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Cyngor Bwrdeistref Sirol Pen-y-bont ar Ogwr

Bridgend County Borough Council



Swyddfeydd Dinesig, Stryd yr Angel, Pen-y-bont, CF31 4WB / Civic Offices, Angel Street, Bridgend, CF31 4WB

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Gwasanaethau Gweithredol a Phartneriaethol / Operational and Partnership Services

Deialu uniongyrchol / Direct line /: (01656)
643147/643148

Gofynnwch am / Ask for: Andrew Rees

Ein cyf / Our ref:

Eich cyf / Your ref:

Dyddiad/Date: Wednesday, 30 August 2017

Dear Councillor,

CABINET

A meeting of the Cabinet will be held in the Committee Rooms 1/2/3, Civic Offices Angel Street Bridgend CF31 4WB on **Tuesday, 5 September 2017 at 2.30 pm.**

AGENDA

1. Apologies for Absence
To receive apologies for absence from Members.
2. Declarations of Interest
To receive declarations of personal and prejudicial interest (if any) from Members/Officers in accordance with the provisions of the Members' Code of Conduct adopted by Council from 1 September 2008.
3. Approval of Minutes 5 - 16
To receive for approval the Minutes of the meeting of the Cabinet of 25 July 2017.
4. Community Fund Action Fund 2017-18 17 - 28
To seek Cabinet approval for the 2017-18 Community Action Fund.
5. Tender for the Provision of Advice and Support for Personal Independence Payments (PIP) Claimants 29 - 32
To seek Cabinet approval to tender for the provision of advice and support for Personal Independence Payments (PIP) Claimants.
6. Treasury Management Custodian Accounts 33 - 36
To seek Cabinet approval to open a custody account for treasury management purposes.
7. Strategic Review into the Development and Rationalisation of the Curriculum and Estate Provision of Primary, Secondary and Post-16 Education 37 - 78
To update Cabinet on the work to date of the strategic review into the development and rationalisation of the curriculum and estate provision of primary, secondary and post-16 education.
8. Local Government (Miscellaneous Provisions) Act - Section 65 Power To Fix 79 - 96

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Fares For Hackney Carriages - Applications To Vary The Hackney Carriage Fares Tariff

To consider three proposals to vary the current Bridgend County Borough hackney carriage table of fares.

9. Disclosure and Barring Service Checks for Elected Members 97 - 102
To seek agreement from Cabinet to recommend that Council change the existing Disclosure and Barring Service (DBS) policy in relation to DBS checks for elected members, to ensure that the public can have trust and confidence in their elected members.
10. Cabinet Forward Work Programme 103 - 112
To seek Cabinet approval for items to be included on the Forward Work Programme.
11. Appointment of Invitees to the Cabinet Committee Corporate Parenting 113 - 116
To approve the nomination of Champions from each of the Overview and Scrutiny Committees to the Corporate Parenting Cabinet Committee and to provide updated proposals for the additional invitees to the Committee.
12. Representation on Outside Bodies & Joint Committees 117 - 118
To nominate three member representatives to serve on the Bridgend Community Health Council.
13. Information Reports for Noting 119 - 182
To inform Cabinet of the Information Reports for noting which have been published since its last scheduled meeting.
14. Urgent Items
To consider any items of business that by reason of special circumstances the chairperson is of the opinion should be considered at the meeting as a matter of urgency in accordance with paragraph 2.4 (e) of the Cabinet Procedure Rules within the Constitution.
15. Exclusion of the Public
The minutes and report relating to the following items are not for publication as they contain exempt information as defined in Paragraphs 14, 15 and 16 of Part 4 and Paragraph 21 of Part 5, Schedule 12A of the Local Government Act 1972, as amended by the Local Government (Access to Information) (Variation) (Wales) Order 2007.
- If following the application of the public interest test Cabinet resolves pursuant to the Act to consider these items in private, the public will be excluded from the meeting during such consideration.
16. Approval of Exempt Minutes 183 - 190
To receive for approval the exempt minutes of the meeting of Cabinet of 25 July 2017
17. Establishment of a Framework Agreement for the Provision of Domiciliary Care 191 - 196

Yours faithfully

P A Jolley

Corporate Director Operational and Partnership Services

Councillors:

HJ David

CE Smith

Councillors

PJ White

HM Williams

Councillors

D Patel

RE Young

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CABINET - TUESDAY, 25 JULY 2017

MINUTES OF A MEETING OF THE CABINET HELD IN COMMITTEE ROOMS 1/2/3, CIVIC OFFICES ANGEL STREET BRIDGEND CF31 4WB ON TUESDAY, 25 JULY 2017 AT 2.30 PM

Present

Councillor HJ David – Chairperson

CE Smith

PJ White

D Patel

RE Young

Apologies for Absence

HM Williams

Officers:

Mark Shephard	Corporate Director - Communities
Susan Cooper	Corporate Director - Social Services & Wellbeing
Andrew Jolley	Corporate Director Operational & Partnership Services
Andrew Rees	Senior Democratic Services Officer - Committees
Satwant Pryce	Head of Regeneration and Planning
Lindsay Harvey	Corporate Director Education and Family Support

28. DECLARATIONS OF INTEREST

Councillor PJ White declared a prejudicial Interest in agenda item 22 – Remodelling Older Persons Accommodation and Extra Care Housing as his mother in law is a resident of Glanyrafon and a close relative works at Hyfrydol. Councillor White withdrew from the meeting during consideration of this item.

29. APPROVAL OF MINUTES

RESOLVED: That the minutes of the meeting of Cabinet of 27 June 2017 be approved as a true and accurate record.

30. BUDGET MONITORING 2017-18 - QUARTER 1 FORECAST

The Head of Finance reported on an update on the Council's financial position as at 30 June 2017.

He informed Cabinet that Council on 1 March 2017 had approved a net revenue budget of £258.093 million for 2017-18 along with a capital programme of £63.854 million, which had been updated to £67.579m taking into account new approvals. He reported that the overall projected position at 30 June 2017 was a net under spend of £1.209m, comprising £292,000 net over spend on directorates and £1.501m net under spend on corporate budgets. He explained the reasons for the number of virements between budgets which had taken place stated the approval of the Medium Term Financial Strategy.

He reported that Cabinet had been informed at its meeting on 27 June 2017, that of the £7.477m budget reductions proposals for 2016-17, £2.385m were not met in full, with a shortfall in the financial year of £1.845m. He stated that there remained an ongoing projected shortfall of £755k in 2017-18. He informed Cabinet that the budget for 2017-18 included reduction proposals totaling £5.852m, showed a projected shortfall on the savings target of £1.770m and he outlined the most significant budget reduction proposals that were unlikely to be achieved. He summarised the financial position for each service area and informed Cabinet that a further review would be undertaken of the

projected outturn at quarter 2 and any draw down from earmarked reserves would be undertaken at that time.

The Head of Finance reported on the monitoring of the Capital Programme for 2017-18, the original budget for which had been further revised and approved by Council during the year to incorporate budgets brought forward from 2016-17 and any new schemes and grant approvals. The revised programme totals £67.579m, of which £47.672m is met from the Council's resources, including capital receipts and revenue contributions from earmarked reserves, with the remaining £19.907m coming from external resources.

The Cabinet Member Wellbeing and Future Generations questioned whether the projected over spend of £2.006m in the Social Services and Wellbeing Directorate was attributed to the prevention and wellbeing agenda. The Corporate Director Social Services and Wellbeing informed Cabinet that it was about the Council doing things differently by enabling people to stay independent, by intervention at an earlier stage and the development of community infrastructure. She stated that this about cost avoidance by keeping people living independently as opposed to savings being made.

RESOLVED: That Cabinet noted the projected revenue and capital outturn position for 2016-17.

31. **MEDIUM TERM FINANCIAL STRATEGY 2018-19 TO 2021-22**

The Section 151 Officer reported on an update on the development of the Medium Term Financial Strategy (MTFS) 2018-19 to 2021-22.

He stated that the MTFS is set within the context of UK economic and public expenditure plans, Welsh Government priorities influencing settlements and legislation which defines the scope the Council has to raise income from council tax and to borrow for capital expenditure. It also includes all elements of the Council's financial strategy for the next four years, with emphasis on planned budget reductions necessary to achieve a balanced budget. It encompassed the Capital Strategy to ensure that capital investment proposals are prioritised and evaluated in accordance with asset management principles and contribute towards the Council achieving its strategic and service priorities.

The Section 151 Officer informed Cabinet that following the 2017 General Election, the Government had signaled a possible relaxation of the austerity agenda with the Chancellor of the Exchequer having already retargeted deficit elimination. He stated that while details of any changes would not be clear until the autumn statement, there was the possibility of favourable implications for public sector funding overall. There was also a rising tide of opinion over the abandonment of the public sector pay cap. He also stated that funding for the Welsh Government would inevitably be affected by the Barnett Consequential and would depend upon the spending decisions made by the UK Government. He informed Cabinet that there had been a significant rise in inflation in recent months, which was likely to persist over the medium term. He stated that reductions in external finance had been exacerbated by additional pressures over and above inflation, which include demographic changes leading to increased social care costs as well as the apprenticeship levy. He informed Cabinet that the Welsh Local Government Association in July 2017 had estimated that Welsh Councils face pressures of up to £762m over the next four years.

The Section 151 officer reported that against this background and in the absence of further information on likely future settlements, the Council would continue to work towards a most likely scenario in the MTFS of a reduction of -3.2% in Aggregate External Financing. He also informed Cabinet that alternative scenarios had been developed of a best scenario of a reduction of -1.5% and a worst case scenario of -

4.5%. He stated that the Council would be required to make budget reductions of £23 million given the best case scenario, added to the £40m the Council had reduced budgets over the last five years.

The Section 151 Officer reported that there had been a significant and growing number of budget reduction proposals which were proving challenging to implement either in part or full. He stated that in Bridgend, as with many councils had been able to achieve an underspend position in recent years, which was forecast in 2017-18 and evident of the strong financial resilience of the council.

The Cabinet Member Social Services and Early Help informed Cabinet that he had today attended a pay roadshow wherein the implications of the possible abandonment of the public sector pay cap and national pay bargaining were discussed. He stated that every 1% pay increase would require the Council to find £1.7m, but it was unlikely that the public sector pay proposals would become clear until after the autumn statement. He informed Cabinet that the Council's Pension, Pay and Grading Manager would be putting together some calculations on how the various scenarios would affect the Council.

The Leader informed Cabinet that the 22 leaders of Welsh Councils had met last week and whose view was that more favourable public sector funding needed to be met by an increase in Revenue Support Grant. He stated that the UK and Welsh Government's need to be aware that local government has borne the brunt of austerity measures and the WLGA would be making that case accordingly to the Welsh Government. He also informed Cabinet that it would be working with Overview and Scrutiny Committees and Group Leaders on the budget proposals which would be a budget for the whole Council.

RESOLVED: That Cabinet:

- (1) Noted the work being undertaken in MTFs development strategy;
- (2) Noted the significant requirement for further budget reduction proposals over the term of the MTFs which are under development, and will be brought to Cabinet/CMB for consideration during September.

32. **CARE AND SOCIAL SERVICES INSPECTORATE WALES INSPECTION OF CHILDREN'S SERVICES**

The Corporate Director Social Services and Wellbeing presented the Care and Social Services Inspectorate Wales Inspection of Children's Services (CSSIW) Inspection of Children's Services Report and related Action Plan.

The Corporate Director Social Services and Wellbeing reported that the CSSIW had worked together with key stakeholders to develop a new framework for local authority inspection, engagement and performance review. She stated that the inspection in Children's Social Care in Bridgend focused on how children and families are encompassed to access help and care and support services and on the quality of outcomes achieved for children in need of help, care and support and/or protection, including children who have recently become looked after by the local authority. The inspection also evaluated the quality of leadership, management and governance arrangements in place to develop and support service delivery. As part of its inspection, the CSSIW inspected the work by assessing a sample of 20 cases out of a total of 65 cases. The Corporate Director Social Services and Wellbeing informed Cabinet that the

CSSIW had recently presented its findings and action plan to the Overview and Scrutiny Committee on 20 July 2017.

The Corporate Director Social Services and Wellbeing reported that the inspectors had found that the authority had worked hard in the context of the Social Services and Wellbeing (Wales) Act 2014 to reshape its services during a period of significant change and impending transition of services to a Multi-Agency Safeguarding Hub (MASH). She stated that the Inspectors were already taking steps to look at the impact services were having on reducing need and risk and the authority was working hard to transform children's social services at a time when it had to deliver medium term financial savings. The Inspectors found that the Council had positively begun work to develop a more comprehensive evidenced based commissioning plan that would be key to the delivery of its early help and permanence strategy.

The Corporate Director Social Services and Wellbeing informed Cabinet that an Action Plan had been developed in response to the recommendations made by the CSSIW, which would be monitored by the Early Help and Safeguarding Board.

The Cabinet Member Social Services and Early Help thanked the Corporate Director Social Services and Wellbeing, Head of Children's Social Care and the team of officers for their support in work with the CSSIW during the course of the inspection. He also thanked the Overview and Scrutiny Committee for its positive comments on the inspection. He stated that the comments made by the CSSIW on staff morale would be taken on board and staff would shortly receive a Corporate Employee Survey. He also urged all Members to attend rota visiting training arranged by the Directorate. The Leader requested that Cabinet receive a further report on progress being made on the Action Plan. The Cabinet Member Communities recognised the efforts made by staff and was appreciative of their efforts in supporting the Inspection.

RESOLVED: That Cabinet:

- (1) received the CSSIW report on the inspection of Bridgend's Children's Social Care and endorsed the associated Action Plan;
- (2) receives a further report on progress being made on the Action Plan in 6 months.

33. **PARTNERSHIP AGREEMENT (S33) FOR WESTERN BAY PROGRAMME INFRASTRUCTURE**

The Corporate Director Social Services and Wellbeing reported on partnership funding arrangements in relation to the Western Bay programme infrastructure and to establish a pooled fund arrangement hosted by the City and County of Swansea.

She reported that the Western Bay programme has evolved and is now managing and overseeing a range of collaborative services and activities across the region, with the Regional Partnership Board providing strategic oversight and direction to Western Bay. The regional partnership arrangements and work programmes are supported by the Western Bay Programme Office, hosted by the City and County of Swansea. She stated that a Partnership (S33) Agreement will formalise the arrangements for the Programme Office and establish a pooled fund arrangement drawing on the Revenue Support Grant and the Integrated Care Fund.

The Corporate Director Social Services and Wellbeing reported that the Social Services and Wellbeing (Wales) Act 2014 has brought about new requirements on partners in the way that services are delivered and the outcomes for citizens. She stated that Part 9 of

the Act specifically brings legislative requirements on partners relating to partnership arrangements and requires local authorities and the health board to make arrangements to promote co-operation with their relevant partners and others, in relation to adults with needs for care and support, carers and children. It also provides Welsh Ministers with regulation making powers in relation to formal partnership arrangements, resources for partnership arrangements (including pooled funds) and partnership boards. The Corporate Director Social Services and Wellbeing informed Cabinet there was a statutory requirement for Directors of Social Services to ensure that partnership working arrangements are in place and are delivering improved effectiveness and efficiency in relation to the delivery of care and support services to address care and support needs, and support needs for carers, identified in the population needs assessment. She stated that the Partnership (S33) Agreement has been developed to reflect the agreed partnership contributions required to support the Western Bay Programme Office in accordance with legislation which enables the Health Board and Local Authorities to pool funds to enable the provision of shared services.

The Cabinet Member Social Services and Early Help in commending the proposal commented on the contribution made by the Council for its part in the Western Bay collaboration. The Leader hoped that the Council would continue with its good track record on collaboration as it moves to a new collaboration with the Cwm Taf Health Board following the recent announcement by the Cabinet Secretary for Local Government and Finance.

RESOLVED: That Cabinet:

- (1) Endorsed the principles of the Partnership Agreement (S33) for Western bay Programme Infrastructure, whereby the City and County of Swansea is the host authority, with the three statutory partners of BCBC, Neath Port Talbot CBC, and the Abertawe Bro Morgannwg University (ABMU) Health Board, to include a pooled fund for the staffing costs for the Western Bay Programme Office;
- (2) Authorised the Corporate Director of Social Services and Wellbeing to arrange for the execution of the final version of the Partnership Agreement on behalf of the Council in consultation with the Corporate Director Operational and Partnership Services and the Section 151 Officer;
- (3) Authorised the Corporate Director Social Services and Wellbeing, in consultation with the Corporate Director Operational and Partnership Services and the Section 151 Officer, to make any future minor changes to the executed Partnership Agreement.

34. CHILDREN WITH DISABILITIES TRANSFORMATION PROGRAMME

The Corporate Director Social Services and Wellbeing reported on an update of the work undertaken to implement a new model for specialist 52-week provision for children and young people with complex needs and sought approval of the Statement of Purpose developed for the new provision.

She stated that following approval by Cabinet in October 2016 of proposals to develop specialist 52 week provision at Heronsbridge School, a project team initiated project plans to take the project forward. She informed Cabinet that children and young people attending Heronsbridge School were asked to provide suggestions for the name of the home, who proposed the name 'Harwood House', which is the surname of the current

caretaker at the school and also in keeping with how the other buildings at the school are named.

The Corporate Director Social Services and Wellbeing reported that refurbishment and building works at the Caretaker's Lodge were due to be completed in August 2017 and an application process undertaken to register the new provision with the CSSIW and a Statement of Purpose covering the key points indicated was being presented for approval. It was hoped that the registration process would be completed by September 2017 to enable the first cohort of individuals to be placed within the provision.

The Cabinet Member Social Services and Early Help in commending the proposal stated that the provision would not only accommodate children and young people from within the County Borough but would also be made available to other authorities. The Cabinet Member Wellbeing and Future Generations was pleased to note that introducing 52 week provision is excellent news for residents of the County Borough who currently have to access out of county placements. The Leader in supporting the proposal stated that the 52 week provision would support the needs of local children with the most complex needs, including autism, when children have to be placed outside of the community and authority.

RESOLVED: That Cabinet:

- (1) Noted the information contained in the report;
- (2) Approved the Statement of Purpose for the new 52-week provision for children and young people with complex needs, as provided in Appendix A to the report;
- (3) Noted that an Information Report will be presented to Cabinet Committee Corporate Parenting in October 2017, detailing the information contained in this report, and the decision made by Cabinet in respect of approving the Statement of Purpose for the new 52-week provision for children and young people with complex needs.

35. **COMMUNITY ASSET TRANSFER**

The Corporate Director Communities sought approval for changes to the Authority's Community Asset Transfer (CAT) policy to ensure that Priority 1 asset transfers can be progressed efficiently and effectively until such time as a comprehensive sports pavilion and playing fields strategy is developed to be presented to the Cabinet for consideration in due course.

He reported that the authority had recognised due to significant budgetary constraints, services could no longer operate at previous levels and there was a need to explore alternative methods of service delivery. He stated that the Refurbishment and management of Sports Pavilions approved by cabinet on 4 February 2014 had identified £3.85m of repairs required to sports pavilions. A sum of £1m of capital funding had been approved by Council in February 2014 to improve the condition of self-managed sports pavilions in partnership with users. In July 2015, Cabinet agreed to undertake a phased approach to Community Asset Transfer with the first tranche focusing on the transfer of Priority 1 assets - sports pavilions, community centres, bus shelters and public conveniences. A Community Asset Transfer Officer came into post in November 2015. He informed Cabinet that the Rural Development Programme had commissioned a review to determine the impact of CATs on clubs and societies.

He reported that to date, only £110,000 had been awarded to Bryncethin RFC to assist with the upgrading of its pavilion, thereby reducing the balance of available funding to £890,000. Since the Allocation of funding to Bryncethin RFC further work has been recently undertaken on estimating the repair cost required on the pavilion stock, which found that the situation has changed since the 2014 with the majority of pavilions requiring increasingly expensive repairs across the majority of premises. Bryncethin RFC would therefore be the only CAT project to be allocated funding based upon the original 40% of the estimated cost of refurbishment for each pavilion set out under the 'Refurbishment and Management of Sports Pavilions' Report. It was proposed that a maximum contribution of up to £50,000 towards repairs or refurbishment works per CAT transfer is set to enable individual CAT projects to be progressed, subject to business case approval, while a formal funding mechanism is established. However, where the argument for increased levels of funding is clearly presented in a strong business case then amounts in excess of £50,000 may also be considered.

The Corporate Director Communities also reported that expressions of interest have been approved by the Corporate Property Group or the Strong Communities Connecting Services (SCCS) Board depending on the complexity of the project. The SCCS Board has indicated that the detailed discussions on CAT are taking up a considerable proportion of its time and of limited interest to partners, and the SCCS Board has requested that discussions and decisions relating to CAT should be transferred elsewhere within the Authority. A CAT Steering Group has been established to oversee the transfer of Priority 1 assets. It was proposed that the CAT Steering Group should also have responsibility for reviewing and approving the financial assessment of the Business Case undertaken by the Finance Department and the Heads of Terms for the transaction prepared by Property Services. Approval for a CAT transfer and associated funding should be made by the Corporate Director (Communities) in conjunction with the Section 151 Officer. He stated that a dedicated CAT Advisory Panel should be established to provide ad hoc specialist advice and guidance in respect of Community Asset Transfers considered by the CAT Steering Group to be of a complex nature. The Advisory Panel would be empowered to make recommendations on the transfer of Council owned assets and associated grant funding in accordance with approved policies.

The Cabinet Member Communities stated there had been slow progress to date with the programme but there was now a realisation that Town and Community Councils had to progress CATs in order to preserve services.

RESOLVED: That Cabinet approved the changes to the process relating to Priority 1 Cat's as follows:-

- (1) Funding of Sports Pavilion Repairs as outlined in paragraph 4.1.5 of the report;
- (2) CAT approvals as outlined in paragraphs 4.2.6 and 4.2.7 of the report.

36. RURAL DEVELOPMENT PROGRAMME - SUSTAINABLE MANAGEMENT SCHEME

The Corporate Director Communities sought approval for the submission of a full application to the Rural Development Plan for Wales Sustainable Management Scheme and, if successful, to accept the resulting funding offer and enter into appropriate agreements.

He stated that the Sustainable Management Scheme (SMS) forms part of the Rural Development Programme (RDP) (2014-2020) and provides financial support for a range

of activities that will improve the management of natural resources and in doing so contribute to the well-being of rural communities. Grant funding ranged from a minimum of £10,000 to a maximum of £700,000.

The Corporate Director Communities reported that an Expression of Interest was submitted to the SMS for this project in May 2016 but, despite achieving high scores on a number of key assessment criteria, was unsuccessful due to over subscription. A revised Expression of Interest was subsequently submitted and was approved in March 2017 with an invitation to submit a second stage application by September 2017. He informed Cabinet that the project aimed to form a collaboration of nature reserve managers (local authority and NRW), landowners, golf clubs and farmers to sustainably manage the coastal landscape, improve the ecosystems in that landscape, increase biodiversity and connectivity between the two dune systems. He indicated that the collaboration will support the golf clubs to obtain the Golf Environment Organisation (GEO) Certified ecolabel demonstrating their ongoing sustainable performance. If successful would be the first Welsh golf courses to obtain this certification. The project will improve walking opportunities and manage the impact of those walkers through better signage and path improvements.

The Cabinet Member Education and Regeneration in welcoming the proposal to form a collaboration of nature reserve managers commented on the number of designations in place in the Kenfig area. He stated there was a need to raise awareness of the new partnership and requested on the progress being made on the future management of the partnership.

RESOLVED: That Cabinet:

- (1) Delegated authority to the Corporate Director Communities to further develop the detail of the project as outlined in the report in partnership with local, regional and national stakeholders and submit, in consultation with the Section 151 Officer, the full application and accept any resulting funding offer;
- (2) Delegated authority to the Corporate Director Communities upon receipt of any resulting funding offer, to put in place the required legal and management agreements in consultation with the Section 151 Officer and Corporate Director Operational and Partnership Services;
- (3) Requested an additional report on the progress being made on the future management of the partnership.

37. **PROVISION FOR PUPILS WITH ADDITIONAL LEARNING NEEDS - ESTABLISHING A LEARNING RESOURCE CENTRE FOR PUPILS WITH AUTISTIC SPECTRUM DISORDERS AT YSGOL GYFUN GYMRAEG LLANGYNWYD**

The Interim Corporate Director Education and Family Support sought approval to formally consult with the parents, staff and governing body of Ysgol Gyfun Gymraeg Llangynwyd and other interested parties on the proposal to establish a learning resource centre for pupils with autistic spectrum disorders (ASD) at Ysgol Gyfun Gymraeg Llangynwyd. He informed Cabinet that consultation must take place in term time in accordance with the statutory code and consultation will not commence until 5 September 2017.

He reported that there is a focus in the Welsh Education Strategic Plan that Welsh medium provision for learners with ALN is extended to provide additional learning needs

provision through the medium of Welsh during all stages of education. He stated that if the proposal was approved it would mean that:

- a learning resource centre at Ysgol Gyfun Gymraeg Llangynwyd for a maximum of 12 pupils with ASD would be established from 8 January 2018;
- there would be a graduated intake from 8 January 2018 and the admissions for the learning resource centre would be decided upon through an admissions panel;
- the learning resource centre would be an integrated part of the mainstream school, providing an appropriate environment in which pupils can develop and thrive within their peer group and have normal access to mainstream curriculum, where appropriate;
- the learning resource centre would provide specialist learning facilities within the school. It would also provide specialist expertise in respect of ASD to mainstream classes; and
- the Council supports the principles that, as far as possible, children should be educated within a mainstream school environment and as near to their home as possible (the proposal of establishing a learning resource centre at Ysgol Gyfun Gymraeg Llangynwyd would afford those children with ASD, who speak Welsh in the Bridgend County Borough, to be educated within a Welsh-medium school).

He informed Cabinet that pupils would have access to individual, small group and whole class experiences and mainstream pupils at the school with ASD would also benefit from the proposal. He stated there was also a proposal to establish a Welsh- medium ASD learning resource centre in one of the Welsh-medium feeder primary schools and once the feeder primary school had been identified a report would be submitted to Cabinet to undergo a consultation exercise.

The Cabinet Wellbeing and Future Generations welcomed the proposal as it would provide much needed provision for pupils with ASD attending Welsh medium education. The Cabinet Member Communities asked whether the expertise at Ysgol Bryn Castell could be tapped into. The Interim Corporate Director Education and Family Support informed Cabinet that there is a duty on the authority to consult with Ysgol Bryn Castell on the proposal.

RESOLVED: That Cabinet agreed to consult formally on the proposal to establish a Learning Resource Centre for pupils with ASD at Ysgol Gyfun Gymraeg Llangynwyd, and for the outcome of the consultation to be reported back to Cabinet, so that an informed decision can then be made on the proposal, with effect from 8 January 2018.

38. **SCHOOL MODERNISATION PROGRAMME: PROPOSED REGULATED ALTERATION IN THE FORM OF PERMANENT ENLARGEMENT TO COYCHURCH PRIMARY SCHOOL**

The Interim Corporate Director Education and Family Support sought approval to consult on the proposal to make a regulated alteration to Coychurch Primary School in the form of an enlargement with effect from 1 January 2018. He informed Cabinet that temporary capacity had been increased at the school by installing a double mobile classroom on

the school site in 2013. However due to the increase in pupil numbers at the school, there was a need for the capacity increase to be made permanent.

The Interim Corporate Director Education and Family Support reported that in order to continue to accommodate pupil numbers, it has become necessary for the school to utilise the double mobile classroom installed in 2013 which was originally intended to be used for teaching and storage and since 2012 has been used consistently for teaching purposes. He stated that there was a need to formalise the temporary arrangement in order to comply with the School Organisation Code and in order to bring about a change of this nature, the Code required that a consultation exercise take place. If carried through to completion, the proposal would come into effect on 1 January 2018.

RESOLVED: That Cabinet approved that consultation can be conducted with the governing body, staff, parents, pupils and all other interested parties, as set out in the School Organisation Code, on a proposal to make a regulated alteration to Coychurch Primary School, in the form of an enlargement with effect from 1 January 2018, with the outcome of the consultation being reported to Cabinet in due course.

39. **SCHOOL MODERNISATION PROGRAMME: PENCOED PRIMARY SCHOOL - MODIFICATION OF SCHOOL OPENING DATE FROM 1 APRIL 2018 TO 5 SEPTEMBER 2018**

The Interim Corporate Director Education and Family Support sought approval to modify the decision the opening date of the replacement Pencoed Primary School from 1 April 2018 to 5 September 2018.

He informed Cabinet that works for the construction of the new Pencoed Primary School were due to commence at the end of March 2017, in readiness for the opening of the new school on 1 April 2018. However, delays to the commencement of construction had been incurred due to the negotiations with the lowest priced tenderer down to an amount that was within the approved scheme budget. He stated that the delay in commencement had resulted in a planned start date of 17 July 2017, with current completion of the construction programme estimated as 16 July 2018.

The Cabinet Member Education and Regeneration in commending the proposal was pleased to note that the Head teacher and Chair of Governors were in agreement with the proposed modification to the school opening date.

RESOLVED: That Cabinet approved the modification of the decision to amend the opening date of the new Pencoed Primary School from 1 April 2018 to 5 September 2018.

40. **APPOINTMENT OF LOCAL AUTHORITY GOVERNORS**

The Interim Corporate Director Education and Family Support sought approval for the appointment of Local Authority Governors to the school governing bodies listed.

RESOLVED: That Cabinet approved the appointments listed.

41. **CORPORATE HEALTH AND SAFETY POLICY REVIEW**

The Interim Corporate Director Education and Family Support sought approval of the amended Corporate Health and Safety Policy.

RESOLVED: That Cabinet approved the revised Corporate Health and Safety Policy.

42. **LOCAL GOVERNMENT (MISCELLANEOUS PROVISIONS) ACT SECTION 65 POWER TO FIX FARES FOR HACKNEY CARRIAGES APPLICATIONS TO VARY THE HACKNEY CARRIAGE FARES TARIFF**

The report was withdrawn and deferred to the next meeting of Cabinet.

43. **INFORMATION REPORTS FOR NOTING**

The Corporate Director Operational and Partnership Services presented a report, the purpose of which was to inform Cabinet of the Information Reports which had been published since the last meeting.

The Leader welcomed the positive comments from customer feedback of their experience of the complaints procedure.

RESOLVED: That Cabinet acknowledged publication of the documents listed in the report:-

<u>Title</u>	<u>Date Published</u>
Social Services Representations and Complaints Annual Report 2016/17	19 July 2017
Monitoring Report of the Use of Regulation of Investigatory Powers act 2000	19 July 2017
Treasury Management Activities and Treasury Management and Prudential Indicators 2017-18	19 July 2017

44. **URGENT ITEMS**

There were no urgent items.

