deputy Leader; Darren Mephram, Chief Executive; Mark Shephard, Corporate Director Communities; Rep from Legal - Andrew Jolley? Rep from Finance - Randal Hemingway?
29-Mar-18	Community Safety Partnership			To provide Members with an overview of Community Safety Partnership priorities and projects	Relevant Cabinet Member; Andrew Jolley, Corporate Director – Operational and Partnership Services; Community Safety Team Leader; Super Intendent Martin Jones.
	Business Plan 2017-2018			To comment on Directorate 2017-18 business plans including its actions, milestones and performance measures	Cabinet and CMB; Randal Hemingway, Head of Finance; Yuan Shen, Corporate Performance Partnership and Transformation Manager.
30-Apr-18	Public Service Board			Updates from Public Service Board OVS Panel	
	Central South Consortium			Updates from CSC OVS Working Group	

Items for the future
Corporate Landlord
Contract Management

Table 1

The following items were previously prioritised by the Subject OVS Committees and considered by Corporate at its last meeting where the top three items were scheduled in for the next round of meetings:

Date	Subject Committee	Item	Specific Information to request	Rationale for prioritisation	Proposed date	Suggested Invitees	Prioritised by Committees	Webcast
16-Nov-17	SOSC 1	Residential Remodelling - Children's	Appraisal of the options and proposed new model for children's residential provision and use of therapeutic interventions. (Pre decision item)	Pre decision Scrutiny item - November 2017 prior to going to Cabinet		Susan Cooper, Corporate Director, Social Services and Wellbeing; Cllr Phil White, Cabinet Member – Social Services and Early Help; Laura Kinsey, Head of Children's Social Care; Pete Tyson, Group Manager – Commissioning; Lauren North, Commissioning and Contract Management Officer; Natalie Silcox, Group Manager Childrens Regulated Services.	SOSC 1 SOSC 2	14/09/2017
22-Nov-17	SOSC 3	Waste	<p>New Waste scheme</p> <p>Why scheme was not rolled out over a number of months</p> <p>AHP Waste bags – what is being done to address dignity issue?</p> <p>Road sizes – what is being done about streets and residences that the waste trucks aren't able to access?</p> <p>Residential homes – what assistance and advice have they been given in how they respond to the new scheme?</p> <p>To explore the possibility of compiling the issues being raised through Member referrals</p> <p>To provide comparisons on like for like basis on how other Local Authorities manage their waste</p> <p>How are the collection routes planned out by Kier and where is the customer service centre located?</p> <p>How was the 3 months expected disruption time accepted by the Council?</p> <ul style="list-style-type: none"> Information on the work of the education and enforcement officers that were recruited. More specifically relating to the education side of their work. Where have they been? How have they engaged with the public? Have they visited any homes? How many officers are there? When is enforcement going to start? Use of vehicles to collect waste and recycling. Do we now have sufficient amount of vehicles? Members were concerned that transit vans were being used for the collection of purple bags and asked for the rationale for this? Information on the Household Waste recycling centres. How has the change in contract impacted on the centres and the staff that work there. Members were concerned at the reported increase in wait times reported by their constituents at the centres. Has there been any increase of staff at these centres? Are the public generally complying with the new way in which the centres work? i.e separating and sorting their waste. How are the areas where communal waste is collected being managed? How are they complying with the new restrictions? Are they generally compliant? What problems are being reported? Members were particularly concerned with Wildmill area. 	Council agreed that Waste would be looked at by Scrutiny as a priority due to issues being experienced under the new scheme.	October Members proposed that the item wait until after the bedding in period.	Mark Shepherd, Corporate Director Communities; Cllr Hywel Williams, Deputy Leader; Cllr Richard Young, Cabinet Member – Communities; Zak Shell, Head of Streetscene; Maz Akhtar, Regional Manager Kier Julian Tranter, Managing Director Kier Claire Pring, Kier	Council SOSC 1 SOSC 3 SOSC 2	
04-Dec-17	SOSC 1	Budget Consultation	To receive 2018-19 MTFS Proposals for Education and Family Support Directorate			Lindsay Harvey, Corporate Director - Education and Family Support; Cllr Charles Smith, Cabinet Member - Education and Generation; Nicola Echanis, Head of Education and Family Support.		
06-Dec-17	SOSC 3	Budget Consultation	To receive 2018-19 MTFS Proposals for Communities Directorate			Mark Shephard, Corporate Director - Communities; Cllr Richard Young, Cabinet Member - Communities; Zak Shell, Head of Neighbourhood Services; Satwant Pryce, Head of Regeneration, Development and Property Services.		

