

## Finance Committee

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Meeting Venue:  
**Committee Room 2 – Senedd**

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Meeting date:  
**21 November 2012**

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Meeting time:  
**09:00**

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Cynulliad  
Cenedlaethol  
Cymru

National  
Assembly for  
Wales



For further information please contact:

**Gareth Price**  
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### Agenda

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#### **1. Introductions, apologies and substitutions (09:00–09:05)**

#### **2. Invest To Save – Evidence from Bridgend County Council (09:05–09:45)** (Pages 1 – 4)

FIN(4)–20–12 Paper 1 – Improving your Space Project : Bridgend County Council

David Sutherland, Head of Technology, Property and Customer Services

#### **3. Invest to Save – Evidence from National Botanical Garden of Wales (09:45–10:30)** (Pages 5 – 10)

FIN(4) 20–12 Paper 2 – National Botanical Garden of Wales – Solar Photo Voltaic Power Project

Dr Rosie Plummer, Director  
Clive Edwards, Operations and Facilities Manager

#### **4. Invest to Save – Evidence from Cardiff and Vale UHB (10:30–11:15)** (Pages 11 – 16)

FIN(4) 20–12 – Paper 3 – Cardiff and Vale UHB – The Wyn Campaign Regaining and Retaining Independence

Fiona Jenkins, Executive Director of Therapies and Health Science, Cardiff and Vale

UHB

Lynne Aston, Assistant Director of Finance, Cardiff and Vale UHB

**5. Papers to note** (Pages 17 – 20)

FIN(4) 20–12 – Paper 4 – Invest-to-Save – Consultation response from Care Connect

Minutes of previous meeting

**6. Motion under Standing Order 17.42 to resolve to exclude the public from the meeting for the following business:**

Items 7 to 9.

**7. Invest To Save – Consideration of evidence (11:15–11:30)**

**8. Scoping of Inquiry on Asset Management (11:30–11:45)** (Pages 21 – 51)

**9. Consideration of draft report on European Structural Funding in Wales (11:45–12:00)** (Pages 52 – 136)



## **Finance Committee**

### **FIN(4)-20-12 Paper 1**

# **BRIDGEND COUNTY BOROUGH COUNCIL: IMPROVING YOUR SPACE PROJECT**

## INTRODUCTION

Bridgend County Borough Council has a formal asset management plan for the period up to 2021. This asset management plan includes a number of projects including that on *Improving Your Space* (IYS). The IYS project began in 2009 with a focus on delivering the three year office accommodation strategy 2009 – 2012. The project was managed internally and delivered through a Corporate Property Group. There was oversight of the project at the Bridgend Efficiency and Innovation Board which reported to the Council's Programme Management Board chaired by the Chief Executive.

The aim of IYS was kept deliberately simple: To rationalise accommodation and deliver benefits in public service delivery by implementation of the Council's office accommodation strategy.

### Project overview

In 2009 the Council set out an office accommodation strategy for the next three years with the following objectives:

- Provide high quality flexible office space;
- Deliver savings in respect of leasing costs;
- Ensure efficient use of office space;
- Reduce facilities management costs and deliver management efficiencies; and,
- Bring about a cultural change in the delivery of services as part of the theme of Transforming Bridgend.

The implementation of that strategy was through the IYS project, which was funded from prudential borrowing and the Welsh Government's Invest-to-Save monies.

### Delivering project objectives

Phase I of IYS has been completed with the acquisition and subsequent refurbishment of the Raven's Court building in Bridgend town centre and the refurbishment of existing office accommodation. The approach has brought together services from dispersed sites and created opportunities for better partnership working and improved service efficiency.

Space planning and design work has been important in maximising the efficient use of accommodation. Administrative "back-office" functions have

been brought together and synergies have been maximised by bringing together related services.