45. **EXCLUSION OF THE PUBLIC**

RESOLVED: That under Section 100A (4) of the Local Government Act 1972 as amended by the Local Government (Access to Information) (Variation) (Wales) Order 2007, the public be excluded from the meeting during consideration of the following items of business as they contain exempt information as defined in Paragraphs 14, 15 and 16 of Part 4 and Paragraph 21 of Part 5 of Schedule 12A of the Local Government Act 1972, as amended by the Local Government (Access to Information) (Variation) (Wales) Order 2007.

The Monitoring Officer confirmed that one of the items was not subject to the public interest test for reasons of legal professional privilege and should therefore be considered in private. However the public interest applied in respect of the other item of business.

Following the application of the public interest test in consideration of this item, it was resolved that pursuant to the Act referred to above, to consider it in private, with the public being excluded from the meeting as it would involve the disclosure of exempt information of the nature as stated above.

46. APPROVAL OF EXEMPT MINUTES
47. PORTHCAWL MARITIME CENTRE PROPOSAL - LAND AT COSY CORNER
48. REMODELLING OLDER PERSONS ACCOMMODATION AND EXTRA CARE HOUSING
49. PROVISION OF BANKING SERVICES
50. EXTENSION OF MOBILE TELEPHONY CONTRACT
51. COMMISSIONING AND AWARD OF CONTRACTS IN RESPECT OF THE SUPPORTING PEOPLE PROGRAMME

The meeting closed at 4.56 pm

BRIDGEND COUNTY BOROUGH COUNCIL

REPORT TO CABINET

5 SEPTEMBER 2017

JOINT REPORT OF THE CORPORATE DIRECTOR – OPERATIONAL AND PARTNERSHIP SERVICES AND THE HEAD OF FINANCE

COMMUNITY ACTION FUND 2017-18

1. Purpose of Report

- 1.1 The purpose of the report is to seek Cabinet approval for the 2017-18 Community Action Fund.

2. Connection to Corporate Improvement Objectives/Other Corporate Priorities

- 2.1 The use of the fund is at members' discretion and therefore is expected to impact upon all priorities.

3. Background

- 3.1 The 2017-2021 Medium Term Financial Strategy which was approved by Council on 1st March 2017 included a new budget of £285,000 for the creation of a Community Action Fund. The broad aims of the fund were to create opportunities for localised intervention by members within their own ward to the benefit of the community. This is hoped to broaden the impact which council funding can have on individual communities and provide a funding source which members can individually use to directly benefit their local ward.

4. Current situation / proposal

- 4.1 Following the approval of the 2017-18 budget, officers from the OAPS directorate and Finance section have worked to develop processes and procedures to implement the fund, and a suite of documentation is attached in the appendices to this report.
- 4.2 Officers have designed the scheme with the aim of minimising administrative costs. The burden of responsibility for the eligibility of payments is therefore placed on members, with the requirement for members to sign a certification that they have, to the best of their knowledge, complied with the rules of the scheme. Further assurance will then be provided through public accountability – i.e. reporting of payments on the council's website and to the audit committee – and periodic sample based compliance testing to be carried out by the council's internal audit function.
- 4.3 Members have significant discretion over how to use the money with the overarching caveat that expenditure must be lawful and it must not contravene council policy. Similarly, funding should not be awarded to profit making organisations or for political purposes. Subject to Cabinet approval of the scheme,

members will be required to attend mandatory training before they are able to submit applications for payment. This is to ensure that the scheme operates smoothly and that future administration costs and enquiries are kept to a minimum.

- 4.4 It is anticipated that some members will wish to use their allocation to fund works or services which the council would itself carry out, incremental to existing provision. In such cases, members will be encouraged to discuss proposals at an early stage with officers in order to best accommodate requests in an efficient manner. It is important to recognise, however, that it may not be possible to practically or economically accommodate all requests and therefore members should note that the relevant corporate director retains the right to refuse such work.

5. Effect upon Policy Framework & Procedure Rules

- 5.1 The appendix to the report details new procedure rules to be implemented as part of the Community Action Fund.

6. Equality Impact Assessment

- 6.1 The fund provides an equal sum of £5,000 for each member to allocate to their ward as they see fit, within the bounds of the conditions set out in the appendices. As such it is impossible to quantify how the fund will impact upon different equalities groups. It is proposed that an Equality Impact Assessment is carried out following a full year of implementation.

7. Financial Implications

- 7.1 Funding was approved as part of the 2017-18 revenue budget totalling £285,000 including £15,000 for administration.

8. Recommendation.

- 8.1 Cabinet is asked to approve the Community Action Fund as detailed in the body of this report and the procedures as attached in the report's Appendix.

Randal Hemingway
Head of Finance & Section 151 Officer
27 June 2017

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Background papers: None

BRIDGEND COUNTY BOROUGH
COUNCIL
COUNCILLORS
COMMUNITY ACTION FUND-
2017-18 GUIDANCE NOTES

Date of Issue September 2017

Guidance Notes- Community Action Fund

1. Background

- a) The Community Action Fund is a specific fund to enable each Councillor, subject to compliance with the requirements of the scheme, to put forward proposals for expenditure in their electoral wards which benefit the local population, which is lawful and not contrary to council policy. Funding for the scheme is included in the 2017-18 budget. The fund is allocated to each electoral ward for the Councillor of the ward to manage.
- b) Councillors are best placed to know what is going on in their own ward, and to help with any issues and queries that a constituent may have. Councillors are community leaders and work in partnership with many local bodies and forums, for example health boards, police authorities and schools. In this way councillors develop a deeper understanding and knowledge of the organisations that serve their communities. The Community Action Fund gives flexibility to Councillors to support their local community.
- c) The budget in 2017-18 is £285,000 which includes an estimated £15,000 to cover the administration costs of managing the scheme.
- d) Each Councillor will receive an annual allowance of £5,000 for their ward to be spent within that financial year. Funding must be spent within a calendar year of the launch of the fund. Any funds remaining unspent within this budget after this time will be returned to Council's balances.
- e) Applications will be processed through Business Support Services who will also give advice on the operation of the fund and whether proposals meet the requirements of the scheme. A record of all expenditure under the scheme will also be maintained by Business Support Services within Operational and Partnership Support Directorate and will be published on the Council's website on the following link
<http://www.bridgend.gov.uk/ignl-level-2/councillors-democracy-and-elections.aspx>

2. The Scheme

- a) The fund is designed to allow Councillors, subject to approved guidelines, to have individual discretion over their own expenditure choices – this means that they will have the freedom to identify how the money can best be used according to local priorities.
- b) The scheme is set up to be as low cost on administration and as self-regulating as possible. Councillors' use of the fund will be reported to the audit committee every six months and published on the Council's website to promote public accountability. The report will be submitted by the Director of Operational and Partnership Services.
- c) Expenditure will be subject to internal audit review and any future continuation of the scheme will be subject to future budget decisions.
- d) It is a fundamental principle of the scheme that any expenditure incurred must be lawful, must not be contrary to council policy and must benefit the local population.

- e) For expenditure is up to £1,000 it is necessary only to demonstrate that value for money is being achieved. For expenditure over £1,000 it will be necessary to obtain three quotes.
- f) Councillors will be required to declare:
 - a. any personal interests that they have in the payment
 - b. that they DO NOT have any prejudicial interest in the payment.
 - c. that compliance with the Model Code of Conduct has been maintained.
- g) Budgets can be spent on one item/one recipient or multiple, or can be pooled between Councillors to deliver something across several wards. Therefore, two or more Councillors may agree a joint proposal for the whole or part of their individual budgets provided the proposals meet the requirements of the scheme.
- h) Any awards made should be in excess of £500 in order to ensure that the administration costs are not excessive relative to the payment itself.

What's eligible?

Applications for expenditure should be forward looking and be for one off types of expenditure which deliver a clear and demonstrable benefit to the local community within the Councillor's electoral ward. Here are some examples:

- a) Undertake small improvements to community assets such as painting a community room, buying equipment for a village hall or purchasing planters to improve the street scene.
- b) Improvements to a community centre or village hall.
- c) Setting up and publishing a new community newsletter.
- d) Projects involving the well-being of older or younger people.
- e) Planning and publishing village walks.
- f) Purchase of play and exercise equipment for community use.
- g) Local training schemes.
- h) Projects that help tackle unemployment and its impacts.
- i) Tourist information leaflets.
- j) Public events, festivals and exhibitions.
- k) Setting up a new community activity such as a gardening club or residents group.

What's not eligible?

Funding is not available for:

- a) Recurring expenditure and particularly not for anything which could create an on-going financial commitment.
- b) Clothing/Uniform for the sole use of an individual.
- c) Political activities, lobbying or campaigning.
- d) Direct employment of staff, or for rent or general running costs of an organisation.
- e) General charitable donations where there are no specific and identifiable benefits to the particular ward.
- f) Gifts or hospitality (catering and refreshments).
- g) Funding cannot be given to any request which supports any matter which is contrary to Council Policy - additionally funding cannot be provided to oppose or support any proposal, including planning proposals, which the Council has a

legal obligation to determine. The final decision on whether to refuse any requests will be made by the Monitoring Officer.

- h) Retrospective funding i.e. funding of a past event.
- i) Funding for national or regional projects (except those delivering specific benefits within the councillor's electoral ward).
- j) Sole use facilities which are not open/accessible to the whole community.
- k) Profit-making organisations are not eligible for funding under the scheme.

3. Declarations of Interest

- a) The Council's Code of Conduct and usual rules on declarations of interest (Councillors' Code of Conduct) apply to the Community Action Fund. Councillors must not place themselves in a position where their honesty and integrity could be questioned and should exercise their responsibility for the stewardship of the Council's resources properly.
- b) A Councillor must have attended the Code of Conduct Training provided by the Authority.
- c) A Councillor cannot use the fund where they have a prejudicial interest - for example a relative/s would financially benefit from the payment, their employment, trade, profession, contracts, or any company with which they are associated. Wider financial interests for example trust funds, investments, and assets including land and property are also likely to be considered as prejudicial interests.
- d) If a Councillor has a personal interest in a proposal they must declare it on the application form.
- e) Councillors will be required to sign a declaration that compliance with the Code of Conduct has been maintained.

4. Councillor Responsibilities

Councillors will need to complete a '**Fund Payment Request**' form which is available on the Councillors Learning & Development zone on the intranet.

Councillors will need to have undertaken mandatory training, before they can submit a request for payment from the fund.

Process

- a) Requests for payment from the fund can be made at any time of the financial year. The final date for making payment will be one calendar year after the launch of the fund.
- b) In the request, provide a clear statement as to how the money will be spent and how it will promote or improve the economic, social or environmental well-being of the Ward or the people within it.
- c) Consideration should be given to incidental costs and timescales involved when considering certain types of funding.
- d) Wherever possible, include the bank details of the recipient of the funds, as payments will be predominantly made by BACS transfer to keep administration costs

low. Payment by cheque will only be made as a last resort and only where there is a valid reason for payment by this method. Councillors are responsible for ensuring that the bank details provided are correct. Councillors are encouraged to request a copy of the payee's bank statement (preferably less than 3 month old) as best practice in ensuring the validity of the bank details provided to them.

- e) In addition Councillors should obtain copies of quotations/estimates for the work to be funded. This information should be forwarded along with the 'Community Action Fund Payment Request form' to Business Support Services. If the lowest quote has not been accepted, then evidence needs to be provided of the reason for accepting the chosen quote.
- f) To ensure the records maintained centrally are complete and transparent, you will also need to forward a copy of the completed Community Application Fund Form and supporting bank statement along with the Community Action Fund Payment Request Form.
- g) The email forwarding the Community Action Fund Payment Request must be sent from your official email address e.g. Cllr xxxx @Bridgend.gov.uk, as this will be treated as the official authorisation of the payment.
- h) Where a proposal is for a project that requires funding from more than one source, the grant will be not paid until all the funding is in place, but an indication of support can be given.
- i) The authorised form reflects a formal decision and will be held for public inspection (on request) to the County Borough Council for 6 years at the Civic Offices. A summary of funding provided will also be made available on the Authority's external webpage.
- j) Any public enquiries regarding funding will be directed to the Councillor/s who has approved the funding.
- k) For data protection purposes you should destroy any applications which have not been supported by you.

Viability

- l) It is for you to consider the financial viability of the potential recipients and the project being supported. If you need such assurances you must seek them and have an appropriate response prior to submitting the form. It is public money and should be allocated appropriately.
- m) Organisations that receive funding are expected to have appropriate systems in place for monitoring and evaluating their projects and activities. Councillors will need to ensure that where funding has been given for a project or activity these have actually happened e.g. by obtaining a copy of the organisation's minutes detailing how the funds have been spent or a copy of the signed delivery note in respect of goods which have been funded from the grant awarded.

Declarations of Interest

- m) Please refer to section 3 for details of Declarations of Interest.

Joint Bids

- n) Joint bids are welcomed from two or more Councillors. Remember, the underlying principle of promoting the wellbeing of your own ward or the people within it must still apply. It is possible for a joint bid to support a project in a particular location (within one ward) as the project may attract attendees from a wider geographical area. It is important that this is made clear in the rationale.
- o) One form can be submitted by a lead Councillor detailing the joint bid and confirmation will be required (either by email or countersignature) by the other Councillors that they agree to the submission, confirm their financial contribution and confirm the declaration.
- p) You are reminded to respond to any emails about joint bids as swiftly as possible, as payments for joint bids will only be processed when all Councillors have responded.

Submission of the Form

- q) Forms need to be submitted electronically to: **ladsbussupport@bridgend.gov.uk**
Hardcopies of the form will not be accepted. Your supporting email will be treated as the necessary authorisation required. All supporting information will need to be submitted with the form e.g. quotes.
- r) Please note that no form will be accepted directly from an organisation seeking financial support. Should any be received, they will be directed to the local Councillor(s).

Publicity

- s) Community Action Funding is intended to have a direct benefit for the community. It is important that this is transparent and that the contribution made by the Council is recognised appropriately.
- t) Any publicity arising from the Community Action Funding should not be party political and should reference the Council's contribution – it is for you to ensure that any publicity complies with this. Do not give the impression that the payment is from you personally – it is from the Community Action Fund.
- u) If you have any queries regarding publicity please liaise directly with the Communications Team.
- v) In some situations it may be possible to produce a Presentation cheque for Council publicity purposes (e.g. in respect of a large amount of funding or a specific purpose which the Council is keen to promote). In these circumstances you will need to liaise with the Communications Team regarding publicity and the Governance Team (Gareth John Email: Gareth.John@bridgend.gov.uk or telephone: 01656 643424) to arrange for a Presentation Cheque to be made available.
- w) Do not create Community Action Funding media publicity during a pre-election period election where you are a candidate.

Method of contacting you when payments are made

- x) You will be sent an email by Business Support Services once the payment has been authorised and released. This email will also let you know how much remains in your fund and if you have any payments pending.
- y) Any spend by organisations on an event or a project prior to authorisation is undertaken at their own risk. Councillors cannot give categorical assurances that the funding will be provided until the form has been properly authorised.
- z) It is for Councillors to ensure that the Community Action Funding grant has been spent for the intended purpose and seek a refund or alternative use if not e.g. through following up with the payee.
- aa) Where a Councillor recalls funding, they must notify Business Support Services so that the payment received can be correctly allocated and the Councillor's Community Action Fund budget credited with the refund.
- bb) If the purpose or value of funding changes following further discussions with the applicant please advise Business Support Services so that any amendments are reflected in monitoring the funding which has been utilised.

5. Role of Business Support Services

- a) To provide advice and guidance to Councillors in relation to the scheme. Any contact to the Business Support Team will be made via the following e-mail address:
ladsbussupport@bridgend.gov.uk
- b) To ensure that the 'Community Action Fund Payment Request' form provides sufficient information in order to make the payment and an email has been received from the Councillor's official email address which will be considered as authorisation of the payment.
- c) To ensure that the Community Action Fund 'Record of the Payments' spreadsheet is updated and reconciled on a monthly basis to the budget in the financial information system and that any discrepancies are identified, investigated and corrected.
- d) To make the payment as requested by the Councillor on the 'Community Action Fund Payment Request' form.
- e) To ensure that all payments are coded to Community Action Fund cost centre using a relevant subjective. That VAT is only claimed where there has been a supply of good and services to the council e.g. if payment was to fund new play equipment in a public park. In the majority of cases the payment will be made as a grant and therefore will exclude VAT.
- f) To liaise with the Communications Team and Governance Team.
- g) To advise the Councillors that payment has been made and the balance available to them.
- h) To report to Audit Committee every six months.
- i) To publish annually on the Council's website details of the payments made under the scheme, thus promoting public accountability.

- j) To respond or co-ordinate a response in respect of any Freedom of Information requests in relation to the Community Action Fund.
- k) To maintain all documents in relation to the Community Action Fund including supporting information for the previous 6 financial years plus current year. This includes a copy of the Community Action Fund Application, Community Action Fund Payment Request, quotes if applicable, a record of any decisions taken in respect of a declared pecuniary interest and any other supporting documents received. Information will be retained in electronic format.
- l) To respond to internal or external audit queries in relation to the Community Action Fund.

6. VAT

- a) If a grant is being provided i.e. where the Council receives nothing in return, then the payment will be outside the scope of VAT as no supply is taking place. In this case, the recipient of the grant should not raise a taxable invoice to the authority as it is not making a taxable supply to the Council. If you think that the Council is receiving a supply in return for the funding, then it must have ordered, received and paid for the goods/services using its own funds, to be able to recover any VAT it has been charged.

In the majority of cases the payment will be made as a grant and therefore will exclude VAT.

- b) It is also possible that funding allocated may be used to pay for assets managed by the local authority e.g. new play equipment in a park.

The Council will be able to recover the VAT in the following circumstances only

- It places the order for the supplies
- It receives the order in its own name (and takes ownership of them)
- It receives an invoice in its own name
- It pays for the goods using its own funds

If the above rules cannot be met, the funds may still be used to purchase items, but any VAT will not be able to be recovered.

- c) Any funding that is allocated in the form of a contribution to the local authority to increase a service e.g. to increase the number of grass cuttings undertaken by the Council, then this will be seen as an internal budget transfer and outside the scope of VAT

7. Publicity

- a) Community Action Fund funding is intended to have a direct benefit for the community. It is important that this is transparent and that the contribution made by the Council is recognised appropriately.
- b) A list of awards made will be maintained on the Council's website.
- c) Reports on the use of the Community Action Fund will be brought 6 monthly to Audit Committee by Business Support Services.

- d) In addition to this, the organisations in receipt of the award will be expected to acknowledge the Council's funding. This may include a notice stating the project was funded via the Community Action Fund, or acknowledged in the organisations publications, annual reports or meeting minutes. Individual Councillors should not be named in any permanent notices or plaques. Advice on suitable publicity is available to Councillors from the Director of Operational and Partnership Services

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BRIDGEND COUNTY BOROUGH COUNCIL

REPORT TO CABINET

5 SEPTEMBER 2017

REPORT OF THE HEAD OF FINANCE

TENDER FOR THE PROVISION OF ADVICE AND SUPPORT FOR PERSONAL INDEPENDENCE PAYMENTS (PIP) CLAIMANTS

1.0 Purpose of Report

1.1 The purpose of this report is to seek Cabinet approval to tender for the provision of advice and support for Personal Independence Payments (PIP) Claimants.

2.0 Connection to Corporate Improvement Objectives/Other Corporate Priorities

2.1 The report links to the following priorities in the Corporate Plan 2016-20:

- Smarter use of resources
- Supporting a successful economy

3.0 Background

3.1 Since December 2010, the corporate risk register has recognised the risk of the Westminster Government's implementation of welfare reform to the delivery of this council's aims and objectives. Whilst the roll out of welfare reform has been delayed since that initially envisaged by the coalition government, it currently has a residual risk score of 18 (vs a maximum of 24), placing it as one of the most substantial "headwinds" faced by the council in the delivery of our corporate plan. As such the council holds a one-off sum of £500,000 in earmarked reserves for the purpose of local mitigation of the impacts of welfare reform.

3.2 The finance service plan for 2016-17 included a goal to "work with other areas of the council to explore and implement further opportunities for joint working and/or commissioned services between finance service and the third sector". Mitigating Welfare Reform was identified as a key area for joint working/commissioned services and a working group was set up to develop this.

3.3 A cross functional working group was set up to develop an evidence base and proposals for targeted intervention. In view of the organisation's broad scope of support and access to primary data, the Chief Officer of the Bridgend branch of Citizen's Advice Bureau (CAB) was invited to join the working group, but has been excluded from any involvement regarding procurement/tender scoping.

3.4 The working group recognised that whilst there may be many areas of need against which investment could be made,

- Investment should only be made against a clear and unmet need
- Any proposal must clearly support the aims of the council

- Council funds will not be used in contradiction of national policy implementation

4.0 Current situation

4.1 A factbase was developed by the working group comprising national, regional and local data (according to availability) on a range of metrics. Key headlines from the evidence gathered are summarized in the bullet points below:

- There have been improvements in UK economic indices, and the number of local claimants of Jobseekers Allowance fell 46% between 2014-16.
- The number of local claimants eligible for Housing Benefit and Council Tax reduction had remained static between 2014-16. Further analysis showed that the number of claims had fallen – implying that the average duration of a claim has increased.
- Currently, there are around 1,000 households (<2%) impacted by the Bedroom Cap and an estimated 200-300 affected by the benefits cap of £20,000.
- Although numbers have fallen slightly between 2014-16, there remain around 10% of properties annually for which the council obtains Liability Orders from the Court in respect of unpaid council tax.
- According to the latest available data from DWP (April 2017), there are over 10,500 local residents in receipt of Disability Living Allowance (DLA) and over 4,000 for PIP, therefore totaling around 10% of all residents. DLA is not available for new claims with the exception of under 16s, and it is expected that DLA will be phased out or claimants transferred to PIP.
- Data shared by Citizens Advice Bureau showed exponential growth in requests for PIP claims support which could not sustainably be met. Of the PIP Appeals which were supported by CAB, around 70% were upheld,

4.2 A clear and compelling case to provide targeted support for PIP claimants. This was the overriding finding because of:

- The significant number of claimants in the County Borough – nearly 15,000
- The value of the benefit – up to £141/weekly and therefore its relative importance to the overall household income of recipients
- The scale of change in criteria/eligibility from the previous equivalent benefit – Disability Living Allowance
- The very high proportion of successful appeals – approximately 7 out of every 10 supported by Bridgend CAB
- The timelag between original determination/decision and appeal – anecdotally this can commonly be around seven months

4.3 As a consequence of the evidence set out above, a tender has been developed to deliver advice and support for current recipients of PIP and DLA and new claimants of PIP, with the objectives of:

- Helping the claimant make a correct claim to gain the maximum award based on valid eligibility
- Helping the claimant make a successful appeal in a timely manner if an original award is believed to be incorrect/based on incorrect or incomplete information
- Ancillary financial advice and support for claimants based on their needs

Against these objectives, there are two overarching aims for which tender scoring/monitoring will seek to ensure; that:

1. The funding provides additionality – i.e. that the successful tenderer uses the funding towards providing new or additional services to those which are currently available
2. Lasting outcomes are achieved by the contract – i.e. that when the funding ceases, claimants/award levels/appeal outcomes do not return to their current levels.

Council officers have engaged with representatives of the Department for Work & Pensions (DWP). DWP staff have confirmed their support in principle for this local intervention and confirmed that they believe it will fulfill a genuine need. However, Cabinet members should be aware that the council would be a “first” in this respect, as neither council officers nor DWP staff are aware of any other councils offering proactive support in respect of PIP claimants.

4.4 The estimated Procurement timetable is as follows:

Tender Issue	30/09/17
Closing date	30/10/17
Award	31/11/17
Contract Commencement	01/01/18

4.5 A provider event for interested parties was held in June 2017, at which six third sector organisations attended. Feedback from the event has been considered and built into the tender scoping as far as possible.

5.0 Effects on the Policy Framework and Procedure Rules

5.1 There is no impact on the policy framework and procedure rules.

6.0 Equalities Impact Assessment

6.1 Tender scoring will include an assessment of evidence of access statements to ensure equality of access to the service provision. The nature of the work to be provided is expected to positively impact on equalities groups.

7.0 Financial Implications

7.1 The council has one off funding of £500,000 set aside in an earmarked reserve. The proposed tender is for an eighteen month period with a value of £150,000, with an option for the Council to extend for a further period of a year (value of extended contract £250,000). This tender would therefore commit up to 50% of the available funding, leaving the remainder to be targeted towards emerging need as the roll out of universal credit continues.

7.2 The tender itself will not create a need for recurrent expenditure. Scoring of Tender responses will include an element of financial sustainability – i.e. how the tenderer will seek to ensure that the work will deliver a more permanent improvement after completion.

7.3 The tender will set a target return of at least £5 in annual benefit awarded for every £1 of tender value. This will include existing claimants of DLA transferring to PIP, recognising that maintaining the previous level of award can be challenging based on eligibility criteria. A full contract value of £250,000, including extension, would equate to supporting household income of £1.25 million for local residents. As such, the tender is expected to contribute towards supporting a successful economy, as well as reduce demand for council services, in particular those linked with household debt such as housing and council tax arrears.

8.0 Recommendations

8.1 Cabinet is asked to:

- Note the information contained in this report in relation to the business case behind the proposed procurement
- Approve the proposed procurement, up to a maximum value of £250,000 (including extension) to be funded from earmarked reserves
- Delegate authority to the Head of Finance to decide whether to award the contract extension at the appropriate time, based on successful delivery of the outcomes during the initial contract duration.

Randal Hemingway

Head of Finance

5 September 2017

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Background documents:

None

BRIDGEND COUNTY BOROUGH COUNCIL

REPORT TO CABINET

5 SEPTEMBER 2017

REPORT OF THE HEAD OF FINANCE & SECTION 151 OFFICER

TREASURY MANAGEMENT CUSTODIAN ACCOUNTS

1. Purpose of the Report

- 1.1 The purpose of the report is to seek Cabinet approval to open a custody account for treasury management purposes.

2. Connection to Corporate Improvement Objectives/Other Corporate Priorities

- 2.1 The Treasury Management Report is integral to the delivery of the Corporate Improvement Objectives as the allocation of resources determines the extent to which the Corporate Objectives can be delivered.

3. Background

- 3.1 Council approved the Treasury Management Strategy (TMS) 2017-18 on 1 March 2017. The Investment Strategy in the TMS advised that the Council will need to use a nominee account(s) with a third party for safe custody of certain types of investments.
- 3.2 The Council's investments have historically been placed in bank and building society unsecured deposits and local and central government, however, investments may be made with any public or private sector organisations that meet the minimum credit criteria specified in the Investment Strategy. The Council is looking to diversify into more secure and/or higher yielding asset classes but any new instruments used will be in full consultation with the Council's Treasury Management advisors Arlingclose as detailed in the TMS.
- 3.3 In order to be able to use negotiable instruments it is essential for the Council to hold at least one custody account with a third party as we are unable to deal direct. Once this account is open and available to us, the Council will have more investment opportunities and, importantly, more secured investment opportunities such as bonds and other collateralised arrangements with banks and building societies which are secured on the bank's assets.

4. Current Situation

- 4.1 Whilst there are different providers of custodian accounts the Council is proposing to open an account with King & Shaxson. The Council already has a broker relationship established for Treasury Management and King & Shaxson have

experience in this area as they were the first company to provide this service to Local Authorities, with currently in excess of 250 Local Authorities signed up to their custody account product. All assets are segregated in accordance with the rules of the Financial Conduct Authority and separately identifiable with all assets held by HSBC as King & Shaxson's custodian.

- 4.2 There is no cost to open the King & Shaxson custody account and the dealing charges are confirmed in advance of an investment being made. Fees from placing investments in such accounts across the three providers approved by Arlingclose are broadly comparable in the region of 0.02% to 0.03% annual equivalent, meaning that a £1 million deal will incur transaction fees of £300. Investment in the account will only be made where net returns are favourable to other investment options available.
- 4.3 Arlingclose has been consulted regarding this account and also advice on the contract has been received from Legal officers from Counsel. If the Council decides to open additional custody accounts following approval from the Section 151 Officer both our Treasury Advisors and the Monitoring Officer will be consulted.

5. Effect upon Policy Framework & Procedure rules

- 5.1 As required by Financial Procedure Rule 17.3 within the Council's Constitution, all investments and borrowing transactions have been undertaken in accordance with the Treasury Management Strategy 2017-18 as approved by Council.

6. Equality Impact Assessment

- 6.1 There are no equality implications.

7. Financial Implications

- 7.1 The financial implications are reflected within the report.

8. Recommendation

- 8.1 It is recommended that Cabinet:
- Approve the opening of a King & Shaxson custody account for Treasury Management purposes
 - Delegate authority to the Section 151 Officer, in consultation with the Monitoring Officer, to open additional custody accounts to support delivery of Treasury Management responsibilities.

Randal Hemingway
Head of Finance & Section 151 Officer

5 September 2017

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Background documents:

Treasury Management Strategy 2017-18

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BRIDGEND COUNTY BOROUGH COUNCIL

REPORT TO CABINET

5 SEPTEMBER 2017

REPORT OF THE INTERIM CORPORATE DIRECTOR – EDUCATION AND FAMILY SUPPORT

STRATEGIC REVIEW INTO THE DEVELOPMENT AND RATIONALISATION OF THE CURRICULUM AND ESTATE PROVISION OF PRIMARY, SECONDARY AND POST-16 EDUCATION

1. Purpose of report

- 1.1 The purpose of this report is to update Cabinet on the work to date of the strategic review into the development and rationalisation of the curriculum and estate provision of primary, secondary and post-16 education.

2. Connection to corporate improvement objectives/other corporate priorities

- 2.1 This programme supports the following priorities in the Corporate Plan 2016-2020:

- Supporting a successful economy
- Smarter use of resources

- 2.2 The principles to underpin the process of school re-organisation reflect the priorities of the Corporate Plan and also draw upon the School Standards and Organisation (Wales) Act 2013 and the School Organisation Code which requires proposals to comply with and support national policies and overarching aims, in particular, Welsh Government's commitment to increase school effectiveness, and narrow inequalities in achievement between advantaged and disadvantaged areas, groups and individuals, together with the Welsh Government guidance 'Federation process of maintained schools in Wales' (Circular No:011/2014).

3. Background

- 3.1 In August 2014, the then Children's Directorate established the Schools Task Group to consider the way forward for schools within the county borough and to ensure we continue to plan for and provide a high-quality education system for our young people, that gives them the very best opportunities for their lives in the 21st century and builds upon the excellence and good practice that we already have in our county.

- 3.2 The Schools Task Group established six workstreams:

1. Analytics

This group analysed the data and prepared calculations of projected numbers for the future and secured a high degree of confidence from stakeholders. Surplus capacity within schools was also reviewed.

2. School Modelling

This group researched a variety of school delivery models to facilitate raising standards and developed a menu of delivery models including hard federations, soft federations, all-through schools and amalgamations.