07-Dec-17	SOSC 2	Budget Consultation	To receive 2018-19 MTFS Proposals for Social Services and Wellbeing Directorate			Sue Cooper, Corporate Director – Social Services and Wellbeing; Cllr Phil White, Cabinet Member – Social Services and Early Help; Jackie Davies, Head of Adult Social Care; Laura Kinsey, Head of Children's Social Care.		Appendix C
07-Dec-17	SOSC 2	Child and Adolescent Mental Health Service (CAMHS)	<ul style="list-style-type: none"> Monitoring the training being undertaken by professionals and volunteers to support and identify children and young people with mental health issues. Links with the Youth Offending Service – where these have ceased due to staffing issues, how there is a continued communication and joint up working between CAMHS and the YOS. <p>Links to transitional services and Adult Mental Health. Looking at how services were working together in cases where there is a direct impact from Adult Mental Health on children, such as parental alcohol or substance misuse or domestic abuse where children are involved.</p> <p>Data on what services are being offered and provided by schools.</p>		SOSC 1 - End of 2017/beginning of 2018 SOSC 2 - Priority in next set of meetings	Sue Cooper, Corporate Director – Social Services and Wellbeing; Lindsay Harvey, Corporate Director - Education and Family Support (Interim); Cllr Phil White, Cabinet Member – Social Services and Early Help; Cllr Charles Smith, Cabinet Member for Education and Regeneration; Laura Kinsey, Head of Children's Social Care; Nicola Echanis, Head of Education and Family Support; NHS representative - Jo Abbott-Davies; Mark Wilkinson, Group Manager - Social Services & Wellbeing; Suzanne Sarjeant, Head of Pencoed Primary; Kaye King, Wellbeing Officer, Pencoed Primary; Jeremy Evans, Head of Heronsbridge; Dr Sylvia Fowler, Heronsbridge; Lorraine Silver, ALN Casework Manager; Representation from external agencies?	SOSC 1 SOSC 2	
08-Jan-18	SOSC 2	Empty Homes	<p>How effective has this council been on bringing back into use empty properties over the last five years?</p> <p>Does this council have the appropriate policies and process in place to fully utilise the powers that we already have to tackle empty homes?</p> <p>What are the levels of empty homes across Bridgend?</p> <p>What is the potential loss of council tax receipts due to empty homes?</p> <p>Data on levels of empty properties and homes and how long they have been empty for</p> <p>Examples of case studies from Bridgend CBC</p> <p>Good practice from across wales</p> <p>Welsh Government policy</p>		Prioritised by SOSC 3 13 September 2017	Andrew Jolley, Corporate Director Operational and Partnership Services Mark Shepherd, Corporate Director Communities Satwant Pryce, Head of Regeneration, Development & Property Martin Morgans, Head of Performance and Partnership Services Cllr Dhanisha Patel Welsh Government contacts?	SOSC 3	
10-Jan-18	SOSC 1	Schools Strategic Review	Post-16 Education – proposals being consulted upon to include the relationships between secondary schools and colleges	Scrutiny to act as consultee – vital to have Scrutiny input into any consultation and ensure pre-decision when necessary if any changes proposed for schools	10 January 2017	Lindsay Harvey, Interim Corporate Director - Education and Family Support; Cllr Charles Smith, Cabinet Member for Education and Regeneration; Nicola Echanis, Head of Education and Early Help; John Fabes; Mandy Paish, CSC Senior Challenge Advisor.		