### **Key achievements & benefits to date**

- The project has delivered sustainable, affordable office accommodation with improved standards of accommodation and efficiency. A reduced maintenance backlog, running costs and energy usage will all contribute to future efficiency savings;
- The project has delivered to date total annual rental savings of £335k and allowed for the generation of capital receipts of £636k ;
- The provision of key located buildings within Bridgend town centre acts as a visible service hub for the community with the project having concentrated many of the front facing services of the Council in the Civic Offices customer contact centre;
- Improved accessibility by bringing together a range of services under one roof and the creation and official opening in April 2011 of a new location for the registrars and family history reference library, which maximises synergies between the two services and gives the public a one-stop-shop for family history;
- Innovative use of space in the Civic Offices and Raven's Court making it multi-purpose and therefore maximised and facilitating various approaches to flexible ways of working within the Council including desk sharing;
- The acquisition of new office accommodation for mostly back-office functions has allowed leases to be released and more than 500 staff to be relocated and with the Council having been able to take advantage of property market conditions;
- The number of leased in offices has dropped from 17 to 6 with the annual cost reducing from £535k to £200k;
- The refurbishment of existing office accommodation has meant that the number of staff within the same space has been increased, but with better, more efficient space for staff;
- The delivery of a central location for staff in the borough and alternative means for staff travelling to work;
- Operation *Dejunk* – a corporate wide initiative to remove unnecessary paper and furniture proved very successful in freeing up space;
- The project has contributed to the regeneration of Bridgend town centre by the Council buying a long standing vacant building, Raven's Court. The project has moved more than 125 staff into the town centre. This has in turn increased the number of staff accessing the town centre.

- The project has also increased opportunities for cross cutting and collaboration within the Council with staff from the ABMU health locality office now in occupation in Council offices.

## **Learning**

- Strong leadership, commitment and corporate management buy-in were essential to the delivery of Phase I of the project;
- Good financial management was key – the business case remained viable throughout the project with the invest to save component part of that;
- Project management ensured that the project was kept within budget and delivered on its benefits;
- Close working between the specialist design consultant, building maintenance, ICT, property, health and safety and service representatives meant that the new and refurbished facilities met all service and corporate requirements;
- Good communication was essential with staff consultation and regular project and work stream meetings being held.

## **Next steps**

Phase II of IYS is currently being scoped and will continue the work already completed. It will include the development of hubs and satellites in the West, North and East of the County Borough as well as the continued rationalisation of buildings.





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## National Botanic Garden of Wales

### Written evidence in support of appearance at Invest-to-Save review by National Assembly Finance Committee November 2012

Dr Rosie Plummer, Director  
 Clive Edwards, Head of Facilities

Attached by way of written evidence is this cover note together with a copy of our project case study in Investing-to-Save 3 publication.

#### Background

The Garden first came across Invest-to-Save in 2009. Informal discussion with UWIC in Cardiff concerning a KTP studentship to research the technologies on renewable energies for future cost saving and green energy initiatives had led to a search for funding. During the search Invest-to-Save was discovered and a bid for £25K to fund the initiative was made. This followed the usual application process. The then Acting Director of the Garden together with the current Head of Facilities made the presentation successfully. However, by happenstance an alternative arrangement to do the work arose so the Invest-to-Save funding offered was declined.

As result of that positive encounter with the Invest-to-Save funding prospects the Garden actively sought development opportunities to avail itself of the potential capital funds to support energy initiatives. The result was the current bid. It was felt that the whole arrangement was particularly well suited to the technological and financial imperatives and drivers both of the Garden (to reduce costs and invest in green technology) and of the Climate change agenda at national and international levels. We identified a PVsolar project as our highest priority.

#### Processes

Throughout we have found the guidance provided by the Welsh Government (WG) Invest-to-Save officers invaluable and positive. Their help and advice with the application and preparation of the presentation, as well as execution of the grant has been excellent. We were also both aware through our previous experience that whilst the process was largely straightforward we should expect thorough and robust scrutiny of the application by the officers and board before an award would be considered.

We found the forms were user friendly and helpful in format, and with good guidance provided within them. The two stage process (Expression of Interest, followed by full application

subsequently) is effective in minimising effort of everyone on bids that might not meet the criteria, and therefore efficient for all parties.

Our submission was successfully shortlisted for interview. We prepared carefully and found the experience of the interview was well-organised and courteous. It was also sufficiently rigorous to give us confidence we had made a sound business case and make us feel we had had a fair hearing.

### **Terms and Conditions**

In our particular business case the Invest-to-Save funding and payback period needed to be longer than usual (normally a 4 year period – we asked for a loan over 6 years). The committee again carefully scrutinised this request but, most importantly, had the flexibility and latitude to be able to agree the longer than usual pay-back period was within the spirit of the short-term 'rolling' nature and needs of the scheme funds.