3. Post-16 Provision

This group considered the options for post-16 provision.

4. Welsh-Medium Provision

This group explored potential future developments related to Welsh medium provision in the borough.

5. Catchment Review

This group considered a proposed methodology for revising/determining catchment areas.

6. 21st Century School Modernisation

This group worked to develop criteria which may determine/influence decisions about which schools should form part of the school modernisation programme in the future to meet the needs of the future.

3.3 Through these workstreams the Schools Task Group developed five principles to underpin the process of developing and implementing school improvement proposals. These are set out below.

1. Commitment to high standards and excellence in provision.
2. Equality of opportunity, so that all pupils can access quality learning opportunities, regardless of which school they attend.
3. Inclusive schools, which cater for the learning needs of all their pupils.
4. Community focused schools, where the school actively engages with its local community.
5. Value for money.

3.4 In order to build upon and further develop this work, on 1 September 2015, Cabinet approved recommendations to source a strategic partner to support the development of a strategy that would provide an evidence based rationale for change and to form a basis in order to reach informed conclusions about the nature of provision and the need to add, remove or relocate school places.

3.5 Extensive market research was conducted to find a suitable partner but it was felt that externally there was a lack of expertise and knowledge and that a better, more cost effective approach would be to invest in increasing and supporting internal resources to deliver a strategic review into the development and rationalisation of the curriculum, and estate provision of primary, secondary and post-16 education.

3.6 In order to undertake this strategic review, four workstreams were established. The rationale for each workstream is detailed below:

1. Leadership and Collaboration

To deliver a sustainable strategy for leadership and collaboration in Bridgend underpinned by robust models, which will deliver the right education in the right place and with the best outcomes for children.

- Establish and drive forward a strategic approach to leadership and collaboration within education providers.
- Co-design models and finalise options which are to be designed with the input from all stakeholders.
- Identify triggers to collaboration.
- Identify the pathways to collaboration.
- Assess the implications of any proposals and advise the strategic board.
- To ensure the Leadership and Collaboration workstream operates within agreed timeframes.
- To apply a project structure and project plan to the project.

2. Curriculum and Workforce

To deliver a sustainable strategy for curriculum and workforce issues in Bridgend underpinned by robust models, which will deliver the right education in the right place and with the best outcomes for children.

- Review the curriculum offer in Bridgend, ensuring there is consistency of learning through 3-19 education, with consideration made to the Schools Strategic Review Programme (Post-16 Education, School Modification, Leadership and Collaboration, Curriculum and Workforce).
- Develop a strategy for implementing the Independent Review of Curriculum and Assessment Arrangements in Wales (Successful Futures) written by Professor Graham Donaldson in Bridgend County Borough Council, ensuring schools are prepared to adopt Welsh Government proposals.
- Identification of a list of options to include a recommended way forward, an assessment of the strengths, weaknesses and risks of each option and details of all stakeholders' commitments required to implement any suggested change.
- Ensure that the developments of the Additional Learning Needs (ALN) Reform Bill are built into the curriculum planning arrangements.

3. School Modernisation Band B

To deliver recommendations for Band B schemes which are underpinned by robust data and aligned to the emerging work from other work streams in order to maximise the opportunities for schools, community and the local authority.

The recommendations will assist in the delivery of the overarching outcome of the strategic review and aid in delivering the best outcomes for children and young people.

4. Post-16 Education

To deliver a sustainable strategy for post-16 education in Bridgend underpinned by robust models, which will deliver the right education in the right place and with the best outcomes for children.

- Establish and drive forward a strategic approach to post-16 education provision in the borough.
- Finalise options which are to be designed with the input from all stakeholders.
- Assess the implications of any proposals and advise the strategic board.

- To ensure the Post-16 workstream operates within agreed timeframes.
- To apply a project structure and project plan to the project.

3.7 The five principles detailed in point 3.3 were embedded into each workstream and a programme management approach was taken to ensure the interdependencies between each workstream were considered.

4. Current situation

4.1 Please see workstream summaries below. Workstream reports are included as appendices A-D.

4.2 Leadership and Collaboration

4.2.1 The leadership and collaboration workstream clearly identified the objectives and adequately discussed the implications of the development of an alternative approach to collaboration and leadership within schools. Although the intention of the workstream was to address both collaboration and leadership equally, it became evident that any proposed change to leadership within schools would be unlikely to happen without greater collaboration.

4.2.2 It was clear at the outset that a rigid approach to master planning collaborations across Bridgend schools was not seen as desirable. It was agreed that the right model for Bridgend schools should be a supportive one, where the right tools and the right support were made available to allow schools to develop their own agendas around collaboration. As part of the potential for further developing collaborations, federations were considered and discussed at length. However, it was determined that an overly prescriptive approach was not seen to be a priority and carried significant risks to buy-in from schools/governing bodies. It was acknowledged that moving through the collaborative process to a more formal federation, would take a variable length of time and would need to be considered on a case-by-case basis.

4.2.3 While working to achieve the objectives of the workstream, it became clear that the Central South Consortium (CSC) had initiated a similar project, but on a regional basis. This gave the workstream the opportunity to confirm that there was a good awareness of the opportunities for collaboration across schools within Bridgend and to marry the local and regional agenda in respect of collaboration.

4.2.4 To reinforce the regional agenda, CSC issued documents regarding leadership and federation at the end of 2016. These documents contained an information pack and a supporting offer for schools that were potentially looking to federate, asking them for expressions of interest as 'trailblazer' federations.

4.2.5 Supporting information was presented to the group detailing the work of other local authorities in taking forward collaborations. Whilst useful, these models were seen to offer only a number of examples of the approaches that would lead to greater collaboration between schools, rather than offering a definitive list. The group identified that any Bridgend model could look very different and be bespoke for each initiative.

- 4.2.6 There were also significant discussions in relation to the triggers for collaboration. Information was presented to the group to identify the expected triggers such as poor governance of schools and budgetary issues such as schools being in significant deficit budget over a number of years. However, the group also discussed more positive triggers where schools would naturally work together to share resources and expertise, for example, to the benefit of learner outcomes.
- 4.2.7 It became clear that support arrangements would need to be in place in advance of any formal collaboration, to assist schools in making collaborations effective. The detail of this support required further work. To this end, the group discussed the various roles of the local authority, CSC, governing bodies, Bridgend Governors Association and the possible use of governor improvement groups, in developing this agenda.
- 4.2.8 The timescales identified in the original project brief were adhered to. The workstream concluded prior to the deadline identified in the project brief ie, May 2017.

4.3 Curriculum and Workforce

- 4.3.1 The Curriculum and Workforce workstream comprised of representatives from key stakeholder groups. The board identified objectives and established terms of reference.
- 4.3.2 The operational board discussed factors to consider when looking at the structure of the curriculum. Further discussions took place regarding the emphasis on making the curriculum irresistible to learners, improving transition between key stages, aspiring for some schools to be 3-19 schools in order to improve continuity and consistency, and involving learners in decisions around curriculum. The 12 pedagogical principals contained within Professor Graham Donaldson's Successful Futures report were explored.
- 4.3.3 One of the aspects which was taken into consideration was the development of digital competency and its implications for curriculum development. A presentation was given by the lead for digital competency in the CSC and a lengthy debate followed.
- 4.3.4 While working to achieve the objectives of the workstream, it became clear that the CSC had initiated a similar project, but on a regional basis. This gave the workstream the opportunity to confirm that there was a good awareness of the opportunity to marry the local and regional agenda in respect of curriculum development.
- 4.3.5 The board conducted a meeting in the style of a workshop with the focus upon the implications of the new curriculum for Welsh Government, CSC and the local authority. Another important aspect is the implications for school and cluster working and what the response to this should be.
- 4.3.6 The operational board stated that cluster working is at the heart of the curriculum design in Bridgend. With regards to cluster working the operational board commented that collaboration and consistency are key elements to successful working. The group also commented that cluster working needs to be connected to

the pioneer work. It was highlighted by the group that time, resources and teachers' personal professional development are also key points to consider.

- 4.3.7 The board agreed that for successful collaboration there needs to be awareness of the work of the pioneer schools and that feedback from these schools is critical. Comments were also made and discussed regarding the need for additional INSET days. The group agreed that direction is needed from a national level regarding requirements needed to allow for implementation of the new curriculum.
- 4.3.8 To reinforce the regional agenda, in November 2016, CSC issued a draft document regarding curriculum developments. This document provided an update and a way forward in the Central South Region regarding 'Successful Futures'. The expectation was that CSC will continue with work in this area for developing the curriculum in light of the Donaldson report.
- 4.3.9 Following the conclusion of the workstream the CSC have issued a document entitled 'Realising successful futures; a proposal for engaging all schools' (Appendix D). The workstream concluded prior to the deadline in the project brief ie May 2017.

4.4 School Modernisation Band B

- 4.4.1 The school modernisation operational board determined the data required in order to assist in identifying the Band B priorities for future investment in schools.
- 4.4.2 Data included information relating to school buildings (eg building condition, suitability and sufficiency); and information regarding the pupil population within Bridgend eg pupil projections, housing developments and pupil places.
- 4.4.3 The data was weighted and scored, and although it was informative, it was agreed that the priorities should focus on the primary issues of building condition and the supply of school places.
- 4.4.4 Information was provided on a geographical basis and this presented a clear indication that there would be a pressing need for places within the north east and south east of Bridgend, plus the valleys gateway area. Also, it was recognised that there is an increased demand for places for pupils with special educational needs. While the building condition varied between A – C, there were no buildings with a D rating.
- 4.4.5 It was determined that the statutory duty on the Council to ensure there is sufficient supply of school places should take precedence over building condition.
- 4.4.6 The emerging priorities for Band B were shared with Welsh Government in order to assist them in establishing the potential funding requirement across Wales for the 21st Century Schools and Education Programme.
- 4.4.7 While working on the deliverable, Welsh Government advised that construction schemes for Band B would be funded on an elemental basis in respect of an appropriate size of school ie floor area and component parts (eg cost per m², fees, furniture and IT), which would exclude additional areas for non-core teaching and learning eg community use, full-time nursery provision. Capital funding required to

provide any additionality with this regard would have to be fully funded by the Council.

4.4.8 Welsh Government also advised that a standardised cost would be applied to building elements, where appropriate, resulting in a maximum value for a school that can be benchmarked and inflated year on year.

4.4.9 Welsh Ministers confirmed that there would be a capital and revenue funding element to Band B. As with Band A, capital would be funded on a 50:50 intervention rate. The revenue scheme (ie the Mutual Investment Model (a Private Public Partnership for design, build and maintenance)), would be funded on a 75% intervention rate.

4.4.10 During the course of the project, Internal Audit was asked to undertake an evaluation of the investment made in Band A projects. At that time they had no capacity to undertake this work and therefore the evaluation will be incorporated into future planned work.

4.4.11 Work in developing a plan for promoting Welsh-medium education to 2050 is ongoing and is projected to be completed by the end of summer 2017.

4.4.12 The workstream recommended that an options appraisal of secondary school catchments must be undertaken by 2022, plus work relating to area reviews; this work would help inform future bands of the programme and this was agreed by the over-arching review board.

4.4.13 The timescales identified in the original project brief were adhered to.

4.5 Post-16 Education

4.5.1 The Post-16 Education workstream will be finalising its report in mid-September 2017 and making a detailed submission to Cabinet in October 2017.

5. Effect upon policy framework and procedure rules

5.1 There is no effect upon the policy framework or procedure rules.

6. Equality Impact Assessment

6.1 School Modernisation Band B: Although an Equality Impact Assessment (EIA) has been carried out for the overall programme, it has been considered timely to review and refresh the EIA. An initial screening has therefore been undertaken for Band B. Once schemes have been determined and are taken forward they will be subject to a separate EIA, as the detail may vary between projects. Equality reports on all proposals will be referred to as part of the individual Cabinet reports on each individual scheme.

6.2 The Post-16 Education workstream has considered the equalities impact assessment whilst discussing and scoring concepts. This will be detailed further in the 31 October 2017 Cabinet report.

6.3 A full Equality Impact Assessment will be conducted if phase two work is approved.

7. Financial implications

- 7.1 School Modernisation Band B: The financial implications for the Council will be calculated and incorporated into the financial detail for Band B by the Schools Programme Manager in consultation with technical and finance officers. Cabinet will be provided with further detail regarding the proposed Band B schemes, and approval of match funding will be sought in a future report. It is anticipated that Welsh Government will review the Band B submission and give the initial 'approval in principal' to the successful schemes by the end of October 2017.
- 7.2 Post-16 Education: Any costs will be calculated and incorporated into the further feasibility studies that will be undertaken if Cabinet approves phase two work subsequent to receiving the full Post-16 report on 31 October 2017.
- 7.3 There have been no financial implications for Leadership and Collaboration and Curriculum and Workforce workstreams.

8. Recommendation

Cabinet is recommended to:

- 8.1 note the recommendations of the Leadership and Collaboration and Curriculum and Workforce workstreams and the next steps for the School Modernisation Band B workstream which are detailed in appendix A-C;
- 8.2 agree the closure of the Leadership and Collaboration and Curriculum and Workforce workstreams with work transferring to CSC;
- 8.3 agree the closure of the School Modernisation Band B workstream through the strategic review with work progressing at an operational level with strategic oversight from the School Modernisation Board; and
- 8.4 agree to receive the full Post-16 Education report on 31 October 2017.

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September 2017

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Appendices

Appendix A: Leadership and Collaboration Workstream Report

Appendix B: School Modernisation Band B Workstream Report

Appendix C: Curriculum and Workforce Workstream Report

Appendix D: Central South Consortium: Realising Successful Futures; A proposal for engaging all schools

Background documents

Cabinet Report 1st September 2015 - Strategic Review into the Development and Rationalization of the Curriculum and Estate Provision of Primary, Secondary and Post-16 Education.

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APPENDIX A

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

Collaboration and leadership workstream

End of project (workstream) report



Version: 1
 Date: 15/05/2017
 Document status: Approved
 Author: Robin Davies

Strategic Review Programme board approval: 15 May 2017

Approval is required from the project sponsor and the project board

0. Document Control

0.1 Version Control

Version	Status	Date	Author	Amendment Details
0.1	Draft	06/03/2017	RD	First draft
0.2	Draft	11/05/2017	RD	Amended draft
1.0	Approved	15/05/2017	RD	Final

0.2 Purpose of this document.

The purpose of this report is to report on the outcome of the workstream to consider the delivery of a sustainable strategy for collaboration and leadership in Bridgend underpinned by robust models, which would deliver the right education in the right place and with the best outcomes for children.

Specifically the project aimed to:-

- establish and drive forward a strategic approach to leadership and collaboration within schools in the county borough.
- co-design models and finalise options (to be designed with the input from all stakeholders.)
- identify triggers to collaboration.
- identify the pathways to collaboration.
- assess the implications of any proposals and advice the strategic board.
- to ensure that the leadership and collaboration work stream operates within agreed timeframes.

This report will:-

- a. enable the project manager to report on how well the project has performed against the project brief;
- b. document outstanding issues that need transferring to operational ownership prior to closure;
- c. enable the programme board to formally close the project workstream.

PART 1: Project Performance

1. Achievement of Project's Objectives

The following is a summary of the deliverables against achievables within the project:-

- i. Establish and drive forward a strategic approach to leadership and collaboration within schools in the county borough.***

There is good awareness of the opportunities for collaboration across schools. To reinforce the regional agenda, the Central South Consortium issued documents regarding leadership and federation at the end of 2016. These documents contained an information pack and a supporting offer for schools that were potentially looking to federate, asking them for expressions of interest as 'trailblazer' federations.

The general approach has been based on one where schools have been expected to initiate progress towards collaboration. The group did not welcome a more prescriptive approach where the local authority identified the opportunities through strategic master planning. Whilst a roadmap of potential collaborative opportunities was discussed, it was discounted as being too prescriptive,

identifying that schools and governing bodies in particular would not react positively to forward planning. The group agreed that providing the right tools that allow for more collaborative working with a possibility for federation was more important than a prescriptive approach would likely lead to resistance.

ii. Co-design models and finalise options (to be designed with the input from all stakeholders.)

It was acknowledged that there was a significant amount of knowledge and experience within schools/governing bodies in understanding what greater collaboration would mean for school governance.

As this knowledge is non-uniform it was suggested that governor improvement groups, could potentially be used as a mechanism for supporting the agenda of collaboration as much of the uncertainty and also resistance comes from the governing bodies involved, through lack of knowledge of implications or differences in expectation.

The group acknowledged that a softly-softly approach was required, as schools would naturally be wary of such change.

It was further acknowledged that very little of the mandatory governor training would help with a wider understanding of the benefits and risks associated with greater collaboration. Two training events with governors had however taken place to explain how federation in particular would work and to share understanding.

Information was presented to the group detailing the work of other local authorities in taking forward greater collaboration, in particular formal federations. Whilst useful, these models were seen to offer only a number of examples of the approaches that would lead to greater collaboration between schools, rather than offering a definitive list. The group identified that the Bridgend model could look very different and be bespoke to each school to school initiative.

iii. Identify triggers to collaboration.

There were significant discussions in relation to the triggers for collaboration. Information was presented to identify the expected triggers such as poor governance of schools, budgetary issues such as schools being in significant deficit budget year on year. However, the group also discussed more positive

triggers where schools would naturally work together to share resources and expertise, for example, to the benefit of learner outcomes.

iv. Identify the pathways to collaboration.

The focus of the workstream was on the support arrangements that would be in place or would need to be in place to assist schools in making collaborations effective. The group discussed the various roles of the local authority, the Central South Consortium, governing bodies, the Bridgend Governors Association and possible associated governor improvement groups, in developing this agenda.

v. Assess the implications of any proposals and advise the strategic board.

Highlight reports to the Strategic Review Programme board highlighted the progress with the workstream. Advice and guidance on the scope of the workstream beyond that originally identified in the project brief was not required.

vi. To ensure that the leadership and collaboration work stream operates within agreed timeframes

The timescales identified in the original project brief were adhered to. The workstream concluded prior to the deadline identified in the project brief i.e., May 2017.

2. Performance

	Baseline (as at PID)	Current
Scope	Green	Green
Timescale	Green	Green
Cost	Green	Green

3. Outstanding Issues

The group discussed the Central South Consortium papers which had been recently issued to all schools. As the Central South Consortium was now leading on this as a regional piece of work that covered the same scope and objectives of this workstream, it was determined that this workstream would therefore transfer to the Central South Consortium and close as a result.

PART 2: Lessons Learned

The workstream team clearly identified the objectives of the workstream and adequately discussed the implications of the development of these objectives.

It was clear that a rigid approach to master planning the collaboration/federation of schools across Bridgend was not seen as a desirable. It was agreed that the right model for Bridgend schools was a supportive one, where the right tools and the right support infrastructure were made available to allow schools to develop their own agendas around collaboration, with the potential then for formal federations. An overly prescriptive approach was not seen to be a priority and carried significant risks to buy-in from schools/governing bodies. It was acknowledged that moving through the collaborative process to a more formal federation, would take a variable length of time on a case by case basis.

The make-up of the team was well balanced with a good mix of governors, local authority staff, head teachers, diocesan and Central South Consortium leads.

Although the Central South Consortium had already initiated a similar project on a regional basis, this only became clear once the workstream had been in place for some time. In retrospect, a more joined-up approach might have been to transfer the responsibility to develop the workstream to the Central South Consortium at the outset of the programme rather than part way through. Nevertheless, this gave the workstream and its representatives, the opportunity to confirm its position in respect of collaboration and leadership to the benefit of the overall programme.

Recommendations

1. That following closure of the workstream that the objectives are transferred to Central South Consortium and are developed in line with the agenda for collaboration at a consortium level.
2. That when there are proposals for future local authority strategies cross over into the Central South Consortium's agenda, that an evaluation of the impact of that development is assessed at the outset.

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APPENDIX B

School Modernisation Operational Board report to Cabinet

1. Purpose of Report

1.1 The purpose of this report is to inform Cabinet of:

- the process undertaken by the School Modernisation Operational Board in establishing priorities for Band B of the programme (2019-2024);
- Welsh Government's elemental funding approach for Band B.

2. Background

2.1 In September 2006, Council approved a vision for the county borough's schools in which they would be fit for the 21st century and achieve the best use of resources. It was recognised that we need to modernise our schools and get a closer match between our aspiration for schools, the quality of the accommodation and the projected number of pupils.

2.2 Since then, school modernisation has been established as one of the Council's main strategic programmes. The programme has been planned and implemented in accordance with the agreed Policy and Planning Framework and has been matched to capital resources identified within the Capital programme.

2.3 In November 2010 Cabinet were informed of the work which had been undertaken in determining the strategic priorities for school modernisation to enable the aims of the programme to be met.

2.4 The School Modernisation Programme was established to deliver on a number of objectives including:

- developing first-class learning environments;
- locate the right number of schools, of a viable size, in the best places to serve their communities;
- make schools an integral part of the life and learning of their communities;
- reduce surplus places and achieve best value for money;
- make schools more efficient and sustainable.

2.5 The Council's Strategic Outline Programme (SOP) was submitted to Welsh Government in 2011. Subsequently, a list of Band A schemes was developed and Ministerial 'approval in principle' was received, subject to the completion of the Welsh Government business case process.

2.6 Work commenced on Band A in 2014/15 and is due for completion in 2018/19. The programme is funded on a 50/50 basis between the Council and Welsh Government.

- 2.7 Two schemes within Band A have been completed ie SEN provision at Bryncethin Campus and Coety Primary School. The remainder of the schemes are currently under construction:
- Garw Valley South scheme (replacement Betws Primary School and YGG Cwm Garw).
 - Enlarged and relocated Brynmenyn Primary School, sited on land adjacent to Coleg Cymunedol Y Dderwen.
 - Pencoed Primary School, located on the site of the existing school playing field.
 - Installation of a mezzanine floor at Heronsbridge Special School which will create two larger teaching spaces.
- 2.8 In 2014 a 'Schools Task Group' was established and began exploring elements which the Council would need to have regard to in developing a strategy for delivering a high quality education system for the future.
- 2.9 Cabinet approval was sought in September 2015 to build on the work of the Task Group and approval was given for officers to undertake a Strategic Review into the Development and Rationalisation of the Curriculum and Estate Provision of Primary, Secondary and Post 16 Education.
- 2.10 In May 2016 a Strategic Review Overarching Board and four work streams was established, one of which was in relation to school modernisation. The main objective of this work stream was to identify priorities for the school modernisation programme during the period 2019-2024 (Band B).

3. Representation on the School Modernisation Operational Board

- 3.1 A range of stakeholders were invited to become members of the Operational Board ie officers from education, property services, legal services, finance and the built environment. Stakeholder representation also included headteachers on behalf of the primary, secondary and special schools, plus a representative from Bridgend College.

4. Current situation

4.1 Process for establishing Band B priorities

- 4.1.1 The Operational Board commenced work in earnest on the main deliverable, which was to establish the emerging priorities for Band B by identifying the following data which they determined should be used to assist in prioritising future investment in schools:
- suitability
 - condition (grades A – D)
 - maintenance backlog
 - running costs
 - type of construction
 - population growth
 - projections of pupil population

- impact of housing developments identified in the Local Development Plan (LDP)
 - surplus places
 - projected surplus
 - overcrowding
 - National Categorisation
- 4.1.2 The data was weighted and scored and whilst it was very informative, the board agreed that the priorities should focus on two critical factors ie the supply of school places and building condition.
- 4.1.3 The supply of places data was presented on a geographical basis incorporating:
- projected pupil numbers
 - projected pupil yield from those housing developments with planning permission
 - pupil yield from the additional housing developments identified within the LDP
 - existing and projected school capacities based on those projects being delivered in Band A.
- 4.1.4 It was identified that new housing developments, featured within the LDP, will result in the South East and North East of Bridgend plus the Valleys Gateway requiring additional places. An increased demand for places for pupils with a special educational need was also identified.
- 4.1.5 Although school building conditions were of concern, there were no schools with a grade D condition.
- 4.1.6 As there is a statutory duty on the Council to ensure there is a sufficient supply of school places, it was determined that the supply of places should take precedent in terms of priorities for Band B.
- 4.1.7 The emerging priorities for Band B have been shared with Welsh Government in order to establish the potential funding requirement across Wales for delivery of their 21st Century Schools and Education Programme.

4.2 Elemental funding approach

- 4.2.1 Welsh Government has advised of their new strategy for funding construction schemes within Band B. There are two elements which they will base future funding arrangements on:
- the appropriate size of school, in terms of floor area;
 - costs made up of component parts.
- 4.2.2 The 'appropriate size of school' will be based on the floor area defined within Building Bulletins 98/99 (secondary and primary area guidelines for schools) as required for teaching and learning however, this excludes any additional areas for non-core teaching and learning eg community space. This also limits the number of nursery places for which they will provide capital funding to part-time provision. The additional capital funding required to create teaching spaces to accommodate full-time provision will have to be fully funded the Council.

- 4.2.3 Welsh Government has indicated that a standardised cost will be applied to as many of the elements of the build project as possible. This will result in a 'maximum value' for a school that can be benchmarked and inflated year on year to provide a maximum funding envelope.
- 4.2.4 There are a number of different elements to this, cost per m² (inflated in line with construction price indices), furniture, fittings and equipment, and ICT. Substructure, externals and design costs will also be included. These costs would be used to establish a 'scheme maximum cost' however the Council has been advised that site abnormalities would be considered separately.
- 4.2.5 In addition, any ancillary costs outside the curtilage of the site deemed necessary to deliver a scheme e.g. highway improvements, will have to be funded by the Council.

5. Welsh Government funding strategies for Band B

- 5.1 Welsh Ministers have confirmed that the 21st Century Schools and Education Programme will be funded by both capital and revenue budgets.
- 5.2 The capital funding stream is planned to see a continuation of the baseline budget of c£100 million per annum across Wales. In addition to the capital funding available for Welsh Government's Programme, there will be a revenue budget that will enable an additional investment with a maximum capital value of £500 million across Wales. This revenue-funded programme is intended to boost the amount of resource Welsh Government have available to support investment in new schools and colleges.
- 5.3 The additional investment boost will be used for contracts procured via a 'Mutual Investment Model' (MIM). This approach of using a single contract for the design, build and maintenance has been used in Private Public Partnerships across the UK. The MIM is Welsh Government's form of Public Private Partnership.
- 5.4 Welsh Government has indicated that there will be an intervention rate of 50% in respect of the Capital grant and 75% in respect of the MIM.

6. Next steps

- 6.1 In due course, Cabinet will be presented with a report seeking their approval for the Band B priority schemes and associated funding arrangements.

APPENDIX C

Bridgend County Borough Council
Strategic review into the development and rationalisation of the
curriculum and estate provision of primary, secondary and post 16
education

Curriculum and Workforce Workstream
End of Project Report



Version: 1.0

Date: 15.05.2017

Document Status: Approved

Author: Michelle Hatcher

Strategic Review Programme Board Approval

0. Document Control

0.1 Version Control

Version	Status	Date	Author	Amendment Details
0.1	Draft	12.05.2017	MH	Draft
1	Final	15.05.2017	MH	Final

PART 1: Project Performance

1. Achievement of Project's Objectives

The aims for the project which were established at project initiation stage were:

- to deliver a sustainable strategy for curriculum and workforce issues in Bridgend underpinned by robust models, which will deliver the right education in the right place and with the best outcomes for children;
- review the curriculum offer in Bridgend, ensuring there is consistency of learning through 3-19 education, with consideration made to the Schools Strategic Review Programme (Post 16 Education , School Modernisation Band B, Leadership and Collaboration, Curriculum and Workforce);
- develop a strategy for implementing the Independent Review of Curriculum and Assessment Arrangements in Wales (Successful Futures) written by Professor Graham Donaldson in Bridgend County Borough Council, ensuring schools are prepared to adopt Welsh Government proposals;
- identification of a list of options to include a recommended way forward, an assessment of the strengths, weaknesses and risks of each option and details of all stakeholders' commitments required to implement any suggested change;
- ensure that the developments of the ALN reform bill are built into the curriculum planning arrangements.

As the scope for this project has changed following the draft Central South Consortium report, the aims and objectives which were set at the start of the project are no longer relevant.

The curriculum and workforce work-stream has provided a useful base and the information gathered has been fed into the Central South Consortium.

2. Performance

	Baseline (as at PID)	Current
Scope	Green	Change to scope – Central South Consortium papers
Timescale	Green	Green
Cost	N/A	N/A

3. Changes

In November 2016, Central South Consortium issued draft papers regarding 'Successful Futures; An update and proposal for a way forward in Central South'. The work Bridgend Council has completed has informed Central South Consortium and has led to strategic development at consortium level. Bridgend County Borough Council and Central South Consortium met in December 2016 in order to establish content and timelines for when the final report from Central South Consortium would be published. Bridgend County Borough Council will have an opportunity to support in informing and developing this work.

An exception report was sent to the Curriculum and Workforce project board explaining the release of the Central South Consortium draft papers.

Central South Consortium are continuing their work at present, and the final report is still to be released. With this in mind, it has been agreed that the Curriculum and Workforce work-stream will conclude in May 2017 and Central South Consortium will continue with the development of this work on behalf of the five local authorities.

4. Outstanding Issues

- Central South Consortium's final report regarding curriculum has not yet been issued. There is a risk that when the final paper is issued, the information contained will only include pilot authorities, there may be gaps, or it may be somewhat different to the draft papers which were issued. Communication will be maintained with Central South Consortium as to the contents and timescales of the curriculum report. The content will be reviewed once available.
- Donaldson's Successful Futures report is due to be adopted into the new curriculum by 2021, therefore only a small amount of curriculum reform activity has been considered by the strategic review.

PART 2:

1. Lessons Learned

- The curriculum and workforce work-stream has comprised of representatives from key stakeholders including primary and secondary head teachers, Welsh Government, Central South Consortium, Bridgend College, Careers Wales and local authority officers. Stakeholders were engaged throughout the

project and project board meetings were well attended. Full stakeholder engagement is imperative regarding the developments of the new curriculum.

- As stated, Central South Consortium issued a draft report on curriculum and are continuing their work in this area. It may have been beneficial to have a more joined-up approach with the Consortia which may have allowed responsibility to be transferred to the Consortium at the start of the project. The curriculum and workforce workstream has provided a useful base and the information gathered has been fed into the Central South Consortium.

2. Recommendations

It is now expected that Central South Consortium will continue work in this area and will issue a report regarding the development and support available for developing the curriculum in light of the Donaldson report. Bridgend County Borough Council will receive this report and review it in due course.