17-Jan-18	SOSC 3	Community Asset Transfer	<p>How many CAT's have been completed. How many are in process and at what stages. What finance is remaining from the initial £1 million capital allocated several years ago to help improve community buildings and sports pavilions. What has been spent to date and on what. What support is available for businesses looking to undertake a CAT What has been the main reason for CAT's not being progressed beyond initial stages Is there appetite for the CAT process amongst the local communities. Is the process fair if one community has an active local group to progress a CAT, yet another community many not have an active group and hence lose out through no fault of their own. Need to have comparison data from other authorities along with examples of what has worked and not worked. Case study of some CAT's in BCBC Data required on condition of all BCBC sports pavilions and community buildings to have an understanding of the scale of the problem. Exploration of the introduction of definitive timelines as to when the Council will no longer be able to support the assets</p>		13 September 2017	<p>Mark Shephard, Corporate Director Communities Cabinet Member Education and Regeneration, Cllr Charles Smith Cabinet Member Communities, Cllr Richard Young Community Groups Guy Smith, Community Asset Transfer officer Sports club reps who may be in need of improved buildings / facilities but do not have the capacity to consider entering into a CAT agreement</p>	Prioritised by SOSC 3	Appendix C
07-Feb-18	SOSC 2	The Economic Prosperity of Bridgend County Borough	To include areas such as Economic Development, Worklessness Programmes, EU Funding for Skills.		<p>SOSC 3 - prioritised for next set of meetings 17/07/2017 13/09/2017 SOSC 1 - proposed waiting until the detail of the Revenue Support Grant are known before this item is considered. SOSC 2 - 18/09/2017</p>	<p>Darren Mepham, Chief Executive; Cllr Huw David, Leader Mark Shepherd, Corporate Director Communities; Cllr Richard Young, Cabinet Member – Communities; Satwant Pryce, Head of Regeneration, Development and Property Services; Representative tbc from Bridgend College; Representative tbc from Bridgend Business Forum; Representative from Monmouthshire County Council.</p>	SOSC 3	SOSC 2 highlighted this item as suitable for webcasting.
08-Feb-18	SOSC 1	School Standards Report 17-18	Annual school performance report from CSC	Annual school performance results form the basis of monitoring of schools which is a primary responsibility of Scrutiny.	Proposed to receive late January/early February once the school results have been formally published.	<p>Lindsay Harvey, Interim Corporate Director - Education and Family Support; Cllr Charles Smith, Cabinet Member for Education and Regeneration; Nicola Echanis, Head of Education and Early Help; Mandy Paish, CSC Senior Challenge Advisor; Mike Glavin, Managing Director CSC</p>		
12-Feb-18	SOSC 3	Town Centre Regeneration	<p>To provide members with information on the following responsibilities of the Council and how these are managed and can be developed with reduced resources</p> <ul style="list-style-type: none"> • Car parking review – When is the car parking review going to be undertaken? Charges for staff car parking at all sites - has this been reviewed? If this was taken forward what income would this generate? • Residents Parking - when residents permit parking going to be rolled out? • Inconsiderate parking in the Borough - where are the problem areas? What are we doing to tackle these issues? Are we prosecuting? • Parking outside schools - How are we tackling bad parking at schools? Update on the introduction of the mobile camera van that was purchased to tackle such issues. What areas has this van been at. How many fines have been issued to date? • Pedestrianisation - particularly in Bridgend Town Centre. Outcomes of the consultation to allow traffic into the town • Business Rates • Strategic Building Investment • Disabled facilities 		<p>Prioritised by SOSC 3 17 July 2017 13 September 2017</p> <p>Prioritised by SOSC 2 18 September 2017</p>	<p>Mark Shephard, Corporate Director Communities Zak Shell, Head of Streetscene Satwant Pryce, Head of Regeneration</p>	SOSC 3 SOSC 2	SOSC 2 highlighted this item as suitable for webcasting.

The following items were deemed important for future prioritisation:

Item	Specific Information to request	Rationale for prioritisation	Proposed date	Suggested Invitees		Webcast
Advocacy Services for Children and Adults	To include information on: <ul style="list-style-type: none"> The outcome from the Advocacy Pilot Scheme The current system Social Services & Wellbeing Act Regional Children Services advocacy Adult Services – Golden Thread Project 		Pilot ends April. Therefore proposed date June 2018.	Susan Cooper, Corporate Director Social Services and Wellbeing; Cllr Phil White, Cabinet Member – Social Services and Early Help; Jacqueline Davies, Head of Adult Social Care; Laura Kinsey, Head of Children’s Social Care; Richard Thomas, Strategic Planning and Commissioning Officer		
Prevention and Wellbeing and Local Community Coordination	To include information about the number of different initiatives that are available within the community as an alternative to statutory services. LCC projects to be referenced under a heading for each area – Ogmere, Llynfi and Garw Valleys – to ensure ease of reference to what projects are being carried out where. To include information on the work being undertaken with the 3rd Sector.		Proposed date March/April 2018	Susan Cooper Corporate Director Social Services and Wellbeing; Cllr Phil White, Cabinet Member - Social Services and Early Help Cllr Dhanisha Patel, Cabinet Member - Wellbeing and Future Generations; Jacqueline Davies, Head of Adult Social Care; Andrew Thomas, Group Manager – Prevention and Wellbeing.		
Dementia Care	<ul style="list-style-type: none"> Include accurate and up to date figures on the people diagnosed with dementia in Bridgend County Borough for comparison with the number of people predicted to be living with dementia; Provide Members with the information which can be found on the Local GP Dementia Register which highlights prevalence of dementia by area throughout the borough and type of dementia. The Panel recommend that these statistics are presented on a map diagram for ease of reference. If possible, Members wish that this data be elaborated upon to include age, and whether the numbers show if diagnosis was received prior to moving into the borough; Provide an update on the review of joint intentions with health and the third sector and include information regarding the production of a dementia strategy and delivery plan - stating milestones, target dates and responsible officers. Provide an update on existing discussions with nursing care providers in relation to the development of nursing residential care places for people with dementia; <p>Include facts and figures on people with dementia living in Cardiff as well as Neath Port Talbot and Swansea for comparison to Bridgend. Comparisons with other LAs such as Maesteg and the Vale on dementia awareness training to consider how successful the Authority has been in making Bridgend Dementia friendly.</p>		Members proposed that this be considered after Members have received Dementia Care Training in September/October	Susan Cooper Corporate Director Social Services and Wellbeing; Cllr Phil White, Cabinet Member – Social Services and Early Help; Jacqueline Davies, Head of Adult Social Care; Representative from Age Concern Wales; Representative from ABMU; Representative from Bavo.		Corporate highlighted this item as suitable for webcasting.
Safeguarding	To include Safeguarding activity in both Children and Adult Services. To also cover: <ul style="list-style-type: none"> Regional Safeguarding Boards Bridgend Corporate Safeguarding Policy CSE DOLS <p>To evidence how the two services are working together and the impact on the LAC population. Report to provide statistical data in relation to service demands and evidence how quickly and effectively the services are acting to those needs. To receive the outcome of the in depth analysis which was currently being undertaken within the Council.</p>	Members stressed that this subject must be considered by Scrutiny on their FWP as is a huge responsibility of the Authority and Scrutiny must ensure the work being undertaken to protect some of the most vulnerable people is effective and achieving outcomes.	Proposed date February 2018	Susan Cooper Corporate Director Social Services and Wellbeing; Cllr Phil White, Cabinet Member – Social Services and Early Help; Jacqueline Davies, Head of Adult Social Care; Laura Kinsey, Head of Children’s Social Care; Elizabeth Walton James, Group Manager Safeguarding and Quality Assurance		