We were required, as expected to go out to tender for the work which was a normal straightforward process. Draw-down of the funds was similarly straightforward, with pragmatic approach which was sensitive and responsive to the project's (and Garden's) need for some degree of flexibility on cash flow.

The ongoing administration of the fund seems to us currently to be very professionally managed, with follow up request for us to contribute a case study to share best practice with others and to report on the overall perspectives of our experience.

We have had an entirely positive experience and frankly we are keen fans of the scheme. We are therefore delighted to be able to speak in favour of it, and its administration, and feel it has enormous practical and measurable value-for-money benefits to Wales. It seems to us to be an exemplar model that would merit applying in other appropriate ways and spheres.

RMP/CE – November 2012

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Llywodraeth Cymru  
Welsh Government

[www.cymru.gov.uk](http://www.cymru.gov.uk)

# Investing-to-Save 3

Short-term investment for long-term benefit



An update report about public service efficiency and improvement projects that have received Welsh Government Invest-to-Save funding

October 2012



## Case Study 3: 'Greening the Garden' – PVSolar installation at the National Botanic Garden of Wales

### Project aim

The aim of the project was to reduce the National Botanic Garden of Wales' carbon footprint and operating costs, and to act as an exemplar to our visiting public, supporting and prompting steps towards conservation actions and sustainable behaviours.

### Project overview

From its inception the National Botanic Garden of Wales has had sustainability as a key operating principle. Following a Carbon Trust Energy Review the installation of PVSolar was identified as an important part of an ongoing energy management programme. In practical terms the installation of 50 KWt PVSolar array was chosen as the most suitable and economically effective project to deliver. To provide a public engagement and exemplar resource, the installation comprises a 46 KWt field array and a 4 KWt roof-mounted array, which is in keeping with domestic-scale installations. The opportunity presented by the Welsh Government's Invest-to-Save Fund made the project possible through capital repayment of the investment over an agreed period.



PVSolar field array –  
National Botanic Garden of Wales

*photo Clive Edwards*

The Garden site extends to some 560 acres and includes areas of south-facing land close to its main buildings. This provided ideal opportunities for the installation of PVSolar energy generation.

It was anticipated that a well-delivered project would:

- provide an opportunity for an exemplar installation evidencing the Garden's sustainability credentials;
- make good use of available land resources;
- reduce reliance on fossil fuels;
- reduce business operating costs; and,
- create a perfect match of supply and demand in terms of energy generation and Garden consumption need.



## Investing-to-Save 3

**Delivering project objectives**

The project concept was developed by the Garden in autumn 2010 and the Invest-to-Save application was made in April 2011. Approval for £90,000 was granted in May 2011 and the specification, tender processes and planning application were progressed. The project was delivered in its entirety and operating by 1 March 2012.

**Key achievements & benefits to date**

This project has delivered:

- a successful installation that is in keeping with the ethos of the Garden and the visual amenity of the site;
- delivery, in its first 6 months, of in excess of 30,000 KWh of PV solar electricity of which the Garden has used 90%;
- income generation of £10,000 by way of Feed in Tariff (FIT);
- financial savings, during this period, of some £2,160 of electricity costs;
- future reliable cash-flow income stream with financial return projected at £481,250 over 25 years;
- an exemplar installation that provides evidence of the Garden's green credentials;
- a facility that is used for Science, Technology, Engineering and Mathematics (STEM) education by schools on 'Green Technology' courses;
- an integrated part of our general visitor engagement including our 'Sustainability Trail' and talks prompting positive actions towards addressing climate change;
- positive interest and feedback on the project from visitors, other organisations, and partners; and,
- long-term displacement, according to generally held calculations, of a significant amount of fossil fuel consumption.

**Learning****What worked well?**

- Good project and financial management – on time, on budget, and producing effective return.
- Excellent working relationship between all key partners including quick turn-around of Invest-to-Save funding, to ensure delivery within a tight and cost-effective time-line.
- Enthusiasm and genuine interest in the project from all stakeholders – trustees, staff, Carbon Trust, and Welsh Government.
- Immediate delivery, on installation, of the project objectives.