Date written: 13th June 2017

Report authors: Vanessa McCarthy; Richard George

Date of meeting where the report is being considered: 4TH July 2017

Appendices attached:

A: CSC 'A curriculum for Wales - a curriculum for life' progress report to Welsh Government Programme Board

B: 'A curriculum for Wales - a curriculum for life' eight essential building blocks

C: Copy of presentation to CSC Strategy Group

Issue: Realising Successful Futures; a proposal for engaging all schools

Summary

1. In order to support schools across the region with the development of the new curriculum, it will be important to fund school-led structures to facilitate collaboration between schools in order to develop Successful Futures across all schools.
2. An initial three-year phased model is proposed to build upon established, effective Central South Wales Challenge structures.
3. All schools across the region will be supported to collaborate in networks including Pioneer schools to jointly develop approaches to curriculum reform.

Recommendation

4. There is a need to ensure that all schools have the opportunity for a greater level of engagement with Pioneer Schools to develop their understanding of the curriculum reform agenda and associated implications. In order to achieve this, it will be necessary to enhance school networking structures across the region.
5. It is proposed that this initially takes the form of a three-year phased model, which is integrated within the CSC Business Plan. In the current plan, this sits within priority 2:
 - 2.1 improving the quality of teaching and learning and assessment
 - 2.3 support curriculum reform across all schools through school-to-school networks.
6. The proposed phased timeline for the development of the model (Appendix A) would constitute:
 - 2016/17: School Improvement Group (SIG) led networks
 - Schools engage with SIGs and Pioneers to explore and develop curriculum design and pedagogical principles aligned to the four core purposes in preparation for subsequent work in clusters.

- 2017/18: Cluster-engaged networks
 - Schools engage in transition clusters to collaborate on curriculum design and pedagogy. The work will include curriculum and assessment development; adoption of the professional standards for teaching and leadership and consideration of the OECD 'Schools as Learning Organisations' model.
- 2018/21: Cluster-driven networks
 - Schools consider Area of Learning and Experience (AoLE) delivery models and assessment guidance.
 - Schools trial approaches to curriculum design and assessment in preparation for realising the new curriculum in 2021.

Background

7. Professor Graham Donaldson's report, 'Successful Futures', 2015 posed 68 recommendations for the reform of the curriculum in Wales; all recommendations within the report were accepted by Welsh Government.
8. The document 'A curriculum for Wales – a curriculum for life' published in October 2015 sets out the eight essential building blocks (Appendix B) identified by Welsh Government to realise Successful Futures.
9. A tri-partite model of Pioneer schools was established to deliver and develop curriculum reform. Pioneer schools were identified to lead on three aspects:
 - Digital Competence Framework
 - Curriculum design and development
 - Professional Learning (formerly New Deal for the Education workforce).
10. Pioneer schools in partnership with all schools within the region need to:
 - support and develop understanding of the education reform programme in Wales
 - support the implementation of the new Curriculum for Wales
 - support the implementation and understanding of the new Professional Standards for Teachers and Leaders
 - support and develop understanding of the OECD 'Schools as Learning Organisations'
 - support and develop understanding of the National Leadership Academy
 - support and develop the implementation of development in the ITE accreditation process.
11. Change management processes from Welsh Government have not impacted sufficiently within the region. Consequently, there is too great an amount of variance across the region in terms of how 'ready' schools are for the implementation of the Curriculum for Wales. Schools fall into three distinct categories:
 - a. Schools that are pioneers and are engaged
 - b. Schools that are not pioneers and are engaged
 - c. Schools that are not pioneers and are not engaged

In the absence of quantitative data, it is difficult to estimate the proportions of schools in each category however anecdotal feedback suggests that there is too great a proportion of schools in the third category.

- 12. Change management process:** The Central South Wales Challenge has to date contributed to the regions preparations to support schools with the reform agenda.

At present, CSC schools are managing the change to the new curriculum through:

- Engagement in SIG (School Improvement Groups), where the schools take responsibility for identifying the area of focus. This should be incorporated into the SIG plan and/or school improvement plan (SIP). SIGs also provide opportunity to build leadership and system capacity in keeping with a 'Curriculum for Wales; a Curriculum for Life' building blocks. The total SIG budget for this year is £650k
- In order to facilitate all schools' engagement in the curriculum reform agenda during 2017/18, additional SIG funding of £278k is proposed. This equates to approximately £6k per SIG, allocated pro rata for the number of schools.
- Professional learning delivered by the CSC Hubs. The programmes offered are enquiry based and many have a focus on developing school leaders as well as providing knowledge and skills in line with the pedagogical principles. For 2017/18, the programmes offered are free to all schools, thus utilising the funding for engagement by focusing on workforce development, giving a high priority to leadership and pedagogy. The total hub budget for this year is £1.7m which is broken down as:
 - a. Professional Learning Hubs - £790k
 - b. Curriculum Hubs - £740k
 - c. Lead Practitioners - £193k

Budget totals are uncertain from 2018, so we would look to rationalise the funding for Hubs in the development of the cluster-led model. As many of the Hubs are also Pioneers, work also needs to be undertaken to ensure clarity of the work that is required for the different funding streams.

- Networks established by Hub or Pioneer schools.

Success measures

13. Timeline:

2017/18: SIG-led networks

- All SIGs have engaged with Pioneer School(s)
- SIG priorities aligned with Successful Futures
- SIP priorities aligned with Successful Futures
- School Successful Futures lead established
- SIG Successful Futures facilitator established
- SIG innovation shared across the region
- All schools engaged with curriculum reform agenda.

2018/19: Cluster-led networks

- Continued engagement with Pioneer network
- School-based Successful Futures leadership consolidated
- Cluster Successful Futures facilitator established
- Cluster innovation shared across the region
- All schools making progress with curriculum reform agenda.

2019/21: Cluster-driven networks

- Enhanced working relationships with Pioneer schools
- Schools Successful Futures leadership role refined
- Cluster Successful Futures facilitator role refined
- Increased school confidence with curriculum reform agenda
- Innovation celebrated.

Implementation issues – cost, timescale etc.

14. Timescales are suggested in section 3. Existing engagement meetings with Pioneers and SIGs in June and July 17 can be used to deliver the proposed strategy.

15. Funding for the SIG-led networks is available from existing Welsh Government grants for 2017/18. Future profiling to fund the cluster model is planned from the Raising Standards grant.

Links to CSC Business Plan and Risks

16. Relevance to the CSC business plan:

- 2.1 - improve teaching, learning and assessment
- 2.3 - support curriculum reform across all schools through school to school networks

Background papers

17. [A curriculum for Wales – a curriculum for life, Welsh Government, October 2015](#)

Review of Actions: *A curriculum for Wales – a curriculum for life.*

NB Next steps references the 2017 [Business Plan](#) linked below.



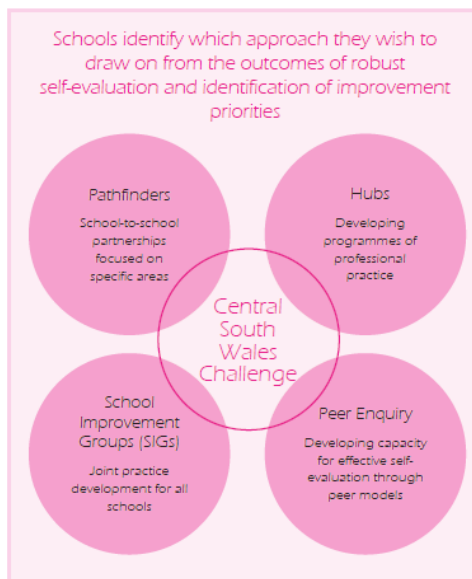
Building Block 1	Progress	Next Steps
<p>Schools/settings start thinking about how they could strengthen their practice and pedagogy in relation to the four purposes – from now onwards</p> <p>Local authorities with their consortia support schools and encourage debate, discussion and collaboration between them on how to strengthen practice and embed the four purposes - from October 2015</p>	<p>Early work of Pioneer Network – shared through:</p> <ul style="list-style-type: none"> - CSC Hub school programmes 2016-17 - DCF engagement sessions June 2016 - Formation of CSC Pioneer Network to share / collaborate across Pioneer Schools – Dec 2016 <ul style="list-style-type: none"> - Pioneer networking activity audit - Pioneer development activity sharing - Headteacher Successful Futures briefing sessions Jan 2017 - CSC Annual Conference focus on Successful Futures and School to school working - 1 Feb 2017 - Headteacher DCF briefing sessions Feb 2017 <ul style="list-style-type: none"> - Resources shared to develop planning for SF - CSC Hub School Programmes 2017-18 - Federation of Welsh-medium schools and cross-regional Gyda'n Gilydd network making progress to collaborate on SF principles - Curriculum network coverage with middle leaders - Continued communications to schools via: <ul style="list-style-type: none"> - Cronfa Knowledge Bank Resources to support school level approaches - CSC Curriculum Blog – Jan 2017 - CSC Bulletin - CSC Newsletter - Twitter feed - SIG focus on aspects of pedagogy - Pedagogical principles action research undertaken by pioneer schools shared across the region. 	<p>2.1 Improving the quality of teaching and learning and assessment</p> <p>2.2 Build capacity for improvement through school improvement hubs</p> <p>2.3 Support curriculum reform across all schools through school-to-school networks</p> <p>Specifically, we intend to:</p> <ul style="list-style-type: none"> - Develop regional school network structures / clusters to support school to school working for developing Successful Futures - Continue to develop the Hub schools model to support the curriculum reform agenda - Continue to share curriculum reform developments through briefings and engagement opportunities. - Continue to refocus schools on effective teaching strategies as identified with the pedagogical principles - Provide clear strategic overview and roadmap for schools - Support schools with development of 'Gallery of Excellence' focusing on key characteristics of learning and teaching - Develop cross-regional work on assessment for learning - Continue engagement with ITE institutions through pilot programmes, with school professional learning focus on pedagogical principles - Support programme development of Teach First with BASE school

		professional learning focused on pedagogical principles to support with practitioner recruitment.
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Building Block 3	Progress	Next Steps
<p>Schools to review the existing experiences they offer, consider new opportunities and develop a Pupil Offer that complements and supports the 4 purposes – start now and set out in their School Development Plan for the next academic year</p>	<p>In 206/17 School Improvement Plan (SIP) headline priorities show:</p> <ul style="list-style-type: none"> - Nearly all schools have a specified priority relating to the development of the curriculum, teaching & pedagogies or wellbeing - Around half of schools have specified a priority for DCF development. Further analysis shows that the number of schools referencing related DCF development is greater <p>School Improvement Group (SIG) development plans highlight:</p> <ul style="list-style-type: none"> - Many SIGs have identified one or more of the cross-curriculum themes for collaborative development - Around half of primary SIGs have identified DCF as a priority for collaborative development. - A minority of SIGs have identified teaching and pedagogy as a focus for collaborative development <p>Many of CSC Hub school and Welsh medium Gyda’n Gilydd joint practice development programmes focus on Successful Futures to inform curriculum development</p> <p>An increasing number of schools are reporting that they are trialling curriculum changes e.g. towards thematic curriculum delivery in KS3.</p>	<p>2.1 Improving the quality of teaching and learning and assessment</p> <p>2.2 Build capacity for improvement through school improvement hubs</p> <p>2.3 Support curriculum reform across all schools through school-to-school networks</p> <p>3.1 Developing a 5-year workforce needs analysis and development plan with particular focus in 17/18 on Welsh and digital learning</p> <p>3.2 Building leadership capacity for headship by piloting new programmes developed against need; evaluating and refreshing existing offer with particular focus on leadership standards and work of Leadership Academy</p> <p>3.3 Developing understanding and sharing learning about different leadership models including federation</p>
<p>Local authorities with their consortia – to facilitate links between schools and other partners to develop their Pupil Offer and develop collaborative opportunities across schools –</p>	<p>As above...</p> <ul style="list-style-type: none"> - CSC Hub school programmes 2016-17 - DCF engagement sessions June 2016 - Formation of CSC Pioneer Network to share / collaborate across Pioneer Schools – Dec 2016 <ul style="list-style-type: none"> - Networking activity audit - Development activity sharing - Headteacher Successful Futures briefing sessions Jan 2017 - CSC Annual Conference focus on Successful Futures and School to school working - 1 Feb 2017 - Headteacher DCF briefing sessions Feb 2017 	<p>3.4 Developing governing body capacity across the region</p> <p>Specifically, we intend to:</p> <ul style="list-style-type: none"> - Further develop regional school network structures / clusters to support school to school working for developing curriculum models - Continue to share curriculum reform developments through leadership briefings and engagement opportunities - Continue to develop the school-led model to support the

<p>from now, as part of their planned and ongoing activity</p>	<ul style="list-style-type: none"> - Resources shared to develop planning for SF - CSC Hub School Programmes 2017-18 - Federation of Welsh Medium schools and cross-regional Gyda'n Gilydd network making progress to collaborate on SF principles - Curriculum network coverage with middle leaders - CSC communications to schools - Challenge Adviser briefings - Community of Leaders events - Action research engagement. 	<p>curriculum reform agenda</p> <ul style="list-style-type: none"> - Continue to raise awareness of curriculum reform progress with Challenge Adviser team to inform school improvement planning - Inform all schools of the outcomes of Strand 2 development and continue to brief throughout the Strand 3 phase to support curriculum planning.
<p>Building Block 4</p>	<p>Progress</p>	<p>Next Steps</p>
<p>Local authority regional consortia to provide support to schools on the LNF based on regional priorities – October 2015 and ongoing</p>	<ul style="list-style-type: none"> - CSC Literacy and Numeracy Teams provide direct support to Red & Amber category schools - CSC Hub schools provide direct support to Red & Amber category schools - CSC Welsh in Education officers provide direct support for literacy through the Welsh language - Welsh Medium Hub schools and Gyda'n Gilydd network deliver programmes to support literacy - In 2015/16, designated LNF network specialists appointed to support schools in developing enquiry led programmes - LNF lead schools established 2015/16 to run enquiry-based programmes and deliver school-to-school support which has culminated in published case studies of effective practice - In 2015/16, outstanding teachers of literacy/ numeracy trained and deployed to support schools across the region - In 2015/16, a teacher working party mapped LNF skills to other curriculum areas. This has been shared across the region at network meetings - In 2015/16 'train the trainer' events took place to disseminate the WG booklet and information pack on incorporation of LNF skills into the new AOL/POS. - LNF curriculum hubs established 16/17 to deliver school-to-school support to the region on embedding effective practice and tackling regional needs - Action research groups established to research and develop regional practice in key areas such as boys' literacy and oracy development in the early years - In collaboration with other regional consortia, a diagnostic tool for NRT has been developed on an annual basis, which mapped test questions to LNF skills, to support teachers with planning next steps in pupils' learning 	<p>2.1 Improving the quality of teaching and learning and assessment</p> <p>2.2 Build capacity for improvement through school improvement hubs</p> <p>2.3 Support curriculum reform across all schools through school-to-school networks</p> <p>Specifically, we intend to:</p> <ul style="list-style-type: none"> - Continue to develop the Hub schools model to support the development of the three cross-curriculum responsibilities - Hub schools will continue to conduct school-to-school support across the region.

	<ul style="list-style-type: none"> - Professional learning opportunities through the Hub school programmes designed to strengthen literacy and numeracy - The majority of primary School Improvement Groups (SIGs) collaborate to develop in the areas of Literacy and Numeracy. 	
<p>Building Block 5</p>	<p>Progress</p>	<p>Next Steps</p>
<p>Local authority regional consortia to strengthen school to school support as part of their ongoing work and in partnership with other stakeholders with the requisite expertise.</p>	<p>The school-led, self-improving model within CSC has developed over the last four years:</p> <p>The Central South Wales Challenge (CSWC) model to strengthen the school-led improvement model includes:</p> <p>The CSC Hub schools offer, whereby over 40 schools in the region collaborate to facilitate the regional professional learning offer. Of these, 18 lead practitioners collaborate at a national level with the three other consortia and 5 work in partnership with one other consortia. Welsh Medium Hubs and Gyda'n Gilydd network support Welsh Medium schools.</p> <p>All CSC schools are members of regional networks of School Improvement Groups (SIGs). SIGs lead collaborative approaches to development priorities.</p> <p>Pathfinder Partnerships: Identified CSC schools are partnered with other CSC schools in the development of specific priorities</p> <p><u>CSC Professional Learning Prospectus – May 2017:</u></p>	<p>2.1 Improving the quality of teaching and learning and assessment</p> <p>2.2 Build capacity for improvement through school improvement hubs</p> <p>2.3 Support curriculum reform across all schools through school-to-school networks</p> <p>Specifically, we intend to:</p> <p>Continue to develop the Central South Wales Challenge (CSWC) model</p> <p>Further integrate CSWC model across regional school network structures to support curriculum reform</p> <p>Collaborate further with higher education institutions with a view to gaining accreditation for professional learning programmes facilitated by schools.</p>



[CSC Business Plan 2017](#)

Appendix B – from ‘A Curriculum for Wales - a Curriculum for Life’ Oct 2015

Eight essential building blocks:

Building block 1 – embedding the four purposes

Building block 2 – creating a new curriculum

Building block 3 – extending and promoting learners’ experiences

Building block 4 – developing our cross-curriculum responsibilities

Building block 5 – enabling the Welsh language to thrive

Building block 6 – developing a new assessment and evaluation framework

Building block 7 – building the capacity of all practitioners and leaders

Building block 8 – establishing a constructive and robust accountability system

Appendix C: Presentation to CSC Strategy Group, 13 June 2017

Restricted Briefing for: CSC Strategy Group

Date: 13 June 2017

Purpose: Implementing Successful Futures; engaging all schools.

Audience: CSC Strategy Group

Realising Successful Futures: Our challenge in the region

Change management processes from Welsh Government to support schools with the educational reform agenda have not impacted sufficiently within the region. There is too great an amount of variance across the region in terms of how 'ready' schools are for the implementation of the Curriculum for Wales. Schools fall into three distinct categories:

1. Schools that are pioneers and are engaged
2. Schools that are not pioneers and are engaged
3. Schools that are not pioneers and are not engaged

Without evidence, it is difficult to estimate the proportions of schools in each category however, anecdotal feedback suggests that there is too great a proportion of schools in the third category.

CSC Change management process

The Central South Wales Challenge has to date contributed to the regions preparations to support schools with the reform agenda. At present, CSC schools are managing the change to the new curriculum through:

- Engagement in SIG (School Improvement Groups), where the schools take responsibility for identifying the area of focus which should be incorporated into the SIG plan and school improvement plan (SIP). SIGs also provide opportunities to build leadership and system capacity in keeping with the 'A Curriculum for Wales; a Curriculum for Life' 8 building blocks (Appendix 2).
- Professional learning delivered by the CSC Hubs. The programmes offered are enquiry based and many have a focus on developing school leaders as well as providing knowledge and skills in line with the pedagogical principles. For 2017/18, the programmes offered are free to all schools, thus utilising the funding for engagement by focusing on workforce development, giving a high priority to leadership and pedagogy.
- Wider networks established by Hub or Pioneer schools.

There is a need to ensure that all schools have the opportunity for a greater level of engagement with Pioneer Schools in order to develop their understanding of the curriculum reform agenda.

Pioneer schools in partnership with all schools within the region need to:

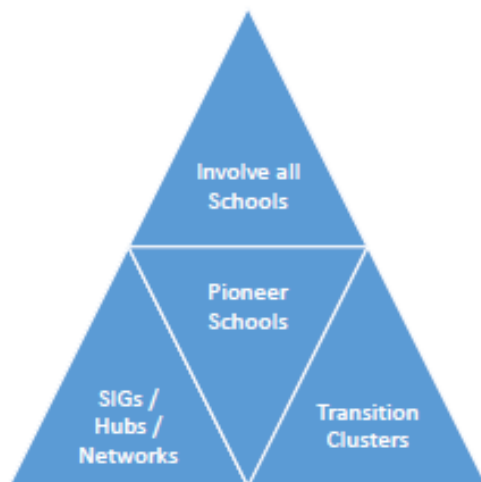
- support and develop understanding of the education reform programme in Wales
- support the development of the new Curriculum for Wales
- support and develop understanding of the new Professional Standards for Teachers and Leaders
- support and develop understanding of the OECD 'Schools as Learning Organisations' model
- support and develop understanding of the National Leadership Academy
- support and develop the ITE accreditation process.

Over the next year, CSC plans to change to the deployment model for challenge advisers to local authority-based teams. This approach would complement the proposed phased development model towards cluster-driven networks in support of curriculum reform across the region over the course of the next three years.

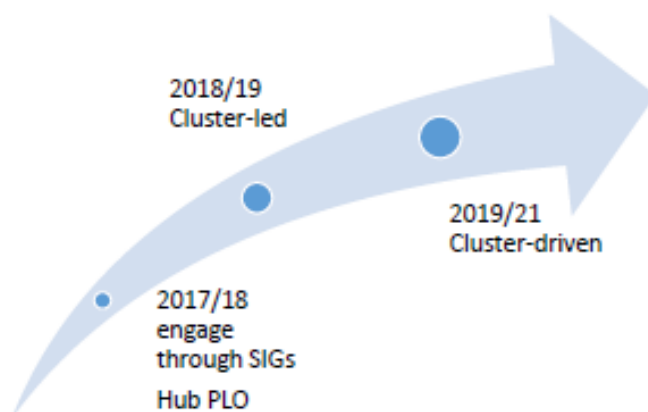
The Proposal

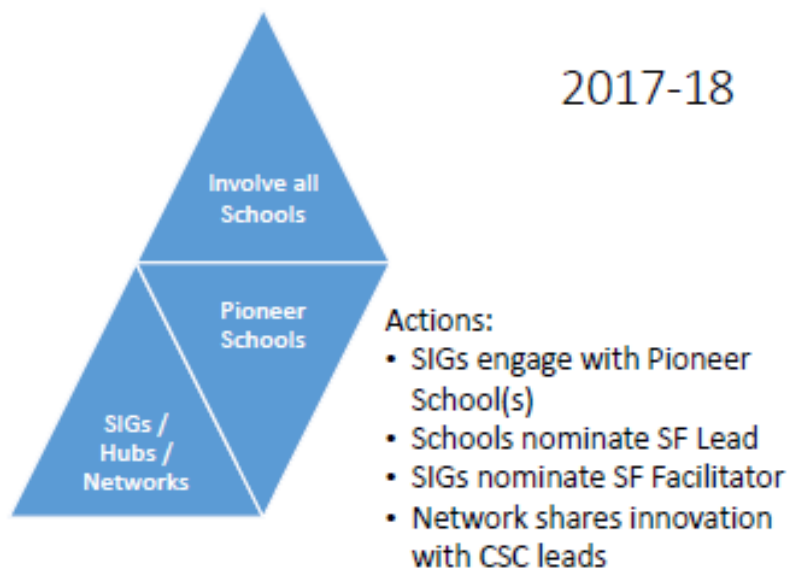
In order to achieve the actions outlined above it will be necessary to develop the networking structures in CSC on a more formal basis. It is proposed that this becomes a three-year development plan, which aligns with CSC business plan priority 2 and the aspect of transition to the new curriculum within that priority. (Appendix 1)

Realising Successful Futures 2017-2021



Realising Successful Futures



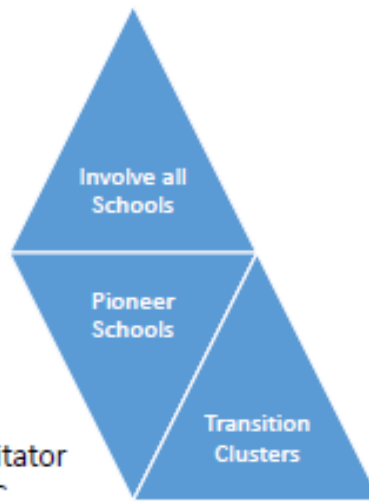


SIG-led networks

2017/18
<ul style="list-style-type: none">• Audit learning vision & values - four Core Purposes• Align with four Core Purposes• Audit vision against provision• Audit provision against four Core Purposes• Consider curriculum-design principles• Explore pedagogical principles• Develop Cross-curriculum responsibilities – LNF/DCF• Consider Professional Standards for teaching and leadership• Identify actions in SIPs

2018-19

- Continue to engage with Pioneer School(s)
- Consolidate School SF Leadership
- Nominate Cluster SF Facilitator
- Share innovation with CSC leads

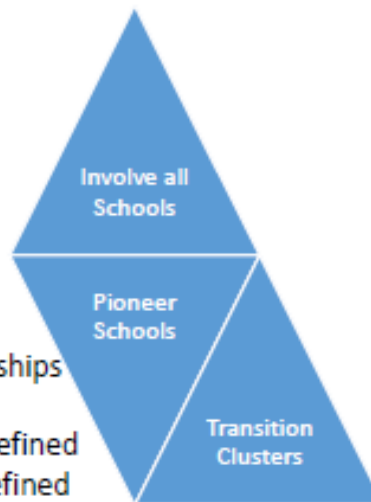


Cluster-led networks

2018/19

- Review AoLE recommendations
- Consider curriculum design implications
- Develop pedagogical approaches
- Adopt Professional Standards for teaching and leadership
- Engage with the OECD 'Schools as Learning Organisations' model
- Develop transition plans
- Identify actions in SIPs

2019/21



- Enhanced working relationships with Pioneer Schools
- School SF Leadership role refined
- Cluster SF Facilitator role refined
- Innovation celebrated

Cluster-driven networks

2019/21

- Consider AoLE delivery models
 - Consider progression step guidance
 - Consider assessment guidance
 - Trial approaches
 - Identify actions in SIPs
-
- Preparation for realising new curriculum in 2021

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BRIDGEND COUNTY BOROUGH COUNCIL

REPORT TO CABINET

5 SEPTEMBER 2017

REPORT OF THE CORPORATE DIRECTOR OPERATIONAL AND PARTNERSHIP SERVICES

LOCAL GOVERNMENT (MISCELLANEOUS PROVISIONS) ACT - SECTION 65 POWER TO FIX FARES FOR HACKNEY CARRIAGES - APPLICATIONS TO VARY THE HACKNEY CARRIAGE FARES TARIFF

1. Purpose of Report.

- 1.1 To consider three proposals to vary the current Bridgend County Borough hackney carriage table of fares. Proposals have been received by Mr James Borland and Mr Richard Parrott, Mr Tom Burke, and Mr Dario Nelson.

2. Connection to Corporate Improvement Objectives/Other Corporate Priorities

- 2.1 The duties of the Council under the Local Government (Miscellaneous Provisions) Act 1976 are regulatory in nature. The adoption of an authorised table of fares coupled with the usage of taximeters provides a mechanism to regulate charging and to protect the consumer.

3. Background.

- 3.1 Bridgend County Borough Council regulate the maximum fares that can be charged to passengers in hackney carriages within the county borough. This is in accordance with Section 65(1) of the Local Government (Miscellaneous Provisions) Act 1976. The Section requires that any variation of the fare must be advertised in a local paper and that a period of notice of at least 14 days be given to enable any person to make objections.
- 3.2 The Bridgend County Borough Council table of fares includes a pickup rate (commonly referred to as the flag) when the journey commences, this currently includes the first half mile of the journey. After this distance, the fare increases by a set amount (commonly referred to as the click) every eighth of a mile.
- 3.3 An application made by Mr James Borland and Mr Richard Parrot to increase the rate of fares is detailed in Appendix A. They state that drivers are facing increasing costs and the current Bridgend tariff is below the Welsh and national averages.
- 3.4 An application made by Mr Tom Burke to increase the rate of fares is detailed in Appendix B. Mr Burke states that this proposal is fairer for drivers and will bring drivers' incomes closer to the minimum wage. Mr Burke's application also seeks to change the times at which the different tariffs are applicable and to introduce two new tariffs for the Christmas and New Year Period.
- 3.5 An application made by Mr Dario Nelson to increase the rate of fares is detailed in Appendix C. This is the most complex of the submissions. Mr Nelson's proposal

amends the hours that the tariffs will be in operation and also includes additional tariffs for the hours between 3.00am – 6.00am. Mr Nelson states that due to the large amount of dead mileage (returning from a job without paying passengers) experienced in a rural area such as Bridgend, fares should generally be higher than in urban areas. In addition to the dead mileage figure, Mr Nelson has asked the council to consider the additional cost to proprietors of licensing new vehicles under the current council policy which also affects drivers who lease vehicles, the higher cost of insurance for taxi drivers as well as vehicle running costs and the council's taxi licensing costs.

3.6 The Licensing Section is a regulatory body and therefore does not hold data on taxi usage within the county borough.

4. Current situation / proposal.

4.1 The current table of fares has been in place in Bridgend County Borough since 15th August 2011. A copy of the current table of fares is attached at Appendix D.

4.2 Tariff's 1 and 3 apply between 6.00am and 8.00pm (the day time tariff) and Tariff's 2 and 4 (commonly referred to as the night time tariffs) apply between 8.00pm and 6.00am and on Bank Holidays and Boxing Day.

4.3 Mr Borland and Mr Parrot's application proposes to change the click from an eighth to a tenth of a mile and vary the flag rate across the range of tariffs; it does not seek to amend the times at which the tariffs operate. They also propose an increase in the contamination fee to £125. They state that this is to reflect the loss of earnings when a customer contaminates the vehicle, as this usually occurs during their busiest periods on weekends.

4.4 Mr Burke's application proposes to amend the time at which tariff's 2 and 4 commence from 8.00pm to 10.00pm, to amend the dates, times and rate charged over the Christmas period, and to change the click on the taximeter from an eighth to a tenth of a mile, but to retain the current flag and click rates.

4.5 Mr Nelson's application proposes a total of 6 tariffs, the additional 2 tariffs operate between 03.00am – 06.00am and they add 50 pence per mile to the fare over the 10.00pm – 03.00am tariff. Mr Nelson's proposal would involve four different pick up (flag) rates, and an adjustment of the click from eighths to tenths of a mile. This represents the most significant change to the current regime. It amends the time at which to start the higher rate tariffs from 8.00pm to 10.00pm and changes the click from an eighth to a tenth of a mile. The pickup rate also does not include the first half mile and the meter begins charging by distance as soon as the journey commences.

4.6 Neither Mr Borland and Parrot or Mr Nelson's proposals seek to amend the waiting time approved on the current table of fares. However, Mr Burke proposes that the waiting time be amended so that it is equivalent to the click of the tariff in operation at the time of the hiring, e.g. Tariff 1's waiting time would be 20p per minute whereas Tariff 4's would be 30p per minute.

4.7 Consideration should be given to obtaining a balance between increasing the fares payable by the travelling public and the costs incurred by taxi owners in running

costs. There is no statutory set of factors to be considered when approving a table of fares within a local authority area, but typical running costs and comparison of fares is the usual method used to assess applications. The statistics published by the Private Hire & Taxi Monthly magazine are recognised as a reliable indicator, although a local authority's place within a table will fluctuate as soon as a new application to vary taxi fares is received in the UK.