Residential Remodelling - Extra Care Housing Schemes	<p>Information on the Extra Care Housing Schemes. To include the following:</p> <ul style="list-style-type: none"> The purpose/model Changes to residential care Communication strategy <p>Possible site visit to extra care housing scheme and new site once work has begun.</p>		Proposed date June 2018.	Susan Cooper, Corporate Director Social Services and Wellbeing; Cllr Phil White, Cabinet Member – Social Services and Early Help; Jacqueline Davies, Head of Adult Social Care; Carmel Donovan, Group Manager Integrated Community Services; Representative from Linc.		Appendix C
School Modernisation Band B	To advise committee on the development of the strategic outline plan for band b of the 21 st century schools modernisation programme	Scrutiny to inform the plans and refine the rationale for the development of the schools estate	Proposed by Officers - March 2018	Lindsay Harvey, Interim Corporate Director - Education and Family Support; Cllr Charles Smith, Cabinet Member for Education and Regeneration; Nicola Echanis, Head of Education and Early Help; Gaynor Thomas, Schools Programme Manager		
ALN Reform	<p>When the Bill has been further progressed, report to include consideration of the following points:</p> <p>a) How the Authority and Schools are engaging with parents over the changes to the Bill?</p> <p>b) What the finalised process is for assessments and who is responsible for leading with them?</p> <p>c) What involvement/responsibilities do Educational Psychologists have under the Bill?</p> <p>d) Has the Bill led to an increase in tribunals and what impact has this had? This is set against the context of the recent announcement by the Lifelong Learning Minister that instead of saving £4.8m over four years the Bill could potentially cost £8.2m due to an expected increase in the number of cases of dispute resolution.</p> <p>e) Given that the Bill focuses on the involvement of young people and their parents, what support is available for those involved in court disputes?</p> <p>f) Outcomes from the Supported Internship programme.</p> <p>g) Support for those with ALN into employment.</p> <p>h) Staffing - Protection and support for staff, ALNCO support, workloads and capacity.</p> <p>i) Pupil-teacher ratios and class sizes and impact of Bill on capacity of teachers to support pupils with ALN</p> <p>j) How is the implementation of the Bill being monitored; what quality assurance frameworks are there and what accountability for local authorities, consortiums and schools?</p>	Needs revisiting to monitor implementation of the Bill and if needs are being met as well as impact on future budgets	Proposed by SOSC 1 to be revisited in next years FWP (2018-19)	Lindsay Harvey, Interim Corporate Director - Education and Family Support; Cllr Charles Smith, Cabinet Member for Education and Regeneration; Nicola Echanis, Head of Education and Early Help. Michelle Hatcher, Group Manager Inclusion and School Improvement Third Sector Representatives		
Early Help and Social Care	<p>The process into how the following information will be presented will be confirmed following meetings with both Directorates Corporate Directors.</p> <ul style="list-style-type: none"> Up to date figures presenting the numbers of Looked After Children by Local Authority; A breakdown of referral figures, to include statistics from local pre-school nurseries; Outcome from the review undertaken by Institute of Public Care; What services are being provided post 16, given that research indicates shows that children who have been looked after, have the increased probability that their children will also end up in the care system; Outcomes from the following Residential Remodelling project work streams: <ul style="list-style-type: none"> For moving out-of-country residential placements to in-county Upskilling of three internal foster carers to provide intensive, therapeutic step down placements. Review of the foster carer marketing and recruitment strategy at a draft/early stage to allow members input into the process 					
Annual Recommendations/feedback Update to each SOSC			Proposed for March 2018 to inform next years FWP planning	None		