**What could have worked better?**

- Requirements and details to meet planning permission were complex for this site.
- Turbulence in relation to UK Government FIT arrangements presented a challenge.

### Next steps

This has been an extremely successful project and was the first stage of several renewable energy schemes being taken forward by the Garden. A major biomass boiler installation project has subsequently been delivered, and air-source heating opportunities are also being investigated as means of further displacing fossil fuel usage and reducing our carbon footprint.

As a subsequent stage of development of the installation we plan to install real-time generation display and monitoring so that the extent of our solar electricity production can be better communicated to the Garden's visiting public. There are also plans to use the information on energy generation as a STEM teaching and learning resource. It is planned that this will enable schools and others to calculate the contribution that the PVsolar makes to the Garden's energy consumption, demonstrate the pattern of generation, and map the overall efficiency and effectiveness of harnessing PVsolar power.

### Contact for further information

For any queries or further information about the project please visit the website at <http://www.gardenofwales.org.uk/> or contact Clive Edwards on telephone 01558 667109 or email – [clive.edwards@gardenofwales.org.uk](mailto:clive.edwards@gardenofwales.org.uk)





**National Assembly for Wales: Finance Committee  
Inquiry: Invest-to-Save**

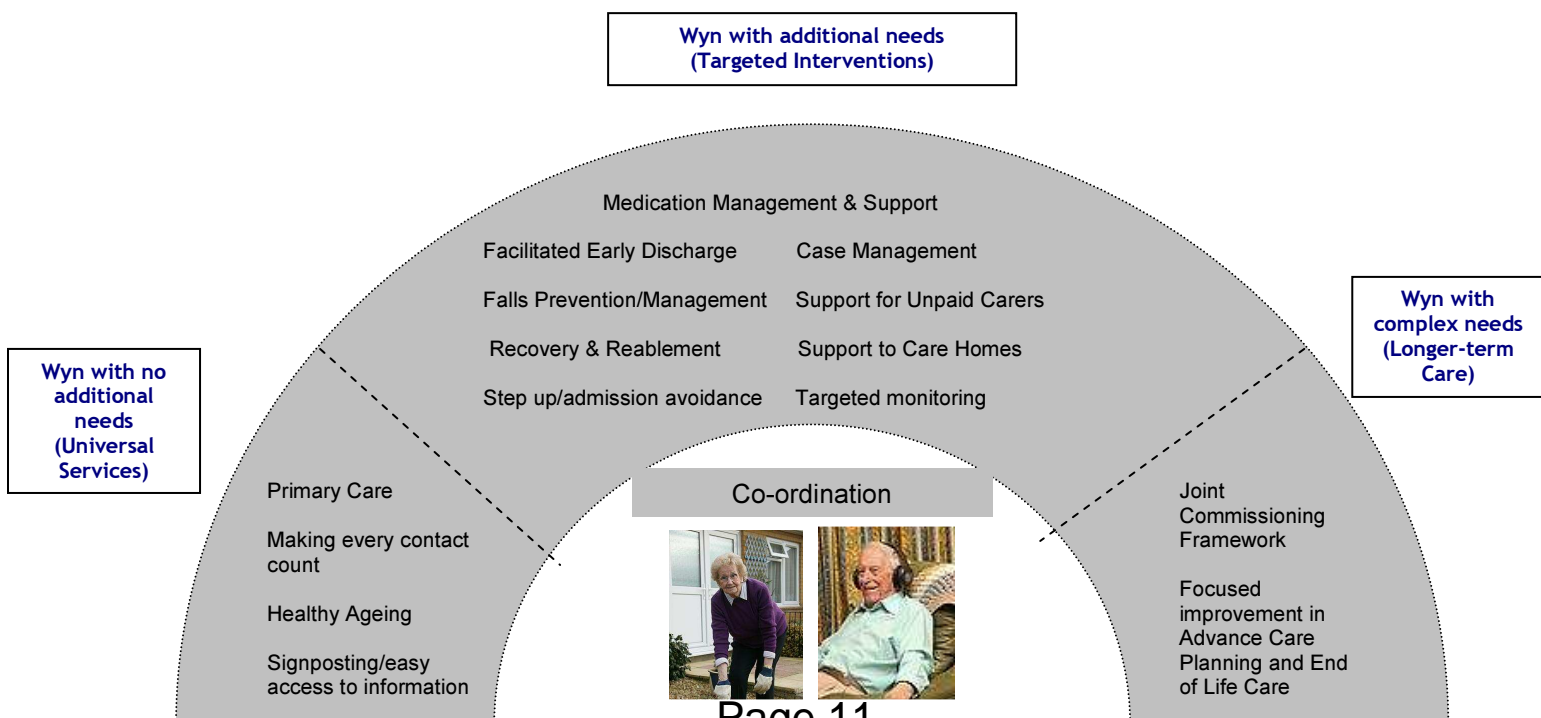
**Evidence Paper Provided by Fiona Jenkins, Director of Therapies and Health Sciences for Cardiff University Health Board, and Senior Responsible Officer for the Wyn Campaign. (November 2012)**