- 4.8 The AA Fuel Price Report shows that the cost of diesel has decreased from a Wales average of 139.9p per litre in August 2011 to 120.1p 115p per litre in July 2017, a decrease of 17.8%. Unleaded 95 Octane petrol has also decreased in the same period from 135.6p per litre in August 2011 to 114.2p per litre in July 2017, a decrease of 15.8%.
- 4.9 The AA Motoring Costs report shows that for a vehicle costing £17,000 when new, the running costs per mile (based on 30,000 miles per year) has decreased from 31.8p per mile in 2011 to 30.7p per mile in 2014 (the latest figures available). It should be noted that this reduction is largely due to fuel costs which may rise over the coming year.
- 4.10 For information the following table provides details of the daytime rate of the 2 mile fare currently authorised by the Council together with a comparison with the proposed fares and the fares authorised by a sample of other licensing authorities:

Authority	Cost per 2 mile journey
Watford	£8.40
London	£7.20
Swindon	£6.70
Exeter	£6.60
Bath	£6.40
Hereford	£6.30
Mr Dario Nelson Proposed Tariff	£6.20
Tewkesbury	£5.85
Newcastle upon Tyne	£5.80
Vale of Glamorgan	£5.65
Newport	£5.60
Cardiff	£5.60
Gwynedd	£5.50
Mr Burke Proposed Tariff	£5.50
Mr Borland and Mr Parrott Proposed Tariff	£5.40
Rhondda Cynon Taff	£5.20
Powys	£5.20
Swansea	£5.05
Current Bridgend Tariff	£4.90
Caerphilly	£4.80
Merthyr Tydfil	£4.50
Blaenau Gwent	£4.30

- 4.11 Bridgend is currently 322nd in the 2 mile fare league table out of 366 local authorities, as printed in the August 2017 edition of Private Hire & Taxi Monthly.

- 4.12 For information the following tables provide details of the current maximum fares for journeys of 5, 10 and 15 miles in Bridgend County Borough with a comparison to the proposed tariffs.

5 mile fare cost	Tariff 1 (1-4 passengers)	Tariff 2 (1-4 passengers)	Tariff 3 (5+ passengers)	Tariff 4 (5+ passengers)
Current Bridgend Tariff	£9.70	£12.30	£13.50	£16.30
Mr Burke Proposed Tariff	£11.50	£14.55	£15.75	£19.00
Mr Borland and Mr Parrott Proposed Tariff	£11.80	£13.50	£15.60	£18.40
Mr Dario Nelson Tariff	£12.20	£14.90* 10pm – 3am £17.40* 3am – 6am	£14.20**	£17.30** 10pm – 3am £19.80** 3am – 6am

10 mile fare cost	Tariff 1 (1-4 passengers)	Tariff 2 (1-4 passengers)	Tariff 3 (5+ passengers)	Tariff 4 (5+ passengers)
Current Bridgend Tariff	£17.70	£22.30	£23.50	£28.30
Mr Burke Proposed Tariff	£21.50	£27.05	£28.25	£34.00
Mr Borland and Mr Parrott Proposed Tariff	£21.80	£24.50	£27.60	£32.40
Mr Dario Nelson Tariff	£22.20	£27.40* 10pm – 3am £32.40* 3am – 6am	£24.20**	£29.80** 10pm – 3am £34.80** 3am – 6am

15 mile fare cost	Tariff 1 (1-4 passengers)	Tariff 2 (1-4 passengers)	Tariff 3 (5+ passengers)	Tariff 4 (5+ passengers)
Current Bridgend Tariff	£25.70	£32.30	£33.50	£40.30
Mr Burke Proposed Tariff	£31.50	£39.55	£40.75	£49.00
Mr Borland and Mr Parrott Proposed Tariff	£31.80	£35.50	£39.60	£46.40
Mr Dario Nelson Tariff	£32.20	£39.90* 10pm – 3am £47.40* 3am – 6am	£34.20**	£42.30** 10pm – 3am £49.80** 3am – 6am

*

MMr Nelson's proposal includes an additional tariff that operates from 3am – 6am.

**Due to the additional proposed tariffs, the current tariff 3 and 4 would be the equivalent of Mr Nelson's proposed tariff's 4 and 5/6.

- 4.13 This process sets the maximum fare set on the meter. Drivers are able to charge less than the meter fare for example, for regular customers. It is an offence to charge more than the fare shown on the meter.
- 4.14 Should Cabinet agree to vary the tariff, the variation would need to be advertised for a period of at least 14 days to permit persons to make an objection. Should there be no objections; the variation would then come into effect on the date of the expiry of the period of notice. However, should an objection be received the objection would need to be re-considered by Cabinet before the variation is implemented.
- 4.15 Members are advised that there is no known formally constituted trade organisation within the Borough at present but consultation must follow the statutory format laid down in the Local Government (Miscellaneous Provisions) Act 1976 by statutory notice in a newspaper.
- 4.16 In summary, the proposal from Mr Borland and Mr Parrott states that a rise in fares is needed to compensate for the rising costs of running a hackney carriage. There are no changes proposed to the structure of the tariff. They state that there has not been a rise in taxi fares in this county borough for five years. If this application were accepted it retains the current fare structure that has been in place since 2011 and is the smallest fare increase overall.
- 4.17 In summary, Mr Burke's proposals affect both the standard timings and the Christmas and Bank Holiday periods. Under his proposal, however, there would be a benefit to the public travelling in the evening as the night time rate would commence at 10.00pm instead of 8.00pm.
- 4.18 In summary, Mr Nelson's proposal changes the structure of the table of fares with additional tariffs to include an enhanced rate between 3.00am – 6.00am. Mr Nelson states that this is to compensate drivers for the problem of weekend hours when police are not on location, which includes when drunks are visible and expressive. Mr Nelson's proposal would be of benefit to the public travelling earlier in the evening as the night time rate would commence at 10.00pm instead of 8.00pm.
- 4.19 Whilst it would be desirable for the Council to be able to meet with a recognised trade organisation to discuss any proposal to increase taxi fares, the current situation is that three separate applications have been submitted for consideration.

5. Effect upon Policy Framework & Procedure Rules.

5.1 None

6. Equality Impact Assessment

6.1 The proposal has been screened for the potential impact on protected groups within the community and human rights. We do not consider on the basis of the above that a detailed Equality Impact Assessment is required for this proposal at this stage, but the position will be reviewed at the end of the consultation process.

7. Financial Implications.

7.1 The cost of public notices and consultation will be met from existing budget.

8. Recommendation

8.1 The options available to Cabinet are to:

- a. accept one of the applications to vary the tariff and authorise the statutory consultation. Should Cabinet agree to vary the tariff, the variation would need to be advertised for a period of at least 14 days to permit persons to make an objection. Should there be no objections; the variation would then come into effect on the date of the expiry of the period of notice. However, should an objection be received the objection would need to be re-considered by Cabinet before the variation is implemented at a date to be determined.
- b. Reject the applications received.

Andrew Jolley

CORPORATE DIRECTOR, OPERATIONAL AND PARTNERSHIP SERVICES

Date 30th August 2017

Contact Officer: **Yvonne Witchell**
Team Manager Licensing

Telephone: 01656 643105

E-mail: licensing@bridgend.gov.uk

Postal Address Licensing
Bridgend County Borough Council
Civic Offices
Angel Street
Bridgend. CF31 4WB

Background documents

Applications

Private Hire and Taxi Monthly National Fares Tables

BRIDGEND COUNTY BOROUGH COUNCIL

TARIFF REVIEW AUGUST 2017

PROPOSED TARIFF INCREASE

- LAST INCREASE IMPLEMENTED ON AUGUST 15TH 2011
- B.C.B.C. TARIFFS ARE BELOW BOTH THE NATIONAL AND WELSH AVERAGE TARIFFS.
- BRIDGEND IS POSITIONED 322 IN A TABLE OF 366 COUNCILS.
- WITH THE PRESENT EXCEPTION OF FUEL COSTS, DRIVERS ARE EXPERIENCING RISING COSTS IN ALL OTHER AREAS, ROAD TAX, INSURANCE, TAXI LICENCES, PLATING CHARGES, MEDICALS ETC.
- DRIVERS HAVE A HUGE OUTLAY BEFORE THEY CAN START TO EARN A LIVING.

TARIFF 1

- RAISE THE FLAG FROM £2.50 TO £2.80
- FLAG TO REMAIN WITH THE FIRST ½ MILE INCLUDED
- DISTANCE CALCULATED IN 10ths OF A MILE i.e. 20p PER 10th

TARIFF 2

- RAISE FLAG FROM £3.30 TO £3.60
- FLAG TO REMAIN WITH THE FIRST ½ MILE INCLUDED
- DISTANCE CALCULATED IN 10ths OF A MILE i.e. 22p PER 10th

TARIFF 3

- RAISE FLAG FROM £4.40 TO £4.80
- FLAG TO REMAIN WITH THE FIRST ½ MILE INCLUDED
- DISTANCE CALCULATED IN 10ths OF A MILE i.e. 24p PER 10th

TARIFF 4

- RAISE FLAG FROM £5.50 TO £5.80
- FLAG TO REMAIN WITH THE FIRST ½ MILE INCLUDED
- DISTANCE CALCULATED IN 10ths OF A MILE i.e. 28p PER 10th

PROPOSED TARIFF INCREASE.

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TARIFF	FLAG	1 ST MILE	5 MILES	RUNNING MILE
1	£2.80	£3.80	£11.80	£2.00
2	£3.60	£4.70	£13.50	£2.20
3	£4.80	£6.00	£15.60	£2.40
4	£5.80	£7.20	£18.40	£2.80

SUMMARY

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OVER FOUR YEARS SINCE LAST INCREASE.

- A RISE IS NEEDED TO COMPENSATE FOR INCREASED COSTS.
- NEED TO INCREASE B.C.B.C. TARIFFS IN LINE WITH THE INDUSTRY AVERAGES.
- WAITING TIMES TO REMAIN THE SAME @.20p PER MINUTE OR PART THEREOF.
- CHRISTMAS AND BANK HOLIDAYS TO REMAIN THE SAME.
- BANK HOLIDAYS RATE 2.
- THE 24 HOURS OF CHRISTMAS DAY DOUBLE RATE 1.
- SOILING CHARGE TO INCREASE TO £125

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Appendix B

Mr Tom Burke Proposal

My proposal is based on changing the current number of clicks/mile from 8 clicks to 10 clicks. My Pick up rates remain the same but the rate/mile is increased, depending on the Tarriff. I also propose to change the Rates and Time Period over the Christmas and New Year Period. We currently charge Double Tarriff1 / Tarriff 3 for a 24 hour period on December 25th and a change in Tarriff for 2 hours on Dec 24th and Dec 31st. My proposal is to introduce New Tarriffs over an agreed Date and Time between December 24th and January 1st. This will have no effect on standard UK Bank Holidays and the current system. Waiting Time is same rate as the Tarriff used / click. I would also like to change the Time that Tarriff 2 and 4 are introduced from 8pm to 10pm .

My Proposal is as follows

Tarriff Rates	T1	T1	T2	T3	T4	T5	T6
Pick up (5/10 of a Mile)	£2.50	£3.30	£4.50	£5.50	£4.50	£7.00	
Charge/Click	£0.20	£0.25	£0.25	£0.30	£0.35	£0.40	
Running Mile	£2.00	£2.50	£2.50	£3.00	£3.50	£4.00	

T5 and T6 charges are used on the following dates

December 24 th	18:00 upto Midnight	6 Hours
December 25 th	00:00 upto Midnight	24 Hours
December 26 th	00.00 upto 06:00 & 18:00 upto Midnight	12 Hours
December 27 th	00:00 upto 06:00	6 Hours
December 31 st	18:00 upto Midnight	6 Hours
January 1 st	00:00 upto 06:00	6 Hours

I feel the above Proposals will offer a new clear system for our customers and also bring us as self employed Taxi Drivers closer to the Minimum Wage. It will also provide a fair sytem over the Christmas and New Year Period for Taxi Drivers working the night period, they currently get little increase unlike the day drivers on Bank Holidays

The National avearge and Welsh Rates are outlined below along with our current Rates and my Proposed Rates I have also included where we (B.C.B.C.) are positioned in the UK Taxi league and also a comparison of some other Councils

Tarriff 1 Averages

	Flag	1 Mile	2 Miles	5 Miles	10 Miles	Running Mile
Bridgend	£2.50	£3.30	£4.90	£9.70	£17.70	£1.60
Wales	£2.82	£3.32	£5.16	£10.65	£19.79	£1.83
UK	£2.76	£3.82	£5.68	£11.27	£20.71	£1.87
2016TB	£2.50	£3.50	£5.50	£11.50	£21.50	£2.00

Tarriff 2 Averages

	Flag	1 Mile	2 Miles	5 Miles	10 Miles	Running Mile
Bridgend	£3.30	£4.30	£6.30	£12.30	£22.30	£2.00
Wales	£3.57	£4.20	£6.58	£13.66	£25.46	£2.36
UK	£3.63	£5.02	£7.45	£14.73	£27.06	£2.45
2016TB	£3.30	£4.55	£7.05	£14.55	£27.05	£2.50

League Position with 365 councils based on Tarriff 1 for 2 miles, also shows Year of Last change

	Position	Amount	Year
Vale of Glamorgan	180	£5.65	2011
Cardiff	204	£5.59	2016
Newport	208	£5.51	2015
Rhondda Cynon Taff	279	£5.20	2012
Swansea	297	£5.05	2008
Neath Port Talbot	305	£5.00	2011
Bridgend	313	£4.90	2011
Welsh Average		£5.16	
UK Average		£5.68	
2016TB		£5.50	

All of the above is correct based on March 2016 UK Private Hire Monthly Trade Magazine

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Appendix C

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Mr Dario Nelson - Bridgend CBC Tariff Proposal

Tariff 1 Dario Nelson

1 - 4 Passengers
06.00 - 22.00

				Current BCBC £4.90			Current BCBC £9.70					Current BCBC £17.70
Flag	Click (1/10 mile)	Running Mile	Up to 1 mile	2 miles	3 miles	4 miles	5 miles	6 miles	7 miles	8 miles	9 miles	10 miles
£2.20	£0.20	£2.00	£4.20	£6.20	£8.20	£10.20	£12.20	£14.20	£16.20	£18.20	£20.20	£22.20
(2.20 + 2.00)												

Tariff 2 Dario Nelson

1 - 4 Passengers
22.00 - 03.00

				Current BCBC £6.30			Current BCBC £12.30					Current BCBC £22.30
Flag	Click (1/10 mile)	Running Mile	Up to 1 mile	2 miles	3 miles	4 miles	5 miles	6 miles	7 miles	8 miles	9 miles	10 miles
£2.40	£0.25	£2.50	£4.90	£7.40	£9.90	£12.40	£14.90	£17.40	£19.90	£22.40	£24.90	£27.40
(2.40 + 2.50)												

Tariff 3 Dario Nelson

1 - 4 Passengers
03.00 - 06.00

				Current BCBC £6.30			Current BCBC £12.30					Current BCBC £22.30
Flag	Click (1/10 mile)	Running Mile	Up to 1 mile	2 miles	3 miles	4 miles	5 miles	6 miles	7 miles	8 miles	9 miles	10 miles
£2.40	£0.30	£3.00	£5.40	£8.40	£11.40	£14.40	£17.40	£20.40	£23.40	£26.40	£29.40	£32.40
(2.40 + 3.00)												

Tariff 4 Dario Nelson

5+ Passengers

06.00 - 22.00

Flag	Click (1/10 mile)	Running Mile	Up to 1 mile	2 miles	3 miles	4 miles	5 miles	6 miles	7 miles	8 miles	9 miles	10 miles
£4.20	£0.20	£2.00	£6.20	£8.20	£10.20	£12.20	£14.20	£16.20	£18.20	£20.20	£22.20	£24.20

(4.20 + 2.00)

**Current
BCBC
£7.50**

**Current
BCBC
£13.50**

**Current
BCBC
£23.50**

Tariff 5 Dario Nelson

5+ Passengers

22.00 - 03.00

Flag	Click (1/10 mile)	Running Mile	Up to 1 mile	2 miles	3 miles	4 miles	5 miles	6 miles	7 miles	8 miles	9 miles	10 miles
£4.80	£0.25	£2.50	£7.30	£9.80	£12.30	£14.80	£17.30	£19.80	£22.30	£24.80	£27.30	£29.80

(4.80 + 2.50)

**Current
BCBC
£9.10**

**Current
BCBC
£16.30**

**Current
BCBC
£28.30**

Tariff 6 Dario Nelson

5+ Passengers

03.00 - 06.00

Flag	Click (1/10 mile)	Running Mile	Up to 1 mile	2 miles	3 miles	4 miles	5 miles	6 miles	7 miles	8 miles	9 miles	10 miles
£4.80	£0.30	£3.00	£7.80	£10.80	£13.80	£16.80	£19.80	£22.80	£25.80	£28.80	£31.80	£34.80

(4.80 + 3.00)

**Current
BCBC
£9.10**

**Current
BCBC
£16.30**

**Current
BCBC
£28.30**

Extra Charges

No change to the current Bridgend County Borough Tariff

Appendix D



BRIDGEND COUNTY BOROUGH COUNCIL

Local Government (Miscellaneous Provisions) Act 1976 Section 65
Authorised Maximum fare Tariff from 15 August 2011

TARIFF 1 6.00am to 8.00pm	£2.50 If distance does not exceed 1/2 mile. £1.60 for each subsequent mile. £0.20 Per 1/8th of a mile.
TARIFF 2 8.00pm to 6.00am Bank Holidays & Boxing Day (Except Christmas Day)	£3.30 If distance does not exceed 1/2 mile. £2.00 for each subsequent mile. £0.25 Per 1/8th of a mile.
TARIFF 3 6.00am to 8.00pm 5 or more passengers	£4.50 If distance does not exceed 1/2 mile. £2.00 for each subsequent mile. £0.25 Per 1/8th of a mile.
TARIFF 4 8.00pm to 6.00am 5 or more passengers	£5.50 If distance does not exceed 1/2 mile. £2.40 for each subsequent mile. £0.30 Per 1/8th of a mile.
EXTRA CHARGES	
Waiting Time	£0.25 per minute or part thereof
Christmas Day	Tariff 1 x 2 (over 5 persons - tariff 3 x 2)
Christmas Eve (from 6pm to midnight)	Tariff 2 (over 5 persons - tariff 4)
New Years Eve (from 6pm to 6am Jan 2)	Tariff 2 (over 5 persons - tariff 4)
Contamination Fee	£100.00
For each article of luggage conveyed outside the passenger compartment	£0.25
Payment by Credit / Debit Card	£1.00 per transaction

Passengers and drivers should note that the meter must be switched on at the start of each journey and operate for the entire journey

D.S Mae'r tariff hwn ar gael yn Gymraeg.

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BRIDGEND COUNTY BOROUGH COUNCIL

REPORT TO CABINET

5 SEPTEMBER 2017

REPORT OF THE CORPORATE DIRECTOR – OPERATIONAL AND PARTNERSHIP SERVICES

DISCLOSURE AND BARRING SERVICE CHECKS FOR ELECTED MEMBERS

1. Purpose of Report.

- 1.1 The purpose of the report is to seek agreement from Cabinet to recommend that Council change the existing Disclosure and Barring Service (DBS) policy in relation to DBS checks for elected members, to ensure that the public can have trust and confidence in their elected members.

2. Connection to Corporate Improvement Objectives/Other Corporate Priorities

- 2.1 None.

3. Background.

- 3.1 The Protection of Freedoms Act 2012 (“PFA”) and the formation of the Disclosure and Barring Service (DBS) in 2012 introduced changes to the arrangements for carrying out criminal records checks. These changes scaled back the number of activities that are regulated, with the aim of becoming more ‘proportionate’ in how DBS checks are used.
- 3.2 Under the revised definition, ‘regulated activity’ involves close work with vulnerable groups, including children. The definition of ‘regulated activity’ is set out in Appendix 1. The DBS can challenge applications for Enhanced disclosures on the basis of the definition.
- 3.3 Previously, the definition specifically included councillors who “discharged functions” relating to the social care of vulnerable adults and children for two or more days in any 30 day period. This definition has been formally repealed so no councillors are legally required to undergo a criminal records check as part of assessing their suitability for such roles.

4. Current situation / proposal.

- 4.1 Under our current DBS policy elected members are not subject to a DBS check.
- 4.2 The different types of criminal records checks and the eligibility criteria are set out below:
- a) **Basic disclosure:** Any individual can apply for a basic disclosure, via Disclosure Scotland, on payment of a fee. A basic certificate will only provide details of unspent convictions. There are no eligibility requirements and anyone can apply.
 - b) **Standard Check:** To be eligible, the position the individual holds must be included in the Rehabilitation of Offenders Order 1974 and (Exceptions) Order 1975 (as

amended). A standard certificate will include details of spent and unspent convictions, cautions, reprimands and final warnings.

- c) **Enhanced Check:** To be eligible, the position must be included in both the 1975 Order and the Police Act 1997 (Criminal Records) Regulations 2002. An enhanced certificate includes the same information as the standard check, plus any additional information held by local police that is reasonably considered relevant to the role being applied for
- d) **Enhanced Check with check of Barred Lists:** To be eligible the position must be eligible for an Enhanced Check and be a role which regularly engages in 'regulated activities'. This provides the same information as an Enhanced Check, and also confirms whether the individual's name appears on the "barred lists".

4.3 It is proposed that all elected members are subject to a **Basic Disclosure** to demonstrate to the public that they can have trust and confidence in their elected representatives.

4.4 In addition to this and with reference to 3.3 above, it is proposed that Cabinet Members and Scrutiny Chairs, in line with their responsibilities to "discharge functions" relating to the social care of vulnerable people and children, are subject to an **Enhanced DBS check** to reflect the important role they play in scrutinising services that are delivered in relation to safeguarding and education functions.

4.5 All Members will need to individually consent to undertaking a DBS check.

4.6 It is our intention to review the position regarding checks for School Governors in due course.

5. **Effect upon Policy Framework & Procedure Rules.**

5.1 None.

6. **Equality Impact Assessment**

6.1 As part of this report an EIA screening report was undertaken. The screening identified that the proposal can be screened out and that a full EIA would not be required .

7. **Financial Implications.**

7.1 The Council would incur a charge of £30.25 for each Basic Disclosure check and £49.25 for Enhanced DBS checks.

7.2 Assuming that all members provide consent, based on current composition, the Council would need to undertake 45 Basic Disclosures and 9 Enhanced DBS checks at a cost of £1834.75. This cost would be met from the Member Services revenue budget.

7.3 This would be a recurring charge every 3 years in line with the Council's DBS policy on renewing DBS disclosures.

8. Recommendation.

- 8.1 Cabinet is asked to approve:
- 8.2 That a report is prepared for Council that recommends that the Council's DBS policy is amended to reflect the proposals outlined in 4.3 and 4.4 above.
- 8.3 That Council seeks individual consent from all members to undertake DBS checks.
- 8.4 That if consent is received, the Council arranges for DBS checks for elected members in line with the proposals at 4.3 and 4.4.

Andrew Jolley
Corporate Director Operational & Partnership Services
8 August 2017

Contact Officer: Sarah Kingsbury
Head of HR, OD and Customer Services

Telephone: (01656) 643201

E-mail: sarah.kingsbury@bridgend.gov.uk

Background documents: None

Regulated Activity - Definition

Jobs that involve carrying out certain activities for children and adults may require an enhanced DBS check with a check of the barred lists. This will check whether an individual is included in the 2 DBS 'barred lists' (previously called ISA barred lists) of individuals who are unsuitable for working with:

- children
- adults

People on the barred lists can't do certain types of work.

There are specific rules for working with children - known as working in a regulated activity with children. These are different from the rules for regulated activities for adults.

Regulated activity with Children

The new definition of regulated activity (i.e. work that a barred person must not do) in relation to children comprises, in summary:

- i. unsupervised activities: teach, train, instruct, care for or supervise children, or provide advice/ guidance on well-being, or drive a vehicle only for children;
- ii. work for a limited range of establishments ('specified places'), with opportunity for contact: e.g. schools, children's homes, childcare premises. Not work by supervised volunteers;

Work under (i) or (ii) is regulated activity only if done regularly: "regularly" is defined in detail on the following pages under items (a) to (f).

- iii. relevant personal care, e.g. washing or dressing; or health care by or supervised by a professional;
- iv. registered childminding; and foster-carers.

The above summary has been taken from guidance published by the Department of Education. A full detailed description can be found [here](#).

Regulated activity with Adults

There are six categories within the new definition of regulated activity.

1. **Providing Health Care** - The provision of **health care** by any **health care professional** to an adult, or the provision of health care to an adult under the direction or supervision of a health care professional, is regulated activity.
2. **Providing Personal Care** - Anyone who provides an adult with (i) physical assistance with (ii) prompts or supervises an adult who because of age, illness or disability cannot make the decision to (iii) trains, instructs or provides advice or guidance in relation to;
 - eating or drinking,
 - going to the toilet,
 - washing or bathing,
 - dressing,
 - oral care or care of the skin, hair or nails
3. **Providing Social Work**
4. **Assistance with general household matters**
5. **Assistance in the conduct of a person's own affairs**
6. **Conveying** - Any drivers and any assistants who transport an adult because of their age, illness or disability to or from places where they have received, or will be receiving, health care, relevant personal care or relevant social work, are in regulated activity

General points to note:

1. Regulated activity continues to exclude any activity carried out in the course of family relationships, and personal, non-commercial relationships.⁴
2. An adult is a person aged 18 years or over.
3. A person whose role includes the day to day management or supervision of any person who is engaging in regulated activity, is also in regulated activity.

The above summary has been taken from guidance published by the Department of Health. A full detailed description can be found [here](#).

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BRIDGEND COUNTY BOROUGH COUNCIL

REPORT TO CABINET

5 SEPTEMBER 2017

REPORT OF THE CORPORATE DIRECTOR OPERATIONAL AND PARTNERSHIP SERVICES

FORWARD WORK PROGRAMME (FWP)

1. Purpose of Report .

1.1 The purpose of this report is to seek Cabinet approval for items to be included on the Forward Work Programme.

2. Connection to Corporate Improvement Objectives.

2.1 The active engagement with the public regarding key decisions of the Authority contributes to all of the following Corporate Priorities.

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

2. **Helping people to be more self-reliant** – taking early steps to reduce or prevent people from becoming vulnerable or dependent on the Council and its services.

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

3. Background.

3.1 The Constitution of the Council explains that the Forward Work Programme will be prepared by the Corporate Director – Operational and Partnership Services to cover a period of four months except when ordinary elections of councillors occur, in which case the forward work programme will cover the period up to the date of the elections.

3.2 The forward work programme will contain matters which the Cabinet, Overview and Scrutiny Committees and full Council are likely to consider. It will contain information on:

(a) the timetable for considering the Budget and any plans, policies or strategies forming part of the Policy Framework and requiring Council approval, and which body is to consider them;

- (b) the timetable for considering any plans, policies or strategies which are the responsibility of the Cabinet;
- (c) any individual matters on which the Cabinet intends to consult in advance of taking a decision, and the timetable for consultation and decision;
- (d) the work programme of the Overview and Scrutiny Committees, to the extent that it is known.

3.3 The forward work programme will be published at least 14 days before the start of the period covered. The authority is required to publish a notice in at least one newspaper circulating in the area, stating that a forward work programme will be published and giving the publication dates for that year.

3.4 The recent Wales Audit Office report also identifies that the Council should improve the availability and accessibility of information relating to decision-making on significant service change.

4. Current situation / proposal.

4.1 The Forward Work Programme will be considered by Cabinet at the meetings listed below and published on the dates shown:

Cabinet Meeting Date		Published by	FWP for Period
05 Sep 17	-	15 Sep 17	01 Oct – 31 Jan 18
28 Nov 17	-	15 Dec 17	01 Jan – 30 Apr 18
27 Feb 18	-	15 Mar 18	01 Apr – 31 July 18
To be confirmed	-	15 Jun 18	01 Jul – 31 Oct 18

4.2 Once approved the schedule of publication will be advertised in the Glamorgan Gazette.

4.3 The proposed Forward Work Programmes (FWPs) are described below:

- Cabinet and Council FWP - Appendix 1
- Overview and Scrutiny FWP - Appendix 2

5. Effect upon Policy Framework and Procedure Rules.

5.1 There are no implications relating to the Policy Framework and Procedure Rules

6. Equality Impact Assessment

6.1 There are no negative equality implications arising from this report.

7. Financial Implications.

7.1 There will be an estimated cost of £400 for the notice being placed in a newspaper and its translation to inform readers of the publication dates of the Forward Work Programme as required in Paragraph 3.3 of the report.

7.2 There will be a translation cost of approximately £60 for each quarterly update of the Forward Work programme when it is published on the Bridgend County Borough Council Website. These will be met from within existing budgets.

8. Recommendation.

8.1 Cabinet is recommended to:

- Approve the Cabinet Forward Work Programme as shown at Appendix 1;
- Note the Council and Scrutiny Forward Work Programme as shown at Appendix 1 and 2 respectively.