Care and Social Services Inspectorate Wales (CSSIW) Inspection of Children's Services.	The Committee requested that they receive an information report detailing the progress of the plan and update Members whether or not the actions have addressed the issues raised by the Inspectorate.					
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The following items for briefing sessions or pre-Council briefing

Item	Specific Information to request
Overview of Direct Payment Scheme	<p>To update Members on the Direct Payments Process.</p> <p>How outcomes for individuals are being identified and monitored.</p> <p>What activities are being requested by individuals to enable them to achieve their personal outcomes.</p> <p>How the Direct Payments system is being monitored.</p> <p>To include clarification and further details on the exact costs of commissioning the IPC.</p>
Social Services Commissioning Strategy	<p>To include information on what work has taken place following the Social Services and Wellbeing Act population assessment.</p> <p>To also cover the following:</p> <ul style="list-style-type: none"> • Regional Annual Plan • Bridgend Social Services Commissioning Strategy
Western Bay Regional Report	Update on situation and way forward with WB and Regional Working?

BRIDGEND COUNTY BOROUGH COUNCIL

REPORT TO CORPORATE OVERVIEW AND SCRUTINY COMMITTEE

15 NOVEMBER 2017

DIGITAL TRANSFORMATION PROGRAMME

1. Purpose of Report

1. To update Overview & Scrutiny on key developments with regards the progress for the delivery of the Digital Transformation Programme.

2. Connection to Corporate Priorities

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 online where they are willing and able to do so; and through releasing efficiency savings through automation.

3. Background

3.1. The Council recognised 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 and nearly 100% of 16 – 34 year olds. However, national data collected in 2014 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. The SOCITM rating analyses the digital performance of Bridgend Council's website. SOCITM is the society for IT Digital Leaders and bench marks the Public Sector.

3.2. Bridgend Council agreed and adopted an approach of securing digital partners to design and implement a digital platform on a phased basis. This approach was chosen in favour of the two extreme options of a completely in-house solution or a completely outsourced solution following a period of market research.

3.3. A robust procurement exercise was carried out in April 2016, the successful Tenderer was Agilisys. The Agilisys Platform includes:

Agilisys service modules

- Council Tax
- Benefits
- Environmental Reporting
- Bulky Waste Bookings

- Pest Control Bookings
- Registrars Bookings
- eBilling
- Adult Social Care
- eForms

The contract started in September 2016 and the Council Tax and Revenues and Benefits modules were targeted for the initial phase.

3.4. An interim consultant was brought in to oversee the management of Agilisys. This was in part due to key senior responsible officers leaving the Authority.

3.5. This interim arrangement ended with the appointment of a new Head of Service for Performance & Partnerships who has now undertaken a review of this project.

3.6. The Agilisys contract envisages a phased roll out of a number of services beyond Council Tax and Revenues & Benefits. In addition to this, the programme has encompassed the following elements:

- Extension of the use of the Human Resources System “iTrent” by staff and managers – see paragraph 4.3 for details of iTrent
- A review of the website

4. Current situation / Overview Update

4.1. Programme Review

The review by the Head of Service has identified the following issues for resolution, each of which are explored more fully below:

- Refocusing the programme as a combined Business Process Reengineering (BPR) and Digital Transformation.
- There is a need for additional resource to realise the benefits of the Human Resources “iTrent” System
- Web Site redesign is fundamental and an alternative approach to content management for the Council is required.
- There is a need for a much clearer strategy focused around Digital Transformation

4.2. Digital Strategy and Business Process Reengineering (BPR)

4.2.1. As stated in 1.3 an approach was adopted to procure a digital partner to work with us through a range of services to channel shift the most commonly used services into streamlined digital routes i.e. so that users could self-serve. This is intended to improve access to the most commonly required services and interactions at a considerably reduced cost.

4.2.2. Pricewaterhouse Coopers (PWC) were commissioned in February 2017 to carry out a Business Process Reengineering (BPR) review of the Council Tax

service. The purpose of this BPR project was to look across the key business processes within Council Tax services in order to:

- Baseline the current ways of working and understand the officer effort required to support the delivery of these processes
- Design and map the future state of these Council Tax processes
- Determine the benefits which could be realised and establish the change impact from implementing the future ways of working.

4.2.3. Below is a summary of the savings identified.

Executive summary

What are the financial benefits from implementing the opportunities?

The financial benefits which could be realised from achieving the opportunities across the three delivery waves total £328k per annum. The majority of benefits are reliant on the implementation of the digital platform (wave 2) and broader organisation-wide changes (wave 3). An additional one-off net financial benefit of £171,900 has been estimated from implementing an annual single persons discount review process, and assumes that this process would be run as a managed service by an external party on a benefit sharing arrangement.