**Background**

The Wyn Campaign is the Frail Older People work stream of the Cardiff & Vale of Glamorgan Integrating Health and Social Care Programme. The stated aims of this partnership are:

- Raising the quality of our services through service and process redesign;
- Maximising the independence and well-being of our citizens and their families in the context of their lives and communities;
- Continuing to develop our staff expertise – working differently together;
- Maximising finance by pooling our resources to benefit citizens.

The Campaign seeks to align and co-ordinate initiatives to support the translation of policy and strategy into operational reality, by creating the 'Team Around Wyn' as detailed below:





## Team Around Wyn

In May 2012 the Campaign successfully submitted an Invest-to-save bid to complete Phase 1. This will provide consistent community based services, via the three local Community Resource Teams, focused on the following activity:

- Facilitated early discharge from hospital: maximum response time 3 days from referral to Wyn being supported at home;
- An alternative falls pathway to avoid unnecessary conveyance to hospital by Welsh Ambulance Service Trust;
- The delivery of the evidence-based Otago strength and balance programme to housebound patients who have fallen;
- In-reach into care homes to prevent avoidable hospital admission;
- Multi-disciplinary support to people with one or more chronic condition, who are most at risk of admission to hospital;
- Prioritised support to patients identified by the Frail Older People's Advice & Liaison Service (skilled multi-disciplinary team in the Emergency Unit) and the Elderly Care Assessment Service (community hospital – based 'hot clinic').

**Q1. What impact is Invest-to-save having, is it meeting its intended purpose - “supporting organisations involved in public service delivery make the transition to more efficient, more effective and more sustainable forms of service delivery”?**

The aims of the Wyn Campaign are highly consistent with this approach. It is founded on the theory that by 'up streaming' timely, tailored and targeted support, we will support Wyn to remain independent for longer and delay the requirement for more expensive forms of care. This not only makes sound financial sense, it is also consistent with what older people, nationally and locally, tell us they want (e.g. Joseph Rowntree Trust, 2011).

The case behind the submission runs as follows:

- The investment in targeted community services will improve hospital in-patient flow;
- This will reduce the annual requirement for surge capacity to meet winter pressures etc;
- The capacity created will, in the first instance, be utilised to improve performance in waiting times for elective activity;
- In the second year, the more managed approach will enable the taking down of the previous surge capacity to release the resource required to sustain the new community services;
- By the third year, the shift in activity will enable the closure of sufficient hospital beds to enable full pay back of the Invest-to-save loan.

There is a strong policy drive to move to the type of service delivery illustrated by the 'Team Around Wyn' model, and the Cardiff and Vale of Glamorgan partnership is one of several such transformational change programmes in

Wales. The Invest-to-save programme is proving pivotal in providing guidance and support in evaluation and the sharing of good practice.

The issue faced by the Cardiff and Vale of Glamorgan partnership is that of significant cost pressure on all statutory organisations and the voluntary sector. The opportunity for Invest-to-save was therefore seen as the best avenue to enable us to progress the first phase of this ambitious programme. The focus on step changed delivery of the better evidenced type of intervention means that the risk regarding payback is minimised, and therefore tolerable in the current climate.

However the challenge has been developing the underpinning business case to identify future sustainability of the model as a whole. The evidence-base for the type of model illustrated is substantive in terms of quality and citizen satisfaction, but less so in terms of finance, particularly in the longer-term.