P A Jolley
Corporate Director Operational and Partnership Services
10 Aug 2017

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Background documents: None

Cabinet and Council Forward Work Programme for the period 01 October 2017– 31 January 2018

- (a) The timetable for considering the Budget and any plans, policies or strategies forming part of the Policy Framework and requiring Council approval, and which body is to consider them;

Item	Title and Description of Report	Cabinet	Council	Contact Officer
(a)	(b)	(c)	(d)	(e)
1.	<p>Annual Report</p> <p>The purpose of this report is to present the Council's Annual Report 2016-17 as required Under section 15 of the Local Government (Wales) Measure 2009 and in accordance with the related statutory guidance issued by the Welsh Government, the authority must publish its assessment of performance for the previous financial year before 31 October.</p>	3 Oct 17	4 Oct 17	<p>Darren Mepham Chief Executive Tel: 01656642616 Email: Darren.Mepham@bridgend.gov.uk</p>
2.	<p>Healthcare Needs Policy for Bridgend Local Authority</p> <p>To seek Cabinet approval of the Authority's "Healthcare needs" policy in accordance with the "Supporting Learners with Healthcare Needs" guidance. This guidance identifies the requirement for all maintained nursery, primary, secondary and special schools, pupil referral units (PRUs) and local authorities (LAs) in Wales to implement and publish their Healthcare Needs Policy</p>	-	29 Nov 17	<p>Lindsay Harvey Corporate Director – Education and Family Support Tel: 01656 642612 Email: Lindsay.Harvey@bridgend.gov.uk</p>
3.	<p>Council Tax Base 2018-19</p> <p>The purpose of this report is to provide Council with details of the council tax base and estimated collection rate for 2018-19.</p>	-	29 Nov 17	<p>Randal Hemingway Head of Finance & Section 151 Officer Tel: 01656 643302 Email: Randal.Hemingway@bridgend.gov.uk</p>
4.	<p>City Deal Business Plan</p> <p>The Council are asked to approve the City Deal Business Plan that has been developed by the City Deal Regional Joint Cabinet. All ten authorities are required to agree this reserved matter in order to fully establish the authority of the regional cabinet and so allow the UK treasury to release the remainder of UK government allocation of funding to the partnership.</p>	-	29 Nov 17	<p>Darren Mepham Chief Executive Tel: 01656642616 Email: Darren.Mepham@bridgend.gov.uk</p>

Item	Title and Description of Report	Cabinet	Council	Contact Officer
(a)	(b)	(c)	(d)	(e)
5.	<p>The Elected Member Learning and Development Strategy 2017 – 2022</p> <p>A report from the Democratic Services Committee requesting approval of the Elected Member Learning and Development Strategy which sets out the development priorities for the induction of newly Elected Members, the identification of their development needs and the subsequent delivery of development activities throughout their term of office.</p>	-	29 Nov 17	<p>Andrew Jolley Corporate Director Operational and Partnership Services Tel: 01656 643106 Email: Andrew.Jolley@Bridgend.gov.uk</p>

(b) the timetable for considering any plans, policies or strategies which are the responsibility of the Cabinet;

Item	Title and Description of Report	Cabinet	Council	Contact Officer
(a)	(b)	(c)	(d)	(e)
1.	<p>Reviewed Performance Management Framework</p> <p>The report is to ask Cabinet to approve the Council's reviewed Performance Management Framework which defines what performance management is all about within the Council at a time of strategic change; clarifies roles and accountability for everyone in delivering priorities for less; and provides a guide to all those involved in the performance management process. The reviewed Framework ensures that sustainable development and the five ways of working that are provided by the Well-being of Future Generations (Wales) Act 2015 guides the Council's practice at every stage of its performance management process.</p>	3 Oct 17		<p>Darren Mepham Chief Executive Tel: 01656642616 Email: Darren.Mepham@bridgend.gov.uk</p>
2.	<p>Post 16 Education Review</p> <p>The purpose of this report is to present Cabinet with a report from the Post-16 Operational Board which has considered a range of concepts for the future provision of post-16 education across BCBC. This review forms part of the Strategic Review Board's work on reviewing the school estate in Bridgend LA (a report on this is due with Cabinet in September 2017). The Post-16 Board engaged with a range of stakeholders before appraising the range of concepts and thereafter making recommendations for Cabinet to consider.</p>	31 Oct 17		<p>Lindsay Harvey Corporate Director – Education and Family Support Tel: 01656 642612 Email: Lindsay.Harvey@bridgend.gov.uk</p>

Item	Title and Description of Report	Cabinet	Council	Contact Officer
(a)	(b)	(c)	(d)	(e)
3.	<p>Social Housing Allocation Policy (SHAP)</p> <p>The purpose of this report is to highlight the changes and seek Cabinet approval to the Social Housing Allocation Policy (SHAP)</p>	28 Nov 17		<p>Andrew Jolley Corporate Director Operational and Partnership Services Tel: 01656 643106 Email: Andrew.Jolley@Bridgend.gov.uk</p>
4.	<p>Data Retention Policy</p> <p>The purpose of this report is for Cabinet to approve the Data Retention Policy which will set out the Council's responsibilities and activities in respect to the data it holds with an emphasis on the introduction of a data retention schedule agreed by all Directorates.</p>	28 Nov 17		<p>Andrew Jolley Corporate Director Operational and Partnership Services Tel: 01656 643106 Email: Andrew.Jolley@Bridgend.gov.uk</p>
5.	<p>School Admission Arrangements 2019 – 2020</p> <p>The purpose of this report is to present the draft School Admissions Policy and Arrangement for 2019-2020 and seek Cabinet approval. The report will highlight the outcomes of the consultation process and proposed changes compared to the previous year's policy/arrangements.</p>	30 Jan 18		<p>Lindsay Harvey Corporate Director – Education and Family Support Tel: 01656 642612 Email: Lindsay.Harvey@bridgend.gov.uk</p>

- (c) any individual matters on which the Cabinet intends to consult in advance of taking a decision, and the timetable for consultation and decision;

Item	Title of Report	Cabinet	Council	Contact Officer
(a)	(b)	(c)	(d)	(e)
6.	<p>School Admission Arrangements 2019 – 2020</p> <p>The purpose of this report is to present the draft School Admissions Policy and Arrangement for 2019-2020 and seek Cabinet approval. The report will highlight the outcomes of the consultation process and proposed changes compared to the previous year's policy/arrangements.</p>	3 Oct 17		<p>Lindsay Harvey Corporate Director – Education and Family Support Tel: 01656 642612 Email: Lindsay.Harvey@bridgend.gov.uk</p>

Item	Title of Report	Cabinet	Council	Contact Officer
(a)	(b)	(c)	(d)	(e)
7.	<p>Public Conveniences</p> <p>The purpose of this report is to seek the approval of Cabinet to consult in regard to a review of Public Conveniences provision in line with required MTFS savings.</p>	3 Oct 17		<p>Mark Shephard Corporate Director – Communities Tel No: 01656 643526 Email: Mark.Shephard@bridgend.gov.uk</p>
8.	<p>Subsidised Bus Services</p> <p>The purpose of this report is to seek the approval of Cabinet to consult in regard to a review of Subsidised Bus Services in line with required MTFS savings.</p>	3 Oct 17		<p>Mark Shephard Corporate Director – Communities Tel No: 01656 643526 Email: Mark.Shephard@bridgend.gov.uk</p>
9.	<p>MTFS 2018-19 to 2021-22</p> <p>The purpose of this report is to present Cabinet with the draft Medium Term Financial Strategy 2018-19 to 2021-22, which sets out the spending priorities of the Council, key investment objectives and budget areas targeted for necessary savings. The strategy includes a financial forecast for 2018-22 and a detailed draft revenue budget for 2018-19</p>	28 Nov 17		<p>Randal Hemingway Head of Finance & Section 151 Officer Tel: 01656 643302 Email: Randal.Hemingway@bridgend.gov.uk</p>

Scrutiny Forward Work Programme for the period 01 October 2017– 31 January 2018

Meeting Date	Corporate Scrutiny Committee	Meeting Date	Subject Scrutiny Committee 1	Meeting Date	Subject Scrutiny Committee 2	Meeting Date	Subject Scrutiny Committee 3
05-Oct	Procurement To provide an update on the progress and outcomes of the various work streams of the procurement project. To include implications of recent legislation such as national living wage.	14-Sep	Additional Learning Needs (ALN) Reform To provide an update on the ALN Reform Bill and its current status. To include developments that are being made by the Local Authority and a Central South Consortium in preparation for its introduction.	18-Sep	Early Help and Safeguarding To provide an update on how the two services are working together and the outcome of the in depth analysis undertaken within the Council. This should include the identification of any impact on the LAC population.	13-Sep	Developing Bridgend as a place to work, live and visit To include information on: <ul style="list-style-type: none"> • Tourism • Events, • Neighbourhoods and cleansing the public realm
	Rationalising the Councils Estate To review the progress of one of the key projects/programmes under Corporate Priority 3 (Smarter use of Resources).						
	2017-2018 Budget Monitoring Quarter 1 - Info Report To review 2017-18 financial performance as at 30 June 2017: forecast out-turn against revenue and capital budget and reasons for variance.						

Meeting Date	Corporate Scrutiny Committee	Meeting Date	Subject Scrutiny Committee 1	Meeting Date	Subject Scrutiny Committee 2	Meeting Date	Subject Scrutiny Committee 3
15-Nov	Digital Transformation Programme The ongoing monitoring of the project including its potential savings and risks	06-Nov	Residential Remodelling – Childrens Services Appraisal of the options and proposed new model for children's residential provision and use of therapeutic interventions. (Pre decision item)	09-Oct	Child and Adolescent Mental Health Services (CAMHS) To receive a report detailing how children and young people with mental health issues are identified and supported by professionals and volunteers. To include how communication and joint working between CAMHS and the YOS has been achieved following staffing related issues.	25-Oct	Waste Services (Operational) To review the implementation and roll-out of the new waste services contract. The review to include the concerns that have been raised by the public and recorded on the Member Referrals system. This meeting is planned to be webcast
	Contract Management including Waste To consider a report which outlines the contract management process and identifies: <ul style="list-style-type: none"> • how is due diligence achieved • How are contracts managed and monitored • How are lessons learned fed back into the process 						

Meeting Date	Corporate Scrutiny Committee	Meeting Date	Subject Scrutiny Committee 1	Meeting Date	Subject Scrutiny Committee 2	Meeting Date	Subject Scrutiny Committee 3
14-Dec	(Provisional) Budget Consultation To consider the budget proposals for the 2018-19 financial year	04-Dec	(Provisional) Budget Consultation To consider the budget proposals for the 2018-19 financial year	07-Dec	(Provisional) Budget Consultation To consider the budget proposals for the 2018-19 financial year	06-Dec	(Provisional) Budget Consultation To consider the budget proposals for the 2018-19 financial year
	2017-2018 Half Year Financial Performance and Half Year Corporate Plan Performance						

BRIDGEND COUNTY BOROUGH COUNCIL

REPORT TO CABINET

5 SEPTEMBER 2017

REPORT OF THE CORPORATE DIRECTOR OPERATIONAL & PARTNERSHIP SERVICES

APPOINTMENT OF INVITEES TO THE CABINET COMMITTEE CORPORATE PARENTING

1. Purpose of Report .

- 1.1 The purpose of this report is to approve the nomination of Champions from each of the Overview and Scrutiny Committees to the Corporate Parenting Cabinet Committee and to provide updated proposals for the additional invitees to the Committee.

2. Connection to Corporate Improvement Plan / Other Corporate Priority.

- 2.1 Effective arrangements for the Authority's decision making processes and the establishment of Committees and other bodies will fulfil the requirements of the Constitution and contribute to the achievement of all of the following Corporate Priorities.

1. **Supporting a successful economy** – taking steps to make the county a good place to do business, for people to live, work, study and visit, and to ensure that our schools are focused on raising the skills, qualifications and ambitions of all people in the county.
2. **Helping people to be more self-reliant** – taking early steps to reduce or prevent people from becoming vulnerable or dependent on the Council and its services.
3. **Smarter use of resources** – ensuring that all its resources (financial, physical, human and technological) are used as effectively and efficiently as possible and support the development of resources throughout the community that can help deliver the Council's priorities.

- 2.2 The schedule of meetings will allow internal management planning for the production and presentation of reports and inform the general public of the future dates of meetings.

3. Background.

- 3.1 Cabinet at its meeting on 30 May 2017 approved meeting arrangements for the Corporate Parenting Cabinet Committee, with meetings taking place on 18 October 2017; 24 January 2018 and 18 April 2018. It also appointed the Cabinet Member for Social Services and Early Help as Lead Member for Children and Young People,

Children and Young People Champion and Chairperson of the Cabinet Committee Corporate Parenting. Cabinet at that meeting deferred consideration of the process for determining the invitees for the Cabinet Committee Corporate Parenting pending discussion with the Group Leaders.

4. Current situation / proposal.

4.1 The Corporate Parenting - Cabinet Committee has previously established the principle of appointing one invitee from each of the Overview and Scrutiny Committees as Corporate Parenting Champions. In accordance with that principle, the Overview and Scrutiny Committees have appointed the following Members as Corporate Parenting Champions to be invited to meetings of the Corporate Parenting - Cabinet Committee:

- Corporate Overview and Scrutiny Committee – Councillor J Gebbie
- Subject Overview and Scrutiny Committee 1 – Councillor J Radcliffe
- Subject Overview and Scrutiny Committee 2 – Councillor DBF White
- Subject Overview and Scrutiny Committee 3 – Councillor C Webster

4.2 Consultation has taken place with the Group Leaders who have been nominated as invitees to attend meetings of the Corporate Parenting - Cabinet Committee or able to nominate an appropriate substitute from their political group.

- Conservative Group – Councillor K Watts
- Independent Alliance Group – Councillor N Clarke
- Plaid Cymru Group – Councillor RM James
- Llynfi Independents Group - Councillor R Penhale-Thomas

4.3 The Leader has also requested that Councillor CA Green, the Chairperson of Subject Overview and Scrutiny Committee 2 which takes the lead on social services items be an invitee to meetings of the Corporate Parenting - Cabinet Committee.

5. Effect upon Policy Framework & Procedure Rules.

5.1 There will be no direct effect on the Policy Framework & Procedure Rules but, if approved, the report will provide a sound structure for Executive decision making, improve corporate planning within the Authority and provide greater accessibility and understanding for the residents of the County Borough.

6. Equality Impact Assessment

6.1 There are no equality implications arising from this report.

7. Financial Implications.

7.1 There are no financial implications regarding this report.

8. Recommendations.

8.1 That Cabinet notes the appointment of the following Members as Corporate Parenting Champions to be invited to meetings of the Corporate Parenting - Cabinet Committee as appointed by the Overview and Scrutiny Committees:

- Corporate Overview and Scrutiny Committee – Councillor J Gebbie
- Subject Overview and Scrutiny Committee 1 – Councillor J Radcliffe
- Subject Overview and Scrutiny Committee 2 – Councillor DBF White
- Subject Overview and Scrutiny Committee 3 – Councillor C Webster

8.2 That Cabinet approves the appointment of the following Members or their nominated substitute to represent their political groups as listed below as invitees to attend meetings of the Corporate Parenting - Cabinet Committee:

- Conservative Group – Councillor K Watts
- Independent Alliance Group – Councillor N Clarke
- Plaid Cymru Group – Councillor RM James
- Llynfi Independents Group - Councillor R Penhale-Thomas

8.3 That Cabinet approves the appointment of Councillor CA Green as Chairperson of Subject Overview and Scrutiny Committee 2 which takes the lead on social services items to be invited to meetings of the Corporate Parenting - Cabinet Committee.

P A Jolley
Corporate Director Operational & Partnership Services
9 August 2017

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Background documents: None

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BRIDGEND COUNTY BOROUGH COUNCIL

REPORT TO CABINET

5 SEPTEMBER 2017

REPORT OF THE MONITORING OFFICER

REPRESENTATION ON OUTSIDE BODIES & JOINT COMMITTEES

1. Purpose of Report.

- 1.1 The purpose of this report is to nominate three member representatives to serve on the Bridgend Community Health Council.

2. Connection to Corporate Improvement Plan / Other Corporate Priority.

- 2.1 The Authority's continuing partnership working with a wide range of organisations within the County Borough contributes to the achievement of the Corporate Themes and Priorities.

3. Background.

- 3.1 These appointments were deferred by Cabinet at their meeting of 30th May 2017.
- 3.2 The Council is entitled to nominate three Elected Members to serve on the Bridgend Community Health Council.
- 3.3 Community Health Council members are committed to local health NHS services and give significant personal time to these roles. Community Health Council members must be aware of the expectations and responsibilities placed on them and the standards to which they should adhere as they take part in the important and valued aspect of public life.

4. Current situation / proposal.

- 4.1 It is proposed that Members be appointed for a term of one year except where earlier revocation of appointment is appropriate.
- 4.2 All appointments are made with the assumption that appointees represent Bridgend County Borough Council. Should any appointee cease to be a Bridgend County Borough Councillor, they will cease to represent this Authority and are expected to relinquish their appointments as necessary.
- 4.3 It is proposed that the following Elected Members be nominated to represent the Authority on the Bridgend Community Health Council:
- Cllr Cheryl Green
 - Cllr David White
 - Cllr Altaf Hussain

5. Effect upon Policy Framework & Procedure Rules.

5.1 None

6. Equality Impact Assessment

6.1 There are no equality implications arising from this report.

7. Financial Implications.

7.1 There are no financial implications.

8. Recommendation.

Cabinet is recommended to: -

8.1 Nominate Cllr Cheryl Green, Cllr David White and Cllr Altaf Hussain as the Authority's representatives on the Bridgend Community Health Council.

P A JOLLEY

**Corporate Director Operational and Partnership Services and Monitoring Officer
7 August 2017**

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Background documents

None.

BRIDGEND COUNTY BOROUGH COUNCIL

REPORT TO CABINET

5 SEPTEMBER 2017

REPORT OF THE CORPORATE DIRECTOR OPERATIONAL AND PARTNERSHIP SERVICES

INFORMATION REPORTS FOR NOTING

1. Purpose of Report .

- 1.1 The purpose of this report is to inform Cabinet of the Information Reports for noting which have been published since its last scheduled meeting.

2. Connection to Corporate Improvement Objectives.

- 2.1 The report relates to the Corporate Priority Smarter Use of Resources by improving the way we communicate and engage with citizens.

3. Background.

- 3.1 At a previous meeting of Cabinet, it was resolved to approve a revised procedure for the presentation to Cabinet of Information Reports for noting.

4. Current situation / proposal.

4.1 Information Reports

The following information reports have been published since the last meeting of Cabinet:-

<u>Title</u>	<u>Date Published</u>
St. Mary's Primary Catholic School - Estyn progress report	30 August 2017
Welsh In Education Strategic Plan: Current Position	30 August 2017
Youth Justice Plan 2017-18	30 August 2017
Annual Treasury Management Outturn Report 2016-17	30 August 2017

4.2 Availability of Documents

These documents have been circulated to Elected Members electronically via Email and placed on the BCBC website. The documents have been available from the date of publication.

5. Effect upon Policy Framework and Procedure Rules.

5.1 This procedure has been adopted within the procedure rules of the Constitution.

6. Equality Impact Assessment

6.1 There are no negative equality implications arising from this report.

7. Financial Implications.

7.1 There are no financial implications regarding this report.

8. Recommendation.

8.1 That Cabinet acknowledges the publication of the documents listed in this report.

P A Jolley
Corporate Director Operational and Partnership Services
September 2017

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Background documents: Reports referred to in this covering report.

BRIDGEND COUNTY BOROUGH COUNCIL

INFORMATION REPORT TO CABINET

5 SEPTEMBER 2017

REPORT OF THE INTERIM CORPORATE DIRECTOR – EDUCATION AND FAMILY SUPPORT

ST MARY'S PRIMARY CATHOLIC SCHOOL ESTYN PROGRESS REPORT

1. Purpose of report

- 1.1 The purpose of this report is to inform Cabinet of the progress against the post-inspection action plan (PIAP) drawn up in response to the Estyn inspection of St Mary's Primary Catholic School, undertaken in June 2016, and the outcome of the recent Estyn review of progress.

2. Connection to corporate improvement objectives/other corporate priorities

- 2.1 The information in this report relates to the following strategic priority in the Corporate Plan:

- Supporting a successful economy

3. Background

- 3.1 St Mary's Primary Catholic School was inspected by Estyn in June 2016 and the report was published in August 2016. The full text of the report is available on the Estyn website: www.estyn.gov.uk

- 3.2 In 2016, inspectors reached the following judgements:

Current Performance	Good
Prospects for Improvement	Good

How good are outcomes?	Good
Standards	Good
Wellbeing	Adequate

How good is provision?	Good
Learning experiences	Good
Teaching	Good
Care, support and guidance	Adequate
Learning environment	Good

How good are leadership and management?	Good
Leadership	Good
Improving quality	Good
Partnership working	Excellent
Resource management	Good

3.3. The inspection team reported that, while the school is generally good with some excellent practice identified, there were a small number of specific areas that required monitoring by the local authority to ensure improvement. In its report, published on 9 August 2016, the inspection team recommended that 'the local authority will monitor the school's progress'.

3.4 A PIAP was drawn up to address the recommendations made by Estyn in order to improve services as follows:

- R1 Raise the standard of most pupils' extended and creative writing
- R2 Improve pupils' skills in Welsh
- R3 Raise pupils' attendance
- R4 Ensure a better balance of leadership responsibility across the leadership team

4. Current situation/proposal

4.1 These recommendations provide the structure for the PIAP.

4.2 Progress against the PIAP has been monitored by the challenge adviser from Central South Consortium (CSC) and regular progress reports have been made to the local authority.

4.3 In spring term 2017, it was reported that the school had made good progress towards the priorities in the PIAP.

4.4 A range of interventions have been implemented in order to bring about improvement. The challenge adviser has visited the school to support and challenge school leaders and governors to set high expectations for improvement and to monitor progress against each of the recommendations. The CSC Strategic Teams for Science and Welsh in Education have also provided support and challenge. This has involved consideration of first-hand evidence alongside the school's leaders including work scrutiny, lesson observations, learning walks, listening to learners, scrutiny of data and discussions with staff and governors.

4.5 Regular monitoring, evaluation and observations of lessons have occurred. Pupils have been provided with a range of experiences to enhance their writing skills and increased opportunities to orally rehearse their work and to redraft to refine the quality. The subject leader for Welsh language has visited classrooms to model best practice in relation to short burst language development and everyday Welsh.

4.6 Staff are now more confident in this area. In addition to continuing to implement the thorough processes that it had in place to monitor attendance, the school has also implemented a first-day absence call on a threshold of 9.30am, regular meetings with parents and introducing incentives and rewards for good attendance. The headteacher, staff and governing body have reviewed their shared vision for the school's future development. Roles and responsibilities are now more well defined and communicated clearly and professional standards are being met successfully. The headteacher, senior leaders, governors and staff demonstrate the knowledge, experience and skills needed to continue the effective implementation of their strong systems and processes that have evidenced the improvement secured in their recommendations to date.

- 4.7 The school has addressed all recommendations effectively with a clear impact on pupils' outcomes. The school's capacity to improve further is very good.
- 4.8 In summary, it is judged that strong or very good progress has been made towards each of the recommendations, as follows:
- R1 Raise the standard of most pupils' extended and creative writing – **very good progress**
 - R2 Improve pupils' skills in Welsh – **very good progress**
 - R3 Raise pupils' attendance – **strong progress**
 - R4 Ensure a better balance of leadership responsibility across the leadership team – **very good progress**
- 4.9 Based on the local authority monitoring report Estyn has judged the school to have made good progress in respect of the key issues for action following the Section 28 inspection in June 2016. Estyn will now remove the school from the list of schools requiring local authority monitoring.
- 5. Effect upon policy framework and procedure rules**
- 5.1 There is no impact on the Council's policy framework or procedure rules.
- 6. Equality Impact Assessment**
- 6.1 There are no equality impact implications arising from this report.
- 7. Financial implications**
- 7.1 There are no financial implications arising directly from this information report.
- 8. Recommendation**
- 8.1 It is recommended that Cabinet notes the content of this report and the very good progress made by St Mary's Primary Catholic School which has been recognised by Estyn.

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Background documents Letter from Estyn confirming removal of local authority monitoring

BRIDGEND COUNTY BOROUGH COUNCIL

REPORT TO CABINET

5 SEPTEMBER 2017

REPORT OF THE INTERIM CORPORATE DIRECTOR – EDUCATION AND FAMILY SUPPORT

WELSH IN EDUCATION STRATEGIC PLAN: CURRENT POSITION

1. Purpose of report

- 1.1 This report is to inform Cabinet of the progress made on the Bridgend 'Welsh in Education Strategic Plan' (WESP).

2. Connection to Corporate Improvement Plan/other corporate priorities

- 2.1 The WESP supports the following corporate priorities:

2.2

- Supporting a successful economy
- Smarter use of resources

3. Background

- 3.1 There is a statutory requirement on local authorities to prepare and introduce and monitor progress of a WESP. Local authorities must take all reasonable steps to implement their approved WESPs. There is also a requirement to review progress against the targets set out in the plan and to submit a revised plan for approval by the Welsh Ministers. This must be done by 20 December each year. Bridgend's WESP was submitted on time.

- 3.2 Cabinet approved the Bridgend Local Authority WESP in March 2014 and it was subsequently approved by Welsh Government Department for Education and Skills (DfES) in June 2014. The plan has been reviewed and updated annually prior to seeking approval from Welsh Government. Due process has been followed to this effect but Welsh Government has not yet approved any local authority WESPs this year and consequently the timetable has had to be adjusted this year.

4. Current situation/proposal

- 4.1 Welsh Government issued new guidance for the next WESP, 2017-2020 in August 2016. There is a clear intent to link the work of the WESPs to the Welsh Language Standards and to drive local authorities towards Welsh Government's stated aim of having one million Welsh speakers by 2050. The template is a more concise document with a requirement to specify aims and objectives to meet each of the seven outcomes:

Outcome 1: More seven-year-old children being taught through the medium of Welsh

Outcome 2: More learners continuing to improve their language skills on transfer from primary to secondary school

Outcome 3: More students aged 14-16 studying for qualifications through the medium of Welsh

Outcome 4: More students aged 14-19 in studying subjects through the medium of Welsh, in schools, colleges and work-based learning

Outcome 5: More students with advanced skills in Welsh

Outcome 6: Welsh-medium provision for learners with additional learning needs (ALN)

Outcome 7: Workforce planning and continuing professional development.

- 4.2 The plan was presented to the specified consultees for consultation on 2 November 2016 and submitted to Welsh Government on 20 December 2016. Modifications were made following responses to the consultation. Like all other local authorities, Bridgend's WESP has not yet been formally approved by Welsh Government.
- 4.3 All local authority WESPs were the subject of a 'rapid review' by Aled Roberts (Welsh Government appointee) in April 2017. This has resulted in a revision to Welsh Government timetables for approval and publication of the plans. The Minister has made it clear he expects strong and ambitious plans. The growth of Welsh-medium education will be one of the key drivers for achieving a million Welsh speakers by 2050. The review was published on 4 August 2017. The review provides key findings and recommendations for the Welsh in Education Strategic Plans.
- 4.4 The local authority has received a request for further information and modifications to targets, to make them more specific. A revised plan will be submitted to Welsh Government by no later than 29 September 2017. Once the plan has been finalised in consultation with identified stakeholders it will be returned to Welsh Government. Once it has been granted Welsh Government approval, it will be presented to Cabinet to seek approval for publication. It is estimated that this will occur by December 2017.

5. Effect upon policy framework and procedure rules

- 5.1 There is no effect upon the policy framework or procedure rules.

6. Equality Impact Assessment

- 6.1 The WESP is designed to deliver the key principles of equality, choice and opportunity for all. An Initial Screening EIA has been undertaken on the Welsh in Education Strategic Plan which indicates that a full EIA will be required over the next 12 months which will provide monitoring data on which to base further decisions regarding the detail of the WESP.

7. Financial implications

- 7.1 Local authorities are expected to work with their regional consortia to demonstrate how the Education Improvement Grant administered by the consortium will support the implementation of the WESP.

8. Recommendation

- 8.1 Cabinet is recommended to note the content of this report.

Lindsay Harvey

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September 2017

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Background documents

- Cabinet Report: Welsh In Education Strategic Partnership, 4 March 2014
- Cabinet Report: Welsh In Education Strategic Partnership, 28 April 2015
- Equality Impact Assessment – Initial Screening
- Rapid Review accessed via:
<http://gov.wales/topics/educationandskills/allsectorpolicies/welshmededuca/rapid-review-of-the-welsh-in-education-strategic-plans/?lang=en>

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BRIDGEND COUNTY BOROUGH COUNCIL

REPORT TO CABINET

5 SEPTEMBER 2017

REPORT OF THE INTERIM CORPORATE DIRECTOR – EDUCATION AND FAMILY SUPPORT

YOUTH JUSTICE PLAN 2017-2018

1. Purpose of report

- 1.1 The report presents the background and summary of the content of the Western Bay Youth Justice and Early Intervention Service (WBYJEIS) draft Annual Youth Justice Plan 2017-2018 (Appendix 1).

2. Connection to corporate improvement objectives/other corporate priorities

- 2.1 This report relates to all three Corporate Improvement Plan priorities:

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

3. Background

- 3.1 Youth offending services/teams (YOS/Ts) are statutory multi-agency partnerships that have a legal duty to co-operate in order to secure youth justice services appropriate to their area funded from a variety of sources including UK Government, Welsh Government (WG) and the statutory partners (ie the local authority, police, the national probation service and health).

- 3.2 The production of a youth justice plan is a statutory duty of the local authority under Part 3, section 40 of the Crime and Disorder Act 1998.

The plan sets out:

- how youth justice services are to be provided and funded;
- how the youth offending service established by the local authority is to be composed and funded;
- how it will operate; and
- what function it is to carry out.

- 3.3 The Crime and Disorder Act 1998, section 39(1) placed a duty on each local authority, acting with its statutory partners (ie police, probation and health) to establish youth offending teams in their local area to deliver youth justice services. Section 38(3) of the Act grants a power to the local authority and its statutory partners to make payment towards the expenditure incurred in providing youth justice services. The purpose of the WBYJEIS is to ensure that youth justice services are available across the Western Bay area (ie Bridgend, Swansea and Neath Port Talbot).

- 3.4 Bridgend, Neath Port Talbot and Swansea Youth Offending Teams have been a merged service since 29 May 2014 when the first WBYJEIS Management Board was held and all local management boards ceased to exist. The Management Board is chaired by Neath Port Talbot County Borough Council's Director of Social Services, Health and Housing and has a membership in line with the requirements of the Crime and Disorder Act including Cabinet Members from all three local authorities.
- 3.5 The youth justice plan contains information relating to:
- a summary of achievements;
 - structure and governance;
 - resources and value for money;
 - partnership arrangements; and
 - risks to future delivery against the youth justice outcome measures.

4. Current situation/proposal

Summary of achievements

- 4.1 Efforts have been concentrated on bringing consistent good practice across the region from early intervention and prevention work through to resettlement and reintegration. This has not been without difficulty; it has taken staff time to move from one established way of working to another especially during a time of local and national uncertainty. However, Youth Justice Board (YJB) key performance indicators continue to show a reduction in first-time entrants and a reduction in the use of custody. Re-offending rates remain high but the actual number of young people re-offending continues to fall.
- 4.2 During 2015-2016, the service saw 108 children and young people enter the youth justice system for the first time (recorded as first-time entrants by the YJB). In the Western Bay region there are 46,307 children aged 10-17. Of those, only 68 children and young people entered the youth justice system during 2016-2017 (this number does not include those already within the system from previous years). In addition to this, over 400 children and young people were diverted away from having any criminal record through early intervention by the service and diversion through the bureau.
- 4.3 The use of custody has reduced from 15 young people receiving custodial sentences in 2014-2015 to 13 custodial sentences in 2015-2016 and 12 custodial sentences being given in 2016-2017.
- 4.4 The re-offending cohort being reported for 2016-2017 is taken from 2014-2015 to allow the potential offending behavior to be tracked. Western Bay has 217 children and young people in the cohort compared to 269 the year before. 99 children and young people (45.6%) re-offended during the tracked period compared to 110 (40.9%) the year before.
- 4.5 If the bureau (pre-court diversion scheme) young people are included in the calculation of reoffending, the figure is reduced to a rate of approximately 26% compared to 28% the year before.

- 4.6 There have been a variety of developments over the past year which evidences the benefits of regional working such as an increasing number of staff working across the region. This is allowing effective vacancy management as well as the sharing of skills. There has been no 'big bang' effect of the regional working; progress continues to be a pragmatic approach to adapting to change.