Benefit saving	Wave 1	Wave 2	Wave 3	Total
FTE saving	0.6 FTE	3.0 FTE	4.8 FTE	8.4 FTE
Value of FTE saving	£15,900 p.a.	£85,800 p.a.	£137,300 p.a.	£239,000 p.a.
Other financial savings	£ -	£54,600 p.a. ¹	£34,300 p.a. ²	£88,900 p.a.
Total financial saving	£15,900 p.a.	£140,400 p.a.	£171,600 p.a.	£327,900 p.a.

Notes:

¹ Estimated annual saving of £54,600 from achieving 55% e-billing channel shift for current volume of annual Council Tax statements

² Estimated FTE saving of within Contact Centre team of 1.2 FTE from making greater use of current investment in IVR technology, corresponding to an annual saving of £34,300 (80% efficiency gain)

Assumption:

Assumed value for 1 FTE is £28,600 per annum which includes an estimated 30% assumption for on-costs and employer contributions



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- Wave 1 - Full Time Equivalent (FTE) Savings

Achieved through the rerouting of telephony calls from the service areas to the Customer Contact Centre; £15,900 in terms of FTE savings

- Wave 2 – Full Time Equivalent (FTE) Savings

Achieved through the implementation of the Digital Platform, this is valued at £85,800 p.a. in terms of FTE savings.

- Wave 2 – E-Billing

The other aspect of the Wave 2 savings valued at £54,600 p.a. is specifically linked to e-billing based on a 55% uptake of “My Account” for Council Tax residents.

This however will be challenging when 70% of Council Tax Citizens are Direct Debit (DD) subscribers. DD subscribers currently rarely engage with the Council.

- Wave 3 – Organisational Cultural Change

This wave is specifically linked to “Business Process Reengineering” (BPR), making the back office processes leaner to support the saving requirements associated with the channel shift.

In summary you can’t just put a digital platform in place unless you change the way you operate, the platform provides the opportunity and foundation to facilitate the change, however the Council must be prepared to challenge and be disrupted to support transformation change.

4.3 Human Resources Application “iTrent” Self Service – Additional Resource

Currently managers and employees have access to self-service and people manager modules to enable:

- employees (desk top users) to update personal details i.e. name, address
- line managers (desk top users) direct access to absence management module
- line managers (desk top users) direct access to employee training records

The expanded utilisation of iTrent has the potential to release management time from common processes as well as enable managers to more actively take effective line management action – for instance proactively managing absence. Expanded use of iTrent is also important in promoting a culture of digital delivery amongst staff.

To drive forward the development of iTrent an additional operational role Grade 7, for up to 24 months has been recruited to support the implementation of the development work . Areas in which the iTrent system can assist managers will include:

- annual leave reporting,
- recruitment
- performance management.

4.4 Website Re-Design

4.4.1 Website Partner

Following approval to commission a partner to develop a modern website for Bridgend, a procurement exercise via the G Cloud Framework was carried out in the summer period of 2017, this lead to the appointment of S8080 as our partner organisation. S8080 have an extensive portfolio of customers across multiple sectors. Work is progressing with developing the new website. Examples can be found at Appendix 1 and 2.

4.4.2 Central Editorial Team

Following approval to invest in a central editorial function two new temporary officers joined the Communication Team in October 2017.

They will be responsible for the transitioning all the content from the existing website to the new website.

4.5 Ready State for “31.01.2018”

4.5.1 Ready State

CMB agreed to delay the Go-Live target date of July 2017 for the first release of “My Account”.

A new target date of the 31st of January 2018 is proposed for the “ready state” to release “My Account”. From this date the Council will initiate the launch process which will initially involve internal stakeholders as part of a controlled roll out. It is anticipated “My account” will be available early spring to the general public.

This will be in-line with the release of Bridgend’s new responsive website. Releasing “My Account” alongside the new website will allow Citizen’s to seamlessly interact with the “My Account” functionality. This could not be done with the existing website. Therefore it is proposed to dovetail the release of “My Account” alongside the new Bridgend Website.

4.6 Digital Transformation Strategy - Partner

As part of a discovery exercise ICT has been engaging with technology partners to better understand how they can support the delivery of the Councils Digital Transformation needs across the organisation.

Microsoft have proposed that they support the council as part of an engagement programme called ‘Cloud Navigator,’ this will be undertaken over a 8 week period, the output being a proposal that will provide:-

- A medium term digital transformation programme for the Council (based upon identified organisational/business/technology need) underpinned by Microsoft infrastructure, products and services as the Council’s lead technology partner. Demonstrating changes that the Council can adopt to improve services provision through the use of the new technology
- Support the development of an associated business case supported by a return on investment (ROI).
- A plan to shift toward a more flexible cloud based IT infrastructure that will underpin agile and mobile working, focused around collaboration and sharing of data joining up service provision both internally and nationally with partners.
- Demonstrate the ability for the Council to ‘Manage through Data’ underpinned by rationalisation of business applications, creating master data management sets (single view of people, property, places and transactions) and powerful business

intelligence tools to data mine and provide seamless and interactive live performance reports to inform service provision.