Evaluation of schemes such as the Wyn Campaign will help to build that evidence, but at this stage it is not possible to state with confidence that each £ spent on early intervention, in avoiding social isolation for example, will produce *x amount* of savings in secondary NHS care. Nor is it possible, using the current evidence or modelling information available to the partners, to directly attribute savings from such interventions in longer-term social care – even though there is a clear logic that this will be the case. To date the only draw down from the fund has been from the University Health Board with Local Authorities preferring not to incur payback costs.

So whilst the Invest-to-save facility has been invaluable to ‘kick start’ the step change that will lay the foundations for the implementation of the new model of service delivery, the risks in using it as a mechanism for achieving larger-scale health and social care integration and transformational change are likely to be deemed too great by organisations under financial pressure.

### **Q3. What are the lessons learned and could examples of good practice be shared and extended more widely across the public sector?**

The Invest-to-save team has actively encouraged organisations seeking to implement similar schemes to work together, to share experiences and to develop common evaluation frameworks which will support stepped service change across Wales.

For the Wyn Campaign, this has led to regular meetings with programme leads in Cwm Taff and Hywel Dda, with Gwent to join in the near future. Negotiations are underway to work together with OPAN/University of Glamorgan to progress a robust common evaluation framework.

It has also necessitated closer cooperation between the partnership organisations which has been positive for all parties.

### **Q4. What savings have been achieved as a result of awards from the fund?**

The final stage of Phase 1 'went live' on 1<sup>st</sup> November 2012. Circa 50 new members of staff have been recruited to the Community Resource Teams and they will be equipped with mobile devices to support greater efficiency (more time with service users and less travelling back to base and completing documentation).

This has co-incided with activity which did not require additional investment, but has optimised existing resource by working differently together. This includes for example:

- the Frail Older People's Advice & Liaison (FOPAL) Service, which brings geriatricians and the multi-disciplinary team to the 'front door' of the hospital to ensure that Wyn receives timely and skilled assessment and intervention, that will provide community support wherever this is best for him/her as an alternative to hospital admission;
- the Integrated Discharge Service which brings together NHS, Social services and third sector workers to provide a more seamless experience for patients with more complex discharge needs;
- workforce development including workshops on pathway redesign and the 'Roadmap to Integration'.

A Baseline Evaluation is being progressed, and there are early indications that some of the targets we set ourselves (e.g. 3 day maximum response time from referral to facilitated discharge with the CRT) have already been achieved.

It is early in our Programme to identify what savings have been made. The savings are planned to be released over the next 3 years. We have modeled the re-design to develop community provided care and support and reduce the dependency on in patient hospital beds. It is our intention to reduce in-patient beds in the medium term to ensure a sustainable model and re-payment of the invest-to-save loan. We are currently finalising the business plan to identify the relationship between increased community activity and reduction in bed numbers.

**Q5. Are there any barriers to entry i.e. are there any elements of the Invest-to-save fund process that make it difficult to participate in the scheme?**

The Invest-to-save team have been extremely open and helpful and have provided guidance and support throughout the process. We have not experienced any barriers to participation in the scheme.

## The Wyn Campaign: Sources of Information

*10 High Impact Changes for Complex Care.* (Continuing NHS Healthcare National programme, 2011)

*A Better Life; What Older People With High Support Needs Value*  
(Joseph Rowntree Trust, November 2011)

*A Guide to Crisis Response Services* (Department of Health, 2009)

*Achieving greater efficiency in Older People's Services for Wales.* (John Bolton. SSIA Cymru, 2010)

*Avoiding Hospital Admissions: Lessons from evidence and experience*  
(The Kings Fund, 2010)

*Integrated care for patients & populations: Improving outcomes by working together* (The King's Fund and Nuffield Trust, January 2012).