Structure and governance

- 4.7 The primary purpose of the WBYBEIS is to ensure that youth justice services are available across the Western Bay area. A YOS is the main vehicle through which youth justice services are coordinated and delivered working to reduce anti-social behavior, offending and reoffending amongst children and young people.
- 4.8 The activity of the YOS across the Western Bay region is overseen and monitored by a management board. As indicated, this is chaired by a Director from Neath Port Talbot County Borough Council and is made up of senior representatives from each of the statutory partners who closely monitor and challenge the operation of the service including the functions it undertakes and the funding arrangements. There is a Cabinet Member from each local authority on this governance board.

Resources and value for money

- 4.9 The development of regional working came at a time of significant financial challenge for all partners. The service has managed to continue to deliver services and sustain performance with a reduced budget of £659,367 when comparing the budget for all three services at the start of the regional working with that of the budget now - £267,567 relating to YJB grant reductions and £391,800 in Medium-Term Financial Strategy savings. The service has been flexible and able to work differently with less staff to achieve these savings, partnership arrangements being particularly important to sustaining delivery. No compulsory redundancies have been made to date.

Risks to future delivery against the youth justice outcome measures

- 4.10 The desired outcomes contained in the plan contribute directly to meeting local authority priorities held within corporate plans across the three local authorities. The priorities and outcomes mirror those of the YJB and WG joint strategy "Children and Young People First" (July 2014). These are:
- a reduction in first time entrants through early intervention, prevention and diversion;
 - a reduction in youth reoffending through appropriate interventions of the right level at the right time;
 - a reduction in the use of youth custody confident that custody is a last resort and for crimes so serious no community sentence is an appropriate response;
 - access to devolved services for children and young people at risk of entering or having entered the youth justice system;
 - effective safeguarding through recognising vulnerability and improving the safety and wellbeing needs of children and young people;
 - effective public protection through risk recognition, assessment and management;
 - ensuring the voice of the victim is heard;

- successful reintegration and resettlement at the end of an intervention;
- a well-supported professional workforce; and
- true participation by all involved.

- 4.11 Access to education, training and employment continues to be a challenge as does reducing reoffending rates however the plan contains actions to improve performance. An example of how the service aims to improve performance is the detailed examination of re-offending completed in partnership with the YJB using the most recent re-offending data which is providing the service with a comprehensive understanding of those children who re-offend and allowing us to plan appropriate steps to address this more effectively. In partnership with YJB and the Police and Crime Commissioner, the service is piloting adverse childhood experience informed practice through trauma recovery based interventions including using an “enhanced case management” approach which involves child psychologist oversight.
- 4.12 The management board is currently focused on outcomes for children and young people subject to reduced educational timetables to help address the problems being experienced by them. Research informs us that accessing education and having the opportunity to reach their potential have a direct impact on addressing re-offending.
- 4.13 While the plan contains realistic and achievable actions and targets for service delivery over the next twelve months, the risks that come with grant-funded posts are always present. The pre-court work relies heavily on WG grant funding.

5. Effect upon policy framework and procedure rules

- 5.1 A YOS is a statutory multi-agency partnership with a legal duty to co-operate in order to secure youth justice services appropriate to their area.
- 5.2 The Crime and Disorder Act 1998, section 39(1) placed a duty on each local authority, acting with its statutory partners to establish a YOS in their local area to deliver youth justice services. Section 38(3) of the Act grants a power to the local authority and its statutory partners to make payment towards the expenditure incurred in providing youth justice services

6. Equality Impact Assessment

- 6.1 The youth justice plan should have a positive impact on wider services provided by the Council by bringing down the number of children and young people in trouble with the police. This will in turn reduce the need for other services involvement as a result of their behaviors escalating.
- 6.2 Acknowledging children and young people as a priority group in their own right, the service focuses on diverting children and young people away from the youth justice system as much as possible. In line with the YJB and WG Youth Offending Strategy, the children and young people we engage with are seen as children and young people first and offenders second. Service delivery prioritises helping children and young people avoid criminal records that can hinder them reaching their potential in future years.

- 6.3 Consultation on the plan with children and young people has taken place. Each of the three locality offices (ie Bridgend, Neath Port Talbot and Swansea) have asked children, young people, parents and carers and victims one very important question - "What do we do badly ie what does not work?".
- 6.4 The answers have been and continue to be gathered to inform service delivery and service improvement. The regional manager has met with focus groups of young people in order to involve them in the planning process. The plan itself is shared with key partners for feedback prior to completion and the management board signs off the plan (as per the statutory guidance).

7. Financial implications

- 7.1 The regional service has realised financial savings across the region. Bridgend County Borough Council realised £77k in savings in the 2014-2015 Medium-Term Financial Strategy and £95k in savings in 2016-2017 as a result of the Youth Service Collaboration. Bridgend County Borough Council has also seen a reduction to its YJB grant allocation of £64,132 since 2015-2016.
- 7.2 The service has managed to adjust practice and work creatively to meet reductions in resources. Possible grant reductions remain a risk to the service.

8. Recommendation

- 8.1 Members are requested to note the contents of the Youth Justice Plan 2017-2018.

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Background documents

Draft Western Bay Youth Justice and Early Intervention Service Plan 2017-2018

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**WESTERN BAY YOUTH JUSTICE & EARLY
INTERVENTION SERVICE**

ANNUAL PLAN

2017-2018

INTRODUCTION

Youth Offending Services/Teams (YOS/Ts) are statutory multi-agency partnerships who have a legal duty to co-operate in order to secure youth justice services appropriate to their area funded from a variety of sources including UK Government, Welsh Government and the statutory partners. (ie the local authority, Police, the National Probation Service and Health).

Bridgend, Neath Port Talbot and Swansea Youth Offending Teams have been a merged service since 29 May 2014 when the first Western Bay Youth Justice and Early Intervention Service (WBYJEIS) Management Board was held and all local management boards ceased. The management board is chaired by the Neath Port Talbot Director of Social Services, Health and Housing and has a membership in line with the requirements of the Crime and Disorder Act including Cabinet Members from all three local authorities and the Police and Crime Commissioner.

The amalgamation came at a time of financial challenge. The service has managed to continue to deliver services sustaining performance whilst making savings of c. £1m when comparing the budget at the start of the amalgamation process with that of the budget now. The service has been flexible and able to work differently with less staff to achieve these savings. No compulsory redundancies have been made to date.

Efforts have been concentrated on bringing consistent good practice across the region from early intervention and prevention work through to resettlement and reintegration. This has not been without difficulty, it has taken staff time to move from one established way of working to another especially during a time of local and national uncertainty. However, Youth Justice Board key performance indicators (KPIs) continue to show a reduction in first-time entrants, reduction in the use of custody and while reoffending percentage rates remain high, the actual number of young people reoffending continues to fall.

In order to drive forward the quality of work as well as the volume of work, the service has developed a management sub group the 'Performance and Audit Group'. This group ensures that any actions plans are monitored, lessons from inspections are transferred into our own work plan, relevant audits are completed and overall performance is internally monitored. This group has been a positive development and is continuing to develop its own programme of work. In accordance with last year's plan, the thematic inspection of referral order practice was timely for the development of the group. The inspection was used as an effective tool to review our own practice. This has included practice workshops, changes to existing templates and refreshed panel member training. An audit of referral order practice is due in October 2017 to ensure that there is improved practice across the region. The most recent area for the group to oversee and within this year's plan is the use of the reoffending toolkit live tracker. In order to try to better understand the reoffending cohort the service asked YJB Wales to assist us in a 'deep-dive' exercise which looked not only at data trends within the cohort but involved detailed file reads and interviews with staff. From this we are developing the use

of the live tracker focusing on specific characteristics and the development of trauma-informed practice (this is expanded upon later in the plan). The service is enthusiastic about this development and how we will be working with our partners and how this can potentially develop.

While reoffending is the big challenge relating to the YJB England and Wales KPIs, access to education training and employment (ETE) has been the challenge for a number of Welsh YOTs and WBYJEIS is the same. The management board has taken a keen interest in this area and a scoping exercise has been completed in relation to our children and young people's speech and language needs. Understanding communication needs will not only assist in accessing the right level of ETE but also inform practitioners about how to communicate during every aspect of the intervention and possibly impact on compliance and reoffending rates. The report highlighted that there is a high level (54 % - 124/231) of potential communication difficulties in children and young people known to our service. This is significantly greater than in the general population (10% Brooks, 2011) and slightly lower than research reports suggesting that over 60% of people in youth justice settings have difficulties with speech, language or communication (Bryan et al, 2007). There is an ongoing need for increased awareness in the community and across the workforce of the specific language impairments and the relationship between language development, social-emotional development and behaviour. 77% of the children and young people highlighted as having potential speech, language and communication needs have never been referred to a speech and language therapy service. This scoping exercise has informed our use of the YJB grant allocation which is used this year to fund a speech and language therapist to assist in assessment and produce individual communications plans for children and young people. The development of this area of delivery is complementary to the roll out across South Wales of adverse childhood experiences (ACE) informed practice and trauma recovery where communication techniques are central to engagement.

The variety of developments over the past year cannot all be covered but the service is seeing the benefits of the amalgamation as an increasing number of staff work right across the region. This is allowing effective vacancy management as well as the sharing of skills. There has been no 'big bang' effect of the amalgamation, progress continues to be a pragmatic approach to adapting to change. This approach has been largely due to an uncertain political environment and this continues to be the case.

Delivering effective services during a time of change is challenging. The financial pressures and uncertainty felt by youth justice services can on the one hand result in creative solutions but on the other hand it can hinder the development of innovative practice, staff development and partnership working. As all agencies are experiencing reduced resources the contribution to youth justice services reduce. This can be from a direct reduction in staff time or in the actual financial contribution. The Western Bay Service has experienced difficulties relating to health contribution, a reduction in probation staffing and an increased police abstraction time

for other duties. This is indicative of the pressures on partner agencies as strong working relationships remain on the ground and at the management board.

Structure and governance

The production of a Youth Justice Plan is a statutory duty of the local authority under Part 3, section 40 of the Crime and Disorder Act 1998.

The plan sets out:

- how youth justice services are to be provided and funded;
- how the Youth Offending Service established by the local authority is to be composed and funded;
- how it will operate; and
- what function it is to carry out.

The Crime and Disorder Act 1998, section 39(1) placed a duty on each local authority, acting with its statutory partners (ie Police, Probation and Health) to establish youth offending teams in their local area to deliver youth justice services. Section 38(3) of the Act placed a duty on the local authority and its statutory partners to make payment towards the expenditure incurred in providing youth justice services.

Membership of the Youth Offending Service is prescribed by the legislation. It must include a Probation Officer, Social Worker, Police Officer, Health representative and Education representative. Health representation has been a challenge and escalated to the YJB Wales team. The Inspection of Cwm Taf Youth Offending Service published in July 2017 is of particular interest for the development of our management board as Cwm Taf amalgamated at a similar time to Western Bay. There are specific lessons to be learnt from the inspection findings relating to governance but specific reference is also made in the report to lack of health provision.

The purpose of the WBJYEIS is to ensure that youth justice services are available across the Western Bay area. A YOS is the main vehicle through which youth justice services are coordinated and delivered working to reduce anti-social behaviour ASB, offending and reoffending amongst children and young people.

The YOS Management Board, made up of senior representatives from each of the statutory partners as outlined above, oversees the operation of the service including the functions it undertakes and the funding arrangements. Regular reports are provided to all three LA Cabinets and appropriate scrutiny committees as required.

The staff group across Western Bay have been through a challenging journey but have been committed to being the best service they can be. They produced the following vision:

“Youth Offending Teams aim to prevent and reduce offending, reoffending and anti-social behaviour amongst children and young people.

We strive to achieve this aim through the delivery of the right high-quality services provided at the right time for and informed by children, young people, parents and carers, victims and the wider community and partners. These services will be provided cost effectively by a diverse, competent and well supported staff group.”

A small group of children and young people have helped produce the plan this year and they came up with their version of what a successful YOS looks like from a mechanic point of view (ie if they were cars - *“If they get a good service the car won’t break down and they won’t be back in the garage!”*)

The Management Board is pro-active. Accessing quality education training and employment ETE has been a focus with reports being produced on the use of reduced timetables. The service manager and partners are held to account by not only the Board but through scrutiny processes in all three local authorities. Reports are regularly presented on performance but also on, for example, Looked After Children within the Youth Justice System.

The service is represented on all three Community Safety Partnership Boards, the Western Bay Safeguarding Children Board and the Western Bay Area Planning Board. The service manager represents South Wales YOT Managers on the South Wales Criminal Justice and Integrated Offender Management Board, shares representation on the MAPPA Senior Management Board and represents YOT Managers Cymru on the Youth Justice Advisory Panel.

The service itself has a small internal management team with representation from each locality team. Since January 2017, the two operational managers have taken on themed areas of work across the region thus breaking down remaining silos of activity. Having the management team has added considerable value and strength to the management oversight processes by forming a performance and audit group that has developed an annual plan that reports directly into the management board. Any serious incident and the learning that follows is reported to the management board in addition to any other relevant forum, Safeguarding

Childrens Board (SCB), Multi-Agency Public Protection Arrangements (MAPPA), Community Safety Partnerships (CSP) as appropriate.

RESOURCES AND VALUE FOR MONEY

	2016/2017	2017-2018 <i>Actual members of Staff – Hours can vary. The staffing structure is constantly under review and subject to change.</i>
Strategic Manager	1	1
Operational Managers	3	2
Senior Practitioners	5	5
Restorative Approaches worker	1	1
Intervention Centre Manager and Unpaid Work	1	1
Prevention coordinator	2	2
Development Officer	0	1
Social Workers	12 (1 vacant)	10 (2 vacant)
Probation Officers	1 (reduced from 4)	1
Police Officers	4	4
Health Workers	1 (currently on long-term sick)	0
Education Workers (including tutors)	9 (various hours)	8
Substance Misuse Workers	4 (plus tier three allocated time)	4 (plus tier three allocated time)
Parenting	1	1
ISS, stat bail and remand, Resettlement/Transition Worker	5.5 (remaining flexible in relation to duties)	5
Referral Coordinators – including court duties and volunteers	2 and volunteers	2 and volunteers
Business Support	8 (various hours)	7

Prevention and Early Intervention Workers (not SW)	7(1 vacancy)	5 (1 vacancy)
Information Officer	3 (including one seconded)	2
Victim Workers	3	2.5
Reparation Officers	3 (1 vacancy)	1(plus others as a part of existing roles plus sessionals)
Speech and Language	0.5	1 (FTE)
Intervention Centre (eg emotional wellbeing, CAIS Junior Attendance Centre)	6	4 (plus sessionals)
Volunteer Co-ordinator	1	1
Referral Order support workers (flexible duties including reparation)	3	3
Other including secure estate posts	3	3.5

While posts are in many cases reliant on grant funding the post holders have been employed in excess of two years and so entitled to the same employment rights as those posts funded by the LAs. The service is continuously undergoing a redesign across the three LAs responding to opportunities and changes in demand. Tables B8 and B7 will be attached with further breakdown as submitted in the YJB returns at the end of July 2016.

FINANCE

	Budget	
	Income 2016-2017	2017-2018
Agency		
Partner combined cash contributions	54,935	46,490
Local authority	1,469,090	1,491,138
Grant		
Youth Justice Board	791,029	794,166
Welsh Government (Promoting Positive Engagement of children and young people at	718,201	718,201

risk of offending)			
Police and Crime Commissioner(not including staff)		130,800	130,700
YJB – Junior Attendance Centre JAC		18,000	18,700
Big Lottery (Invisible Walls) HMPYOI Parc		123,224	0
Total		3,326,822	

Delivery specific to grant allocation

Grant	Service delivery	WB Allocation
Police and crime commissioner	Substance Misuse services and diversionary activities and embedding trauma informed practice within early intervention	130,800
Welsh Government (Promoting Positive Engagement of children and young people at risk of offending)	Pre-Court and Early Intervention including Bureau Restorative Practises in schools, residential settings and the wider community. Transition, Resettlement and Reintegration Services	718,201
Youth Justice Good Practice Grant	Delivery of the YJB and Welsh Government priorities through the ongoing redesign of the service, sharing good practice and developing new ways of working. Development of the Intervention Centre and what it can deliver with links to the secure estate. Continue to embed Asset Plus, Youth to Adult Y2A, develop the use of data including the use of the reoffending toolkit and listening to the views of service users more effectively, improve the quality and range of alternatives to custody and remand, increase Release on Temporary Licence ROTL linked to HMPYOI Parc and Hillside Local Authority Secure Children's Home LASCH, concentrate staff learning on desistance and trauma informed practice piloting the enhanced case management model. Through the senior management team deliver robust management oversight and quality assurance QA.	794,166

The desired outcomes contribute directly to meeting local authority priorities held within corporate plans across the three local authorities. The priorities and outcomes mirror those of the YJB Business Plan 2016-2017 and the YJB and WG Joint Strategy Children and Young People First (July 2014).

A well-designed partnership approach giving value for money achieving the following:

1. reduction in first time entrants through early intervention, prevention and diversion;
2. reduction in youth reoffending through appropriate interventions of the right level at the right time;
3. reduction in the use of youth custody confident that custody is a last resort and for crimes so serious no community sentence is an appropriate response;
4. access to devolved services for children and young people at risk of entering or having entered the youth justice system;
5. effective safeguarding through recognising vulnerability and improving the safety and wellbeing needs of children and young people;
6. effective public protection through risk recognition, assessment and management;
7. the voice of the victim is heard;
8. successful reintegration and resettlement at the end of an intervention;
9. a well-supported professional workforce; and
10. true participation by all involved.

Partnership arrangements and risks to future delivery against the youth justice outcome measures

Who is better off and what does success look like?	<p>Reduction in first time entrants</p> <p>By reducing first time entrants into the youth justice system we:</p> <ul style="list-style-type: none"> – Increase opportunities for young people to reach their potential – Reduce the number of victims of crime in the longer term – We achieve a safer community for all – There will be reduced pressure on higher tier services <p>The measurement of success will be:</p> <ul style="list-style-type: none"> – Fewer children and young people entering the youth justice system with increased diversion. – Reduced levels of youth crime. – Early access to services based on early identification of need
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	<ul style="list-style-type: none"> – Increased parental responsibilities – Increased restorative practises – Increased community reassurance
What are the Funding/ Financial Implications?	A significant amount of this work has been brought together and funded by Welsh Government (WG) grant money across the region for the last five years. However this work is not delivered in isolation of the wider service provision of the service including that funded by the Police and Crime Commissioner (PCC), local authority and cross-cutting posts funded through all key partner contributions and YJB.
Who are our partners?	<p>The Bureau is a pre-court disposal process developed and implemented in collaboration between Police and WBJSEIS. The wider early intervention and prevention work relies heavily on partnership working. Whilst partners may vary according to local arrangements the desire to provide an integrated approach to meeting the needs of children and young people is the same. Partners include EVOLVE (targeted intervention in Swansea), Youth Engagement Progression Framework (YEPF), Team around the Family (TAF) wider youth services and third sector providers.</p> <p>This year there is increased focus on the use of ACEs with children and young people becoming known to our service which will have an impact on our partnership working and access to resources.</p>
What risks are there to delivery?	<p>The risks that come with grant funded posts are always present. As stated above the pre-court work relies heavily on WG grant funding amongst others. The local authorities are not in a position to absorb the costs of services should grant funding be stopped.</p> <p>WG consultation on Bridgend moving out of WB collaboration and into arrangements with Cwm Taf.</p> <p>There is an additional risk in relation to maintaining a reduction in 'First-Time Entrants' (FTEs) for the Bureau in that to keep bringing down numbers is difficult when such a successful reduction has already been achieved.</p>

What will we do?	by when	Performance Measures	2014-2015	2015-2016	2016-2017	Target for 2017-2018
Ensure that all services available work better together to provide vulnerable children with seamless support when needed.	Audit of quality of pre-court screening and	<p>First-time entrants to the youth justice system aged 10-17</p> <p>The number of first-time entrants to the youth justice system, defined as</p>	103	108	68 * Calendar year not financial year	Below 100

<p>The service will continue to develop working practices with our partners as outlined in the Promoting Positive Engagement (PPE) in children at risk of offending grant business case attached.</p> <p>The Bureau will continue to be delivered in partnership with the Police. A screening tool has been piloted in line with the social Services and Wellbeing Act so that children and young people are not over assessed bringing proportionality. Asset Plus is used for those children and young people identified as needing a full assessment or not suitable for a non-criminal disposal (youth restorative disposal).</p> <p>The introduction of the use of ACEs approach when a child or young person comes to the service attention for a second behaviour/offence.</p> <p>The use of the YJB live tracker to track</p>	<p>assessment to be completed by January 2018</p> <p>Training delivered on Trauma Recovery July 2017.</p> <p>ACE-specific model to be in place by March 2018</p> <p>The live tracker will be used</p>	<p>young people aged 10-17 who receive their first substantive outcome, per 100,000 young people aged 10-17.</p> <p>The YJB KPI based on percentage reduction. The key performance indicator (KPI) captures numbers entering the system but not the number actually diverted away. This is captured locally.</p> <p>2014-2015 – the Youth Justice Service engaged with 604 young people pre court 2015-2016 – the service engaged with 520 young people pre-court. 2016-2017 – the service engaged with 520 young people pre-court. There is a reduction in the number of children going through the bureau, but an increase in those children and young people worked with pre bureau. This can be seen as effective interagency working. It is likely that this number will reduce if we work effectively together and with the</p>				
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<p>children and young people for the first month of our involvement – this will include pre-court cases as well as statutory caseloads.</p> <p>Restorative Approaches continues to be delivered through the WB service through the training of staff including foster carers and residential establishments. The protocol for the decriminalisation of children in the looked after system has been agreed across WB having been tested in Hillside SCH. A training group has been established for the roll out across wider residential services and Swansea University are involved from the beginning to inform an evaluation.</p>	<p>from October 2017</p> <p>Protocol training delivery to begin September 2017 in LA and private residential establishments</p> <p>Evaluation date yet to be confirmed</p>	<p>possible impact of the ACE lens being applied.</p> <p>The reduction in FTEs may not be as low as 68 as this is a calendar month however the target we set for 2016-2017 was 100 and this will have been achieved if not surpassed.</p>				
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<p>Who is better off and what does success look like?</p>	<p>Reduction in reoffending</p> <p>By reducing reoffending there will be</p> <ul style="list-style-type: none"> -Increased opportunities for young people to meet their potential -Safer communities -Reduced pressure on partner agencies and services -Victim satisfaction and increased confidence in justice services. <p>The measurement of success will be</p> <ul style="list-style-type: none"> -Young people within the youth justice system have aspirations and achieve
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		<ul style="list-style-type: none"> -Transition and exit strategies are in place for all young people leaving YOS involvement. -Reduction in repeat offences and seriousness of offending -Continued reduced numbers before the court -Increased successful completion of orders - Reduced LAC population -Reduction in adult offending 				
What are the Funding/ Financial Implications?		The Youth Justice Good Practice Grant in particular is used for this area of delivery but all other areas of funding are drawn upon taking into account the nature and complexity of the interventions that need to be in place for these children and young. These interventions can be resource heavy and additional funds are available for the pilot of the ACEs informed work which includes the Enhanced Case Management approach. However, the challenge will be the sustaining of this approach once the pilot period ends as the funding is likely to end as well.				
Who are our partners?		The Police and Crime Commissioner, community safety partnerships, probation, police, local authority colleagues, education, housing, Integrated Offender Management, all partners are key when working to reduce reoffending of the complex group of young people we have within the court cohort.				
What risk does this link to, if any?		Once again the risk on the horizon whilst writing this is the ongoing review of youth justice services. Alongside this is the financial situation where all services are having to make savings and the knock on effect to access to services. Added to this is the possible impact of the collaboration of WB losing a partner/splitting three ways				
What will we do to achieve this?	by when	Performance Measures	2014-2015	2015-2016	2016-2017	Target for 2017-2018
The reoffending deep dive exercise completed using the most recent reoffending data has given useful direction for the service in relation to next steps. The most significant being the use of the reoffending toolkit to track those most at risk of reoffending in order to target resources. A series of actions ranging across the pre and post are contained in a plan with set review dates in place.	Contained in attachment	<p>Rate of proven reoffending by young people in the youth justice system</p> <p>The number of further proven offences committed by young people within 12 months of the initial substantive outcome.</p>	38.2% Of 309 children and young people (April 2012-March 2013)	40.9%. Of 269 children and young people (April 2013-March 2014)	45.6% of 217 children and young people (April 2014-March 2015)	Better than the Wales average

<p>All staff employed across the WB service are now trained in ACE-informed practice. The Enhanced Case Management ECM model is due to be introduced in October which will bring the psychologist input to case formulation and clinical supervision for staff who are working with the most challenging and traumatised children and young people we know in the service</p> <p>Through Hwb Doeth (group established by the YJB to promote the development and dissemination of effective practice in youth justice in Wales) YOT's who have managed to bring down the reoffending rates may have effective practice to share. There is one in Wales that was part of the ECM pilot where lessons may be learnt especially as ECM will be piloted in South Wales from October 2017 The ECM approach will hopefully reduce the current trend of increased frequency as well as reduce the number reoffending.</p> <p>Successful transition of young people into adulthood continues to be a key area if young adults are to not be over represented in crime statistics. The need for exit strategies was a key message from the deep dive exercise. The service aims to not only improve transition practice for those going to Probation through Y2A arrangements but also</p>	<p>October 2017</p> <p>TBC through Hwb Doeth</p> <p>Immediate but reported through the PPE returns</p>	<p>The reoffending cohort being reported for 2016-2017 is taken from 2014-2015 to allow the potential offending behavior to be tracked. Western Bay has 217 in that cohort, 99 reoffended during the tracked period (45.6%), committing 377 further offences.</p> <p>It is interesting to note that if the Bureau young people are included in the assessment of reoffending the figure is reduced to approximately 26% reoffending.</p> <p>This is a reduced figure against last year which was 28% using the same calculations.</p>				
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<p>through key working when they are no longer open to services. This started last year and so far has given promising results. Young people will be supported through exit strategies and kept in touch with by workers who have built up a relationship with them. This fits with trauma informed approaches and desistance theory. Project is fully outlined in the PPE business case attached</p>						
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<p>Who is better off and what does success look like?</p>	<p>Reduction in the use of custody</p> <p>By reducing the use of custody</p> <ul style="list-style-type: none"> -Children and young people will not lose their liberty. -Families will remain together. -Young people will reach their potential in their communities. -Costs of incarceration will be reduced. <p>The measure of success using an outcome-based assessment (OBA) approach would be:</p> <ul style="list-style-type: none"> -No young people are sentenced to custody. -No offences are committed by young people are so serious that they warrant custody. -Alternative approaches to the use of custody are viewed positively by all reducing reoffending, protecting the public and reintegrating children and young people into their communities.
<p>What are the Funding/ Financial Implications?</p>	<p>Custody, be it remand or sentence carries with it huge cost implications.</p> <p>Local authorities are now responsible for the costs incurred for secure remands. While there is a contribution from the YJB, this is limited and can incur possible financial implications for LAs should there be a lengthy or multiple remands. Legal Aid, Sentencing and Punishment of Offenders Act 2012 (LASPO) brings looked after status to any remanded child or young person and the associated costs to the LA. The Social Services and Wellbeing (Wales) Act brings responsibilities to local authorities with secure establishments in their area. Western Bay has both Hillside Secure Childrens Home and HMPYOI Parc within its delivery area.</p>

<p>Who are our partners?</p>	<p>Police and Courts services, magistrates, local authority, Secure Estate, YJB, members of the Resettlement and Reintegration Panels. Community Safety Partnerships, MAPPA, Safeguarding Children's Board.</p> <p>The YJB has a wide range of activity which requires action within the wider YJ transformation agenda framework. The custody and custody interventions workstream is of course included in this. The monitoring and oversight role with the YJS is truly end to end and follows the journey of the young person from community, through secure and back into community – therefore any practice/interventions/processes will need to be reviewed accordingly.</p> <p>Placements and Secure contracting will transfer out of the YJB responsibilities although there are differences for HMPYOI Parc as this is a G4S provision and our Wales team have a greater role than we would have with public secure in England.</p>
<p>What risk does this link to, if any?</p>	<p>Bridgend Youth Court closed last year and cases are now being heard in Cardiff. The risk being that the service is working within two court areas and consistency for delivery can be challenging. An example being that Swansea Court are keen to be involved in the development of problem solving court for children and young people but Cardiff colleagues were not. The Charlie Taylor Review advocates for secure education establishments in the future and there will be two pilot sites in England. Education is a devolved responsibility in Wales. Placements and secure contracting will transfer out of the YJB responsibilities although there are differences for Parc as this is a G4S provision and YJB Wales have had a greater role than the YJB has with public secure provision in England. It is unknown what effect the changes within the secure estate will have.</p>

What will we do to achieve this?	by when	Performance Measures	2014-2015	2015-2016	2016-2017	Target 2017-2018	fo
Continued pro-active involvement with the courts. The Cardiff and Swansea Courts have included the service in their training plan. The service actively presenting areas of practice to the Magistrates. The Swansea Court is also	TBC by Justice Innovation	<p>Young people receiving a conviction in court who are sentenced to custody</p> <p>The number of custodial sentences</p>	15	13	12	11	

<p>planning forum for the reoffending live tracker linking directly to ACEs and ECM.</p> <p>The Social Services and Wellbeing Act (Wales) is a vehicle for ensuring that young people in custody have their care and support needs met. This is particularly relevant to WB as we have Hillside Secure Unit and HMPYOI Parc in our region. The recommendation to increase the use of Release on Temporary Licence (ROTL) contained in inspections is an opportunity to create an environment where ROTL is the norm not the exception. A project group was formed to drive forward the provision of ROTL at the centre and develop the ability to raise revenue through providing this for other YOTs. Within the wider YJ transformation agenda framework custody is a workstream that the service needs to be linked in with</p>	<p>Menu of services that can be offered to wider YOTs to be published by November 2017</p>					
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	<p>Access to education, training and employment, substance misuse services, emotional and mental health services and suitable accommodation.</p>
<p>Who is better off and what does success look like?</p>	<p>WG has adopted “due regard” to the UN Convention on the Rights of the Child (UNCRC). The right to access education to a full 25 hours for those of compulsory school age is inherent in the UNCRC. The Western Bay service will act as an advocate for young people to access education entitlements, safe accommodation and health provision including substance misuse and CAMHS treatment.</p> <p>By accessing the right level of services at the right time</p> <ul style="list-style-type: none"> - Children, young people and families in need will receive services appropriate services to meet need without duplication. - Partner providers will have appropriate well informed referrals/brokerage arrangements. - Communities will benefit from a reduction in crime and ASB caused by children and young people who have

	<p>not received services in the past and eg experienced ACEs</p> <p>The measure of success will be</p> <ul style="list-style-type: none"> - All children and young people known to the service are in receipt of education training and employment ETE - Live in suitable accommodation - Have their health needs assessed and receive interventions appropriate to need without delay or stigma
What are the Funding/ Financial Implications?	Funding through, mainstream provision, partner contribution, Police and Crime Commissioner and the Youth Justice Good Practise Grant. Wider partnership funding provided to Communities First, TAF, and YPEF has a positive impact upon access to services. Not all funding comes through the service but relies on how we engage and work with partners to avoid duplication and waste of resources.
Who are our partners?	Schools, colleges, secure estate, training providers, Third sector providers including, WCADA Llamau, Gwalia, local authorities, Abertawe Bro Morgannwg University Health Board (ABMU), Supporting People, youth support services, Area Planning Board.
What risk does this link to, if any?	The biggest risk in relation to planning a way forward for the access to services is the disruption that may be caused by Bridgend leaving ABMU. The possibility that Bridgend will leave the Western Bay collaboration will impact on Substance misuse service delivery as the Area Planning Board is WB, some disruption for accommodation planning as Supporting People is WB and access to wider health provision including speech and language as ABMU is WB.