- Provide next generation Customer Services through a website and social media strategy that will be provide personalised, localised, automated, interactive and efficient 24/7 services.

Microsoft will work alongside the Council to spend time to analyse all this data, and use it as a foundation to co-create the final proposal, ‘return on investment’ case (or Voyage Plan) for consideration. The programme will be funded by Microsoft with no direct cost to the Council. Our commitment is our time and planned access to key stakeholders. (IT/business/Leadership). There is no obligation on the council to proceed or commit to anything post the programme.

5.0 Effect upon Policy Framework & Procedure Rules.

5.1 The report has no direct effect upon the policy framework or procedure rules.

6.0 Equalities Impact Assessment

6.1 A Digital Transformation review focused on “**User Needs Analysis**” was carried out by an external consultancy to ensure the new Web Site will successfully meet the **needs** of prospective **users**.

7. 0 Financial Implications.

7.1 Digital Transformation has approved one off funding of £2,630,000, split between revenue and capital funding. The total expenditure to date is c. £741,000 with a balance of £1,889,000 remaining.

There current and previous year’s budgets have included total budget reduction proposals of £210,000 in respect of Council Tax and Housing Benefits. To mitigate against the delays in launching online services, it has been possible to identify alternative reductions, principally around management restructuring and vacancy management thus far. Further efficiencies will require the digital platform to be delivered.

The additional costs of the different elements of the digital workstreams currently planned, which will be met from the Digital Transformation fund, are as follows:

Item	Budget Value £000s
Commissioning a partner to develop a “Transformational Digital Strategy”	Nil except officer time
Fund for development of iTrent “self service”, including Grade 7 post	55
Central Editorial Team focussed on Web Content – 2 FTE for	73

12 months	
Development of a modern council website	70

8.0 Recommendation.

To note the contents of this report and the significant progress made against an important area of council priorities.

Darren Mepham
Chief Executive Officer
9 November 2017

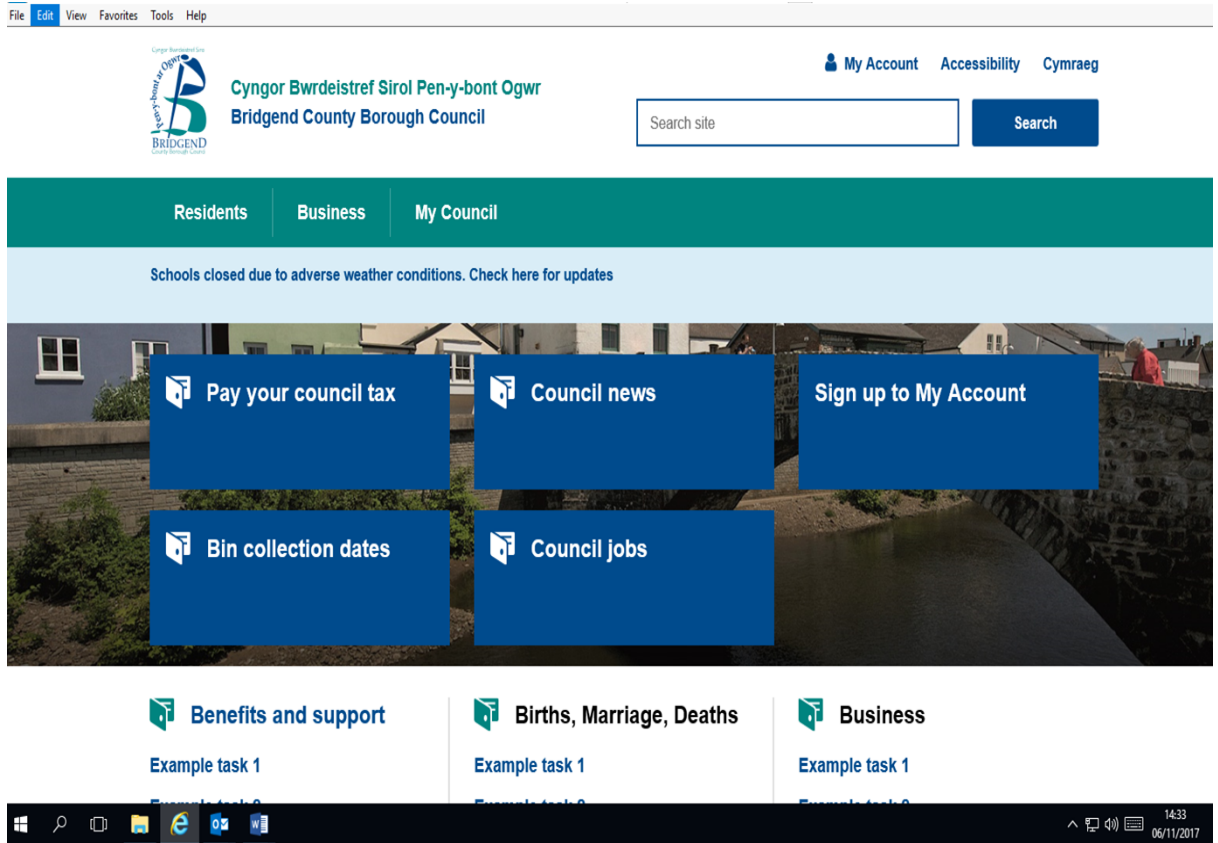
Contact Officer: Martin Morgans
Head of Performance & Partnerships
Telephone: (01656) 643643
E-mail: martin.morgans@bridgend.gov.uk