*Integrated Care: What is it? Does it work? What does it mean for the NHS?* (The Kings Fund, 2011)

*Joining up health and social care: Improving value for money across the interface*  
(Audit Commission, December 2011)

*Turning the Page: Writing the next chapter for older people in Wales*  
(The Older Peoples Commissioner for Wales)

*National Evaluation of the Department of Health's Integrated Care Pilots*  
(RAND Europe, Ernst & Young LLP for the Department of Health, March 2012)

*Evaluation of the Implementation of PRISMA, a Coordination-Type Integrated Service Delivery System for Frail older People in Quebec*  
(Herbert et al, 2008. Journal of Integrated Care, Vol 16, Issue 6 pp 4-14)

*Quality, Development & Leadership: Lessons to Learn from Jonkoping*  
(Gozzard & Willson, 2011. 1000 Lives+ Improving Healthcare White Paper Series - No.4 )

*An assessment of the future health and social care needs of older people in Cardiff and the Vale of Glamorgan 2010-2030: trends in demography and the morbidities leading to health and social care needs.*

(Linda Davies: Cardiff & Vale of Glamorgan Public Health Team, 2011.)

*Integrated Care for Patients and Populations: Improving outcomes by working together*

The King's Fund 2011,

[http://www.kingsfund.org.uk/publications/future\\_forum\\_report.html](http://www.kingsfund.org.uk/publications/future_forum_report.html)

*Intermediate care: what do we know about older people's experiences?*

Joseph Rowntree Foundation, 2003.

<http://www.jrf.org.uk/sites/files/jrf/185935131x.pdf>

The Kings Fund Data Briefing (April 2012) *Emergency hospital admissions for ambulatory care sensitive conditions: identifying the potential for reductions.*

*Quality Care for Older People with Urgent & Emergency Care Needs.* ('The Silver Book') 2012.

*Setting the Direction; Primary & Community Services Strategic Delivery Programme (2010)* Welsh Government

*Fulfilled Lives; Supportive Communities (2010)*  
Welsh Government

*Together for Health; A Five Year Vision for the NHS in Wales (2011)*  
Welsh Government

*Integrated care for older people: Examining workforce and implementation challenges.* (2011) Centre for Workforce Intelligence.

<http://www.cfwl.org.uk/publications/integrated-care-for-older-people-examining-workforce-and-implementation-challenges>

*Transforming the Delivery of Health and Social Care: the case for fundamental change.*  
Ham, C; Dixon, A; and Brooke, B. The Kings Fund, August 2012

*Cross sector working to support large-scale change*  
The Health Foundation, August 2012

Appleby, J; Ham, C; Imison, C; Jennings, M. (2010)  
*Improving NHS Productivity: More with the same not more of the same*  
The Kings Fund





Jocelyn Davies  
Chair, Finance Committee  
Welsh Government

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18/10/2012

Dear Ms Davies

**National Assembly for Wales – Finance Committee**  
**A call for information – Invest to Save**

We would like to submit the following information for the purposes of your inquiry.

**Project Title:** North Wales Telecare Call Monitoring Service (I2S(3)-10-001)

**Lead Organisation:** Conwy County Borough Council

**SRO:** Janet Morgan

- What impact is Invest to Save having, is it meeting it's intended purpose – “supporting organisations involved in public service delivery make the transition to more efficient, more effective and more sustainable forms of service delivery”?

All key objectives for the implementation of this regional collaboration project were met within 8 months of receiving political approval from each Partner Local Authority with no fundamental changes to the original plan and with the Invest to Save funding being the catalyst.

Three previously well established, monitoring services recognised as being financially and operationally unsustainable have merged as one regional, bilingual service enabled through economies of scale. The service is run in partnership between four local authorities and hosted by Conwy County Borough Council.

The Galw Gofal, North Wales Regional Call Monitoring Service is now established and currently in it's second year of operation. The service provides a future proofed platform for the utilisation of a wide range of Telecare and Telehealth solutions to assist in the delivery of health and social care. It is a proactive service in relation to developing the whole Telecare (Assistive Technology) Agenda.

- What are the lessons learned and could examples of good practice be shared and extended more widely across the public sector?



We have appended notes from our 'Pause and Review' workshop which may be of interest.

However, we continue to learn as the service is becoming more established. In particular we note that effective engagement with Partners is essential with robust governance arrangements in place to assist with the decision making process.

Boundaries and tolerances that are acceptable to all the participants need to be established at the outset and the interests of the participants need to be clearly defined.

Strategic awareness of other collaboration projects needs to be improved in order to ensure maximum benefit realisation for all Partners.

- What savings have been achieved as a result of awards from the fund?