What will we do to achieve this?	by when	Performance Measures	2014-2015	2015-2016	2016-2017	Targets for 2017-2018
<p>Education</p> <p>The planned development of a partnership team around the school approach responding to schools with high exclusion/ASB etc has been successfully introduced at Coleg Cymunedol y Dderwen. The service is an active member of the approach making a positive contribution to the solution focused approach taken by all partners. This has proven to reduce exclusion and assist in</p>		<p>Engagement in education, training and employment for young people in the youth justice system</p> <p>The percentage change in the average number of hours of suitable education, training or employment received while within the youth justice system by young people of statutory school age, and those above statutory school age.</p>		<p>Average hours ETE.</p> <p>For school age the average hours were 20.4 at the start</p>	<p>Positive % change.</p> <p>For school age the average hours accessed were 18 at the</p>	<p>25 hours for school age and 16 hours post school</p>

<p>behaviour management within the school setting and at home. This needs to be built upon.</p> <p>As planned last year children and young people subject to reduced timetables have been the focus of education training and employment ETE workers reporting to the Management Board. This work needs to continue and the board solve the problems being experienced accessing the provision, something highlighted by Cwm Taf's inspection. The board needs to use the data and make a difference.</p> <p>The service will develop effective links with School Improvement Consortia (ERW and Central South Consortium) to challenge and support schools to identify learners who have offended or at risk of offending, in order better to meet their educational needs (80% of service clientele and in the secure estate have had disrupted/non-completed schooling.)</p> <p>Accommodation Development of accommodation specifically for those young people known to the service through partnership approach with LA, third sector providers and carers and utilisation of YJB remand contribution. This will allow emergency supported placements for our most complex young people who have lost previous</p>	<p>Detailed report to the Board every six months</p> <p>This is included in a wider Gwalia delivery plan – review of progress September 2017</p>	<p>Access to suitable accommodation for young people in the youth justice system The percentage change in the proportion of young people with suitable accommodation at the end of their court order compared with before the start of their court order, and upon their release from custody compared with before the start of their custodial sentence.</p>		<p>and 21.4 at the end. (43 young people with closed statutory orders)</p> <p>For above school age the service reported a total of 9.5 hours at the start, and 16.1 at the end. (87 young people with closed statutory orders)</p> <p>93.2% were in suitable accommodation at the start and 93.9% at the end.</p>	<p>start and 20 at the end of the order (27 closed statutory orders)</p> <p>Post school age the average number of hours accessed was 9.9 and at the end 15.3 (55 closed statutory orders)</p> <p>95% of children and young people were in suitable accommodation at the beginning of their statutory order and</p>	
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<p>accommodation or at risk of remand.</p> <p>Early notification to social care and housing and joint approaches to supporting placements.</p> <p>Health and education</p> <p>Speech and language delivery will require further scoping around time required to complete assessment, in relation to Trauma Recovery Model (TRM) especially in relation to onward referrals and time taken for clinical governance and professional development of SLT seconded from NHS. However the aim is to have communication plans in place for every child or young person identified with speech and language needs.</p> <p>Review substance misuse access and delivery across WB linking with the Area Planning Board APB and Police and Crime Commissioner throughout the tiers of need will link with the wider commissioning arrangements. This may suffer some delay/disruption if Bridgend leaves WB collaborative approaches.</p> <p>Development service specification of CAMHS provision and wider health needs of children and young people known to the service. This again may suffer delay/disruption if Bridgend</p>	<p>Immediate and to be monitored</p> <p>Audit January 2018</p> <p>To be monitored through the APB</p> <p>TBC</p>	<p>Access to substance misuse services for young people in the youth justice system The percentage of young people identified as requiring a substance misuse assessment that commence the assessment within five working days of the referral date, and if the young person has been identified as requiring substance misuse treatment, this is received within 10 working days of assessment.</p> <p>Access to mental health services for young people in the youth justice system The percentage of young people identified as requiring a mental health assessment that received a mental health assessment within 28 days of referral date, and if the young person has been identified as requiring mental health treatment, this is received within 28 days of assessment.</p>		<p>100% of those needing a substance misuse service received one within 10 days assessment.</p>	<p>95 % were in suitable accommodation at the end – the individuals changed status but not the figure.</p> <p>100% of those assessed as needing a substance misuse service received this within 10 days of referral.</p>	
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leave WB collaboration						
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RISK MANAGEMENT

While there are three key agencies forming the “responsible authority” for MAPPA (ie Police, prisons and probation), the WB Service has a duty to cooperate. There is consistently mention of better risk management processes within inspection reports and WB have prioritised this area through case planning meetings and risk panels.

The amalgamation of services across the Western Bay footprint has given an ideal opportunity to improve risk management, sharing the expertise developed in the locality teams and ensuring that management oversight is robust. In order to ensure all practitioners and managers are current in their understanding of MAPPA, the South Wales MAPPA coordinator has delivered refresher training for staff and managers last year and four pillars training risk assessment and management is scheduled again for this year.

The introduction of Asset Plus has provided an opportunity to revisit risk management processes in light of the new assessment framework. With the enhanced case management (ECM) trauma based approach being introduced the service is conscious that this more therapeutic approach to prolific and high risk offenders cannot dilute risk management processes.

A recent domestic homicide review involved an adult who was previously known to the service, his half-brother is currently known to us. Whilst we were no longer working with the perpetrator of this tragic offence there were behaviours that could be clearly recognised in his brother. The service decided that we would undertake our own single agency review of our work with his brother and refer the findings to the child practice review group of the Safeguarding Children Board. This piece of work is ongoing at the time of writing this plan but already learning has been identified (eg disguised compliance).

The most common re-offence is that of violence and in response the senior practitioners have accessed specific training to increase confidence in the management of risk of violence. The trends in offending behaviour are responded to on a partnership basis through the community safety partnerships (CSP).

In response to the violent offending and the risks of knife crime a young person known to the service has offered to assist with awareness raising and confronting children and young people with the consequences of carrying knives. This young person was stabbed and seriously wounded in a fight. He is by his own acknowledgement no angel but he is now a victim and is passionate about stopping other people being the victim of knives.

VULNERABILITY MANAGEMENT SAFETY AND WELLBEING

The Youth Justice Board published “Commitment to Safeguard – contributing to the safety and welfare of children and young people” in 2014. The document echoes safeguarding procedures to be followed by local authorities. Within it, it states

“All organisations whose work impacts on children have a responsibility to ensure that the actions they undertake protect the safety and welfare and promote the well-being of those children, the staff who work for them and members of the public.”

A number of guiding principles are highlighted. These include:

- the best interests of the child are a key consideration in decisions taken;
- safeguarding is everyone’s responsibility; children’s safety is of paramount importance. This is collectively understood and the expectation for everyone to contribute to keeping children safe is clear;
- safeguarding is actively supported using monitoring and good practice functions to promote learning, support the prevention of harm and promote well-being;
- we will listen to children’s views about what they need to be kept safe;
- information sharing supports timely and appropriate decision making that is based on individual needs, prevents harm and supports wellbeing; and
- equality of opportunity: no child or group of children is treated any less favourably than others. Access to services or the fulfilment of particular needs should not be impaired by gender, ethnicity, ability, sexuality or age.

As with risk management, safeguarding relies on robust and accurate assessment and listening to what the child or young person is saying. YOT’s have always completed holistic assessment and involved parents/carers within this. Asset Plus has improved on this within the assessment processes. Internal mechanisms regarding safety and wellbeing are informed by “Working Together” and the Well-being of Future Generations (Wales) Act and do not take the place of/undermine the All Wales Child Protection Procedures.

The Chair of the WBYJEIS Management Board Service is the Chair of the Western Bay Safeguarding Children Board (WBSCB) giving a robust strategic link to the safeguarding needs of children and young people known to the Service. There are lessons to be learnt from child practice reviews and serious incidents within the community where the service has been supervising the child or young person who has become a victim or harmed themselves. A member of the management team is on the child practice review sub group of the safeguarding children board as well as the quality and performance sub group. The relationship between the

service and safeguarding teams is good across the region and the “step up, step down” approach to meeting the needs of children and young people has improved over the last year as services are increasingly joining up to provide seamless services avoiding duplication.

The current lack of CAMHS nursing time is a risk for the service and its role in safeguarding that has been raised and taken forward by the Management Board. There is a commissioning work stream to address the deficits in provision. Children and young people have been consulted as part of this work stream to ensure that the new service specification takes a more holistic view of their health needs.

VICTIM ENGAGEMENT AND RESTORATIVE INTERVENTIONS

Restorative approaches are embedded in the practice of the service with a small group of trainers who are in the process of training the wider workforce across the three collaborating local authorities. The development of restorative questions being used in compliance meetings, meaningful reparation, quality services for victims, conflict resolution and family group conferencing are examples of restorative approaches in practice. The priority for the service is for this area of work to keep growing adding additional schools adopting the Restorative Approaches in schools project with teachers and pupils trained together, more community homes and carers being able to de-escalate situations, equipped to be better corporate parents (Laming Report on Looked After Children in the Criminal Justice System). A partnership pilot project ran within Hillside Secure Children’s Home aiming to bring down the number of Hillside residents being arrested. It is based on restorative interventions being delivered through the service for low level incidents. The first response from service’s seconded Police Officer. This work has resulted in a WB-agreed protocol for the decriminalisation of children in the Looked After System. Swansea University has been engaged to evaluate the effectiveness of the protocol.

Positive victim involvement is always a priority for the service and with the opportunity to redesign the service on a regional footprint came the opportunity to review the role of the victim workers improving links with reparation and a more visible outcomes for victims. An overarching Western Bay coordinator for reparation is now in post bringing consistency to this area of work.

A restorative approaches training course has been developed through the service with Agored Cymru accreditation which is delivered as part of the social care workforce development plan. This brings consistency of delivery across agencies so important when working with early intervention services and residential settings.

The service has expressed an interest in enhancing problem-solving practice in youth courts with Centre for Justice Innovation. We have had a post expression of interest meeting which was positive. The next step is collation of the EOIs received and initial discussions. This will be submitted as the long-list of potential sites to HMCTS, YJB, MoJ and the Judicial Office, three sites will be chosen to take part but at this stage we do not know if we will be successful

WORKFORCE DEVELOPMENT

Workforce development directly links with each LA appraisal process. This links the appraisal to the service delivery model and gives staff ownership of their contribution. Over the last twelve months, the staff group have embedded Asset Plus which has required training and adapting to a change in focus from risk to a more child focused approach with greater staff discretion. We have moved to one information system across the three localities realising efficiencies and improving the capacity of quality assurance processes. Trauma recovery training has been received by the whole service in readiness for this year's priority of adopting ACE-informed practice across the region and Enhanced Case Management which involved case formulation meetings and clinical supervision through psychologist input. In addition the screening tool for pre-court is being evaluated through Swansea University to inform practice.

The service has through the amalgamation formed a quality and performance sub group which has taken ownership of the staff development plan along with audits and action plans resulting from inspections including thematics. This is a mix of case-holding staff and management. Through audit, areas of practice needing improvement can be identified and workshops arranged.

As already highlighted we need to address reoffending and the YJB has provided assistance in a deep dive audit similar to that undertaken in London. As a result we have formulated an action plan that involves the use of the live tracker. This will involve staff commitment to keep up to date and the organisation of monthly meetings for monitoring. The approach lends itself to the introduction and ACEs and ECM as it will, for example, identify the second episode/offence and trigger the use of ACE assessment. This is particular relevant to pre-court staff development and ECM, to begin with, will involve the development of the statutory caseload holders. Partners will be crucial to the success of this approach.

Management oversight, challenge and support continues to be a priority especially during times of great change. In January 2017, the service moved to a themed management structure replacing the locality based approach.

PARTICIPATION

Engaging young people in decision making and accepting responsibilities for their actions and future is critical to developing skills as constructive members of their community; Article 12 of the UNCRC establishes the right of young people to participate where decisions are being made that affect their future.

Adopting a methodology that confronts negative behaviour, educates the young person about the consequences of their behaviour, enables them to put right the wrong, respects and supports parental responsibility and has the capacity to reduce the risks of future offending will have a strong capacity to rehabilitate. The utilisation of restorative practices across the service maximises the future potential of young people to become successful and integrated members of our community.

The Management Board have been set the challenge of agreeing how best to involve children and young people in board business. Currently presentations have been made on specific service areas (eg Building Skills and the Andrew Kent Music Academy by young people and staff but they have not been a board member). Consultation regarding the content of the plan has been limited, however, each of the three locality offices of Bridgend, Neath Port Talbot and Swansea have asked children, young people, parents and carers and victims one very important question

“What is the service not doing well?”

As you would expect the majority of the replies were that they could not think of anything. However in conversation building on that very simple beginning it was clear that actually the service may think they share information with our service users well but actually we do not. One 11 year-old boy did not know what his plan was. When he was presented with the plan – he did not understand what it was. This highlighted that some practise had been lost. Action from this is the service re-visiting the wording of plans and refreshing a work book/planner that was designed some time ago by young people on intensive supervision and surveillance. This planner helped them understand the expectations and see the progress they had made and set the next target. Care needs to be taken that there is not duplication with the questionnaires children and young people are being encouraged to complete using Viewpoint feedback questionnaires.

Victims were not unhappy with our service but felt disappointed in the wider justice system. An action from this was difficult but we can ensure that we take time to explain processes/reasons in the best way we can.

Parents have given positive feedback about the non-violence resistance training and as a result additional staff are to be trained to deliver the approach wider.

Focus groups have been held with the service manager, staff and service users to inform the plan. From the young people's feedback, delivery including The Duke of Edinburgh Award and Police Youth Volunteers were highly valued and this message passed across the region to remind the staff group of the positive outcomes raised by the young people.

This plan covers a twelve-month period only and is written to meet the needs of many audiences in addition to the official bodies requiring its completion and submission. Service users, partner agencies and other partnerships, cabinet members, strategic planners and many more. It also has a central function – the plan is the vehicle used to report progress to the board and guide the staff in the delivery of services – it provides service ownership. Using it as a living document will be a focus of the service over the next twelve months and we thank the young people who attended the Junior Attendance Centre for the cover.

Nick Jarman

Signed:

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Chair YOS Management Board

Date: 28 July 2017.....

BRIDGEND COUNTY BOROUGH COUNCIL

REPORT TO CABINET

5 SEPTEMBER 2017

REPORT OF THE HEAD OF FINANCE & SECTION 151 OFFICER

ANNUAL TREASURY MANAGEMENT OUTTURN REPORT 2016-17

1. Purpose of the Report

1.1 The purpose of the report is to:-

- Comply with the requirement of the Chartered Institute of Public Finance and Accountancy 'Treasury Management in the Public Services: Code of Practice' (the Code) to report an overview of treasury activities for the preceding financial year;
- Report on the actual Treasury Management and Prudential indicators for 2016-17.

2. Connection to Corporate Improvement Objectives/Other Corporate Priorities

2.1 The Annual Treasury Management Report is integral to the delivery of the Corporate Improvement Objectives as the allocation of resources determines the extent to which the Corporate Objectives can be delivered.

3. Background

3.1 The Council's Treasury Management activities are regulated by the Local Government Act 2003 which provides the powers to borrow and invest as well as providing controls and limits on this activity. The Local Authorities (Capital Finance and Accounting) (Wales) Regulations 2003 as amended, develops the controls and powers within the Act. This requires the Council to undertake any borrowing activity with regard to the Chartered Institute of Public Finance and Accountancy's (CIPFA) Prudential Code for Capital Finance in Local Authorities and to operate the overall treasury function with regard to the CIPFA Code of Practice for Treasury Management in the Public Services.

3.2 The Council is required to operate the overall treasury function with regard to the Code and this was formally adopted by the Council in February 2012. This includes a requirement for the Council to approve a Treasury Management Strategy (TMS) before the start of each financial year which sets out the

Council's and Chief Financial Officer's responsibilities, delegation and reporting arrangements. Council approved the TMS 2016-17 on 10 March 2016. The Code also requires that Council receives an Annual Report after the close of the financial year and this report fulfils that requirement. Audit Committee also received the Annual Report on the 29 June 2017.

- 3.3 The Welsh Government (WG) issued revised Guidance on Local Authority Investments in April 2010, which requires the Council to approve an Investment Strategy prior to the start of each financial year and this is included in the TMS.
- 3.4 The Council is also required to undertake any borrowing activity with regard to the CIPFA Prudential Code for Capital Finance in Local Authorities. The Council's adoption and implementation of both the Prudential Code and the Code of Practice for Treasury Management means that its capital expenditure is prudent, affordable and sustainable, and its treasury practices demonstrate a low risk approach.
- 3.5 This Annual Report covers the following areas for 2016-17:
 - The Council's treasury position
 - Treasury Risk Management
 - External Context
 - Borrowing Strategy & Outturn
 - Investment Strategy & Outturn
 - Performance Measurement
 - Review of the Treasury Management Strategy
 - Reporting Arrangements
 - Treasury Management and Prudential Indicators

4. Current Situation

4.1.1 The treasury position for 2016-17:

		Principal as at 01-04-16	Average Rate	Principal as at 31-03-17	Average Rate
		£m	%	£m	%
Fixed rate long term funding	PWLB*	77.62	4.70	77.62	4.70
Variable rate long term funding	LOBO**	19.25	4.65	19.25	4.65
TOTAL LONG TERM EXTERNAL BORROWING***		96.87	4.69	96.87	4.69
Other Long Term Liabilities*** (including PFI)		22.42		21.77	
TOTAL GROSS DEBT		119.29		118.64	
Fixed rate investments		22.50	0.64	28.50	0.56
Variable rate investments		3.50	0.86	5.25	0.45
TOTAL INVESTMENTS****		26.00	0.67	33.75	0.55
TOTAL NET DEBT		93.29		84.89	

* Public Works Loan Board (PWLB)

** Lender's Option Borrower's Option (LOBO)

*** Long term borrowing/liabilities include all instruments with an initial term of 365 days or more so includes the short term liability relating to long term borrowing/liabilities included as "Current Liabilities" in the Council's balance sheet in the Statement of Accounts.

**** The investment totals include instant access deposit accounts which are included as "Cash" in the Council's balance sheet in the Statement of Accounts and also investments shown as "Cash Equivalents" in the Council's balance sheet that mature in one month or less from the date of acquisition and that are readily convertible to known amounts of cash with insignificant risk of change in value. A breakdown of the movement during the year is shown in Section 4 below.

Fixed rate in the above table includes instruments which are due to mature in the year and also a £3m structured deal where the change in interest rate has been agreed and fixed in advance

4.1.2 It should be noted that the accounting practice to be followed by the Council requires financial instruments in the accounts (debt and investments) to be measured in a method compliant with International Financial Reporting Standards (IFRS). The figures shown in the table above and throughout the

report are based on the actual amounts borrowed and invested and so may differ from those in the Statement of Accounts which include accrued interest or are stated at fair value in different instances.

- 4.1.3 The £19.25 million in the above table relates to Lender's Option Borrower's Option (LOBO) loans due to mature in 2054, which may be re-scheduled in advance of this maturity date. The LOBO rate and term may vary in the future depending upon the prevailing market rates, the lender exercising their option to increase rates at one of the bi-annual trigger points (the trigger dates being July and January) and therefore, the Council being given the option to accept the increase or to repay the loan without incurring a penalty. The trigger dates in 2017-18 are July 2017 and January 2018 however it is not expected to be repaid on these dates. The current average interest rate for these LOBO's is 4.65% compared to the PWLB Loans average interest rate of 4.70%.
- 4.1.4 The long term liabilities figure of £21.77 million at 31 March 2017 includes £18.24 million for the Council's Private Finance Initiative (PFI) arrangement (for the provision of a Secondary School in Maesteg - seventeen years remaining term) which includes the short term PFI liability of £0.60 million which is included as current liabilities in the Council's balance sheet in the Statement of Accounts. Also included is £2.40 million relating to a loan from the WG Central Capital Retained Fund for regeneration works within the Llynfi Valley which had not yet commenced in 2016-17.
- 4.1.5 Favourable cash flows have provided surplus funds for investment and the balance on investments at 31 March 2017 was £33.75 million with an average rate of interest of 0.55%. This was an increase from the start of the financial year where investments were £26.00 million but the average rate of interest has reduced from 0.67% and at the same time the base rate reduced from 0.50% to 0.25% in August 2016, hence a reduction in yield. The first table in section 4.5 details the movement of the investments during 2016-17 by counterparty types and shows the average balances, duration and rates for the year.
- 4.1.6 The Treasury Management function is being reviewed by the Council's External Auditors, the Wales Audit Office during the 2016-17 annual audit which has not yet been finalised. To date no adjustments relating to Treasury Management have been identified, however, if there are any significant changes then these will be reported to Council in November. In addition to the External Audit work, Internal Audit undertook an audit of the Treasury Management function during 2016-17 and the audit identified that "the completed Control Risk Self-Assessment Questionnaire (CRSA) provided 100% positive responses which indicate that risks have been considered and

mitigated. No weaknesses have been identified during the current review consequently no recommendations are deemed necessary on this occasion”.

4.1.7 The Council’s Treasury Management Advisors are Arlingclose. Their contract expired on 31 August 2016 so the contract was retendered in July 2016 and Arlingclose were the successful tenderer and from 1 September 2016 awarded a new four year contract. The contract will be reviewed annually and either party may at any time terminate this agreement on 3 months prior written notice. The current services provided to the Council include:-

- advice and guidance on relevant policies, strategies and reports,
- advice on investment decisions,
- notification of credit ratings and changes,
- other information on credit quality,
- advice on debt management decisions,
- accounting advice,
- reports on treasury performance,
- forecasts of interest rates, and
- training courses.

4.2 Treasury Risk Management

4.2.1 The Treasury Management Strategy sets out the parameters for the management of risks associated with Financial Instruments. The Council also produces Treasury Management Practices specifying the practical arrangements to be followed to manage these risks. The Council’s overall treasury risk management procedures focus on the unpredictability of financial markets and implementing restrictions to minimise these risks.

4.2.2 The Council’s activities expose it to a variety of financial risks, the key risks are:-

- Credit risk (i.e. security) – the possibility that other parties might fail to pay amounts due to the Council;
- Liquidity risk – the possibility that the Council might not have funds available to meet its commitments to make payments;
- Market risk - the possibility that financial loss might arise for the Council as a result of changes in such measures as interest rates movements.

4.2.3 The Council’s primary objective for the management of its investments is to give priority to the security and liquidity of its funds before seeking the best rate of return so not all the options available to the Council were utilised during 2016-17. The majority of the Council’s surplus funds during 2016-17 were therefore kept in the form of short-term investments and were all placed with counterparties satisfying the appropriate credit criteria and spread over a number of counterparties. This was deemed a much safer option even though

it may be at the expense of extra basis points in interest and more detail is provided below in section 4.5.

4.2.4 The counterparty limits were constantly reviewed and where market conditions dictated, the limit was dropped below the limits detailed in the Investment Strategy. No breaches of the Council's counterparty criteria occurred during 2016-17 and the Council does not expect any losses from non-performance by any of its counterparties in relation to deposits. A risk of irrecoverability applies to all of the Council's deposits, but there was no evidence at the 31 March 2017 that this was likely to crystallise. The second table below in section 4.5 summarises the credit risk exposures of the Council's investment portfolio by credit rating, based on the lowest long term rating.

4.3 External Context 2016-17

4.3.1 The interest rate views, incorporated in the Council's Treasury Management Strategy for 2016-17, were based upon officers' views supported by a selection of City forecasts provided by Arlingclose. Politically, 2016-17 was an extraordinary twelve month period which defied expectations when the UK voted to leave the European Union and Donald Trump was elected the 45th President of the USA. Uncertainty over the outcome of the US presidential election, the UK's future relationship with the EU and the slowdown witnessed in the Chinese economy in early 2016 all resulted in significant market volatility during the year.

4.3.2 The Bank Rate started the financial year at 0.50% after entering its eighth year at that level and remained at this rate until 4 August 2016 when it reduced to 0.25%. When the Treasury Management Strategy for 2016-17 was prepared it was forecast that the Bank Rate would increase by 0.25% in September 2016 and possibly rise to 1% by the end of the 2016-17 financial year, however as a result of the Brexit vote this did not happen and the Bank Rate remained at 0.25% for the remainder of 2016-17.

4.4 Borrowing Strategy and Outturn 2016-17

4.4.1 Given the significant cuts to public expenditure and in particular to local government funding, the Council's borrowing strategy continues to address the key issue of affordability without compromising the longer-term stability of the debt portfolio. The uncertainty over future interest rates increases the risks associated with treasury activity. As a result the Council took a cautious approach to its treasury strategy. With short-term interest rates currently lower than long term rates, it is likely to be more cost effective in the short term to either borrow short term or use internal resources. Short term and variable rate loans expose the Council to the risk of short term interest rate rises and

are therefore subject to the limit on the net exposure to variable interest rates as shown in the Treasury Management indicators below in section 4.9 and **Appendix A**. However, with long term rates forecast to rise in the coming years, any such short term savings will need to be balanced against the potential longer-term costs. The Council's Treasury Management advisors will assist the Council with this 'cost of carry' and breakeven analysis.

4.4.2 The Council's primary objective for the management of its debt is to ensure its long term affordability. The majority of its loans have therefore been borrowed from the PWLB at long term fixed rates of interest. The premium charge for early repayment of PWLB debt remained relatively expensive for the loans in the Council's portfolio and therefore unattractive for debt rescheduling activity so no rescheduling activity was undertaken as a consequence. Also, no long term borrowing was taken during 2016-17 (the last time the Council took long term borrowing was £5m from the PWLB in March 2012) however for cash-flow purposes four short term loans were taken during the year totalling £10.20 million all of which were repaid in less than a month from being taken.

4.4.3 The Council is currently maintaining an under-borrowed position. This means that the capital borrowing need (the Capital Financing Requirement), has not been fully funded with loan debt as cash supporting the Council's reserves, balances and cash flow has been used as a temporary measure. This is known as Internal Borrowing. This strategy is prudent as investment returns are low and counterparty risk is relatively high.

4.5 Investment Strategy and Outturn 2016-17

4.5.1 Both the CIPFA Code and the WG Guidance require the Council to invest its funds prudently and to have regard to the security and liquidity of its investments before seeking the highest rate of return, or yield. The Council's objective when investing money is to strike an appropriate balance between risk and return, balancing the risk of incurring losses from defaults against receiving unsuitably low investment income. The Annual Investment Strategy incorporated in the Council's Treasury Management Strategy 2016-17 includes the credit ratings defined for each category of investments, the prudential use of non-specified investments and the liquidity of investments.

4.5.2 The Council's investments have historically been placed in bank and building society unsecured deposits and local and central government, however, investments may be made with any public or private sector organisations that meet the minimum credit criteria specified in the Investment Strategy. The Council is looking to diversify into more secure and/or higher yielding asset classes but any new instruments used will be in full consultation with the Council's Treasury Management advisors. In order to be able to use these different types of instruments the Council is required to hold a custody account

with a third party (as we are unable to deal direct) and this has recently been approved and we are in the process of setting up this arrangement.

4.5.3 Investment decisions are made by reference to the lowest published long-term credit rating from Fitch, Moody's or Standard & Poor's. Where available, the credit rating relevant to the specific investment or class of investment is used, otherwise the counterparty credit rating is used. In the current climate, relying mainly on credit ratings is considered to be inappropriate and the Council understands that credit ratings are good, but not perfect, predictors of investment default. Full regard will therefore be given to other available information on the credit quality of the organisations in which it invests, including credit default swap prices, financial statements, information on potential government support and reports in the quality financial press. No investments will be made with an organisation if there are substantive doubts about its credit quality, even though it may meet the credit rating criteria.

4.5.4 On a day to day basis the Council potentially has positive cash balances arising from the cash flow e.g. timing differences between grants being received and making various payments. These are invested on the market via brokers, direct with the institution or held in deposit accounts. The Council usually invests for a range of periods dependent on cash flow requirements and the interest rates on offer having regard to the Investment Strategy. There were two new long term investments (original duration of 12 months or more) made with a local authority in 2016-17 both for four years totalling £4 million but all other investments in 2016-17 were short term (deposit accounts or fixed term deposits). The table below details these investments by counterparty type:-

Investment Counterparty Category	Balance 01 April 2016 (A) £m	Investments Made (B) £m	Investments Repaid (C) £m	Balance 31 March 2017 (A+B-C) £m	Average Duration Investment in force during 2016-17 Days	Average Original Duration of the Investment Days	Weighted Average Investment Balance 2016-17 £m	Weighted Average Rate 2016-17 %
Govt - DMO	-	53.70	53.70	-	5	5	0.71	0.16
Local Authorities	19.50	207.20	207.20	19.50	51	91	32.52	0.43
Building Societies	1.00	15.00	10.00	6.00	132	141	5.96	0.54
Banks (Fixed Maturity)	2.00	10.00	9.00	3.00	139	170	4.38	0.78
Banks Instant Access/Notice Accounts*	3.50	84.45	82.70	5.25	n/a	n/a	4.67	0.61
Total/Average	26.00	370.35	362.60	33.75	82	102	48.24	0.49

* An average duration is not shown as money is frequently added / withdrawn to/from these accounts as required by cash-flow

4.5.5 Occasionally, investments are placed with the UK Debt Management Office (DMO - Executive Agency of UK Government) but only for very short term deposits (as shown in the table above) and only as a last resort as the interest rates offered by this facility are lower than some other counterparties but this is commensurate with the high level of security and reduced risk offered. It provides another option when examining potential investments and ensures compliance with the Council's investment objective that security takes priority over yield. There were no deposits outstanding with the DMO at 31 March 2017.

4.5.6 Favourable cash flows have provided positive cash balances for investment and as shown above the balance on investments at 31 March 2017 was £33.75 million made up of £4 million long term investments, £26.50 million short term investments and £3.25 million Cash and Cash Equivalents. The table below summarises the credit risk exposure of the Council's £33.75 million investments at 31 March 2017 by credit rating, (based on the lowest long term rating) maturity profile (remaining duration from 31 March 2017) and counterparty type:-