Background Documents

Digital Transformation Consultation Report May 2016

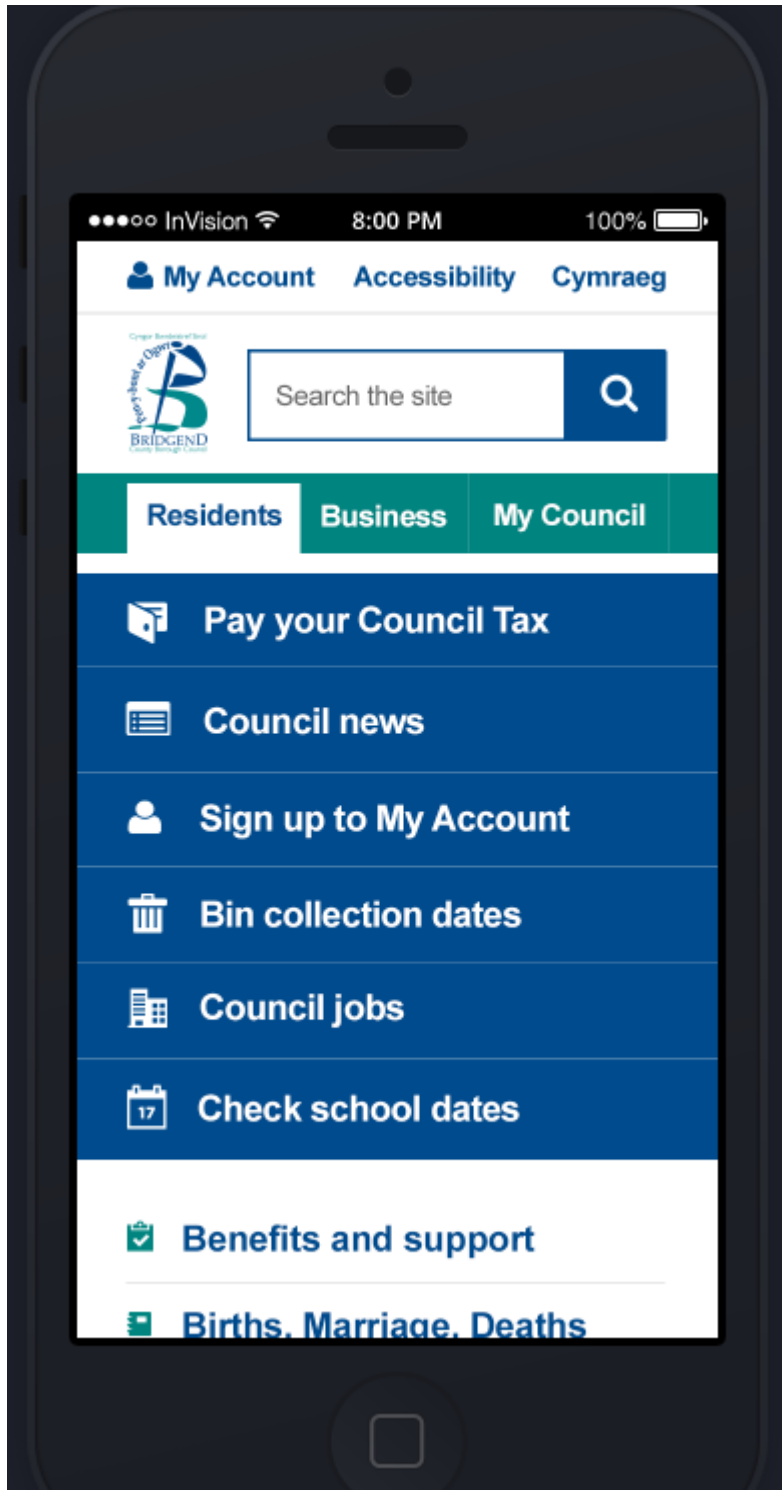
Appendix 1

Desktop Version



Appendix 2

Smart Phone Version



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