The full benefit realisation of the project will be analysed and more evident in 2014/15 after 3 years of operation. Preliminary indications show the following:

The case for change identified significant benefits including:

- Potential benchmarked productivity increase of around 62% yielding savings of £2,428,948 over 5 years or £512k per annum, equating to a 38% in direct costs before repayment of the £300k invest to save over 5 years and the provision to create a reserve of 5% of operating costs per annum;

Galw Gofal operated for 10 months during 2011/12 i.e. the 1<sup>st</sup> year of operation. At the out-turn of the year we noted a 38.38% saving, pro rata for the period, in direct costs for Partners compared to the business case with a 27% saving after repayment of the Invest to Save Fund, which is now to be paid over 2 rather than 5 years.


During the second year, i.e. 2012/13 a budget has been set which projects savings at 34% compared to the business case or 23% after repayment of the final Invest to Save instalment. Provision to retain a reserve equivalent to 8% of the budget has been made to ensure adequate funds for renewals, and to mitigate against any risks to the business.

The savings achieved may be cashable or redistributable to other services within each Authority. The implementation of the Regional Telecare Call Monitoring Project has involved the disaggregation of services previously being delivered at the former call monitoring centres, i.e. Telecare procurement, installations and CCTV monitoring. Provision has been made Partners to continue these services locally.

The regionalisation of call monitoring is one of the initial work-streams forming part of the Regional Telecare Agenda. Scope exists for further regionalisation and improved use of resources within the recent disaggregated services mentioned above.

We trust that this information will be of use.

Yours sincerely



Rhianwen Jones  
North Wales Regional Telecare Strategic Manager.

# Finance Committee

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Meeting Venue: **Committee Room 2 – Senedd**

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Meeting date: **Wednesday, 7 November 2012**

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Meeting time: **09: – 11:30**

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This meeting can be viewed on Senedd TV at:  
[<insert link here>](#)

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Wales



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## Concise Minutes:

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### Assembly Members:

**Jocelyn Davies (Chair)**  
**Peter Black**  
**Christine Chapman**  
**Paul Davies**  
**Mike Hedges**  
**Ann Jones**  
**Julie Morgan**  
**Ieuan Wyn Jones**

### Witnesses:

**Jane Hutt, Minister for Finance and Leader of the House**  
**Jeff Andrews, Welsh Government**  
**Richard Clarke, Welsh Government**

### Committee Staff:

**Gareth Price (Clerk)**  
**Daniel Collier (Deputy Clerk)**  
**Eleanor Roy (Researcher)**  
**Joanest Jackson (Legal Advisor)**  
**Kerry Dearden (Researcher)**

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## 1. Introductions, apologies and substitutions

1.1 The Chair welcomed Members and members of the public to the meeting.

## 2. Invest to Save – Evidence from the Welsh Government

2.1 The Committee welcomed Jane Hutt, Minister for Finance and Leader of the House; Jeff Andrews, Specialist Adviser; and Richard Clarke, Head of Invest to Save Unit.

2.2 Members scrutinised the Minister.

### Action points:

The Welsh Government agreed to provide:

- Further details on the Welsh Government's progress in implementing the 7 recommendations which arose from the interim evaluation of Invest-to-Save.
- A table outlining total savings created by projects since the implementation of the Invest-to-Save funding programme.
- A table of total repayments by Invest-to-Save projects since the programmes implementation.
- An annual reconciliation of projects announced during each Invest-to-Save round and the project awards included in each budget allocation.

### **3. Papers to note**

3.1 The Committee noted the paper on the financial implications of the Regulated Mobile Home Sites Bill, and agreed that the Chair would write to the Chair of Communities, Equalities and Local Government Committee stressing the importance of robust financial information regarding new legislation.

3.2 The Committee noted the minutes of the previous meeting.

### **4. Motion under Standing Order 17.42 to resolve to exclude the public from the meeting for the following business:**

Items 5 and 6.

### **5. Invest to Save – Consideration of evidence**

5.1 The Committee discussed the evidence received on the inquiry into Invest-to-Save.

### **6. Effectiveness of European Structural Funding in Wales – Consideration of Draft Report**

6.1 The Committee agreed to defer consideration the draft report on the Effectiveness of European Structural Funding in Wales until its meeting on 21 November 2012.

By virtue of paragraph(s) vi of Standing Order 17.42

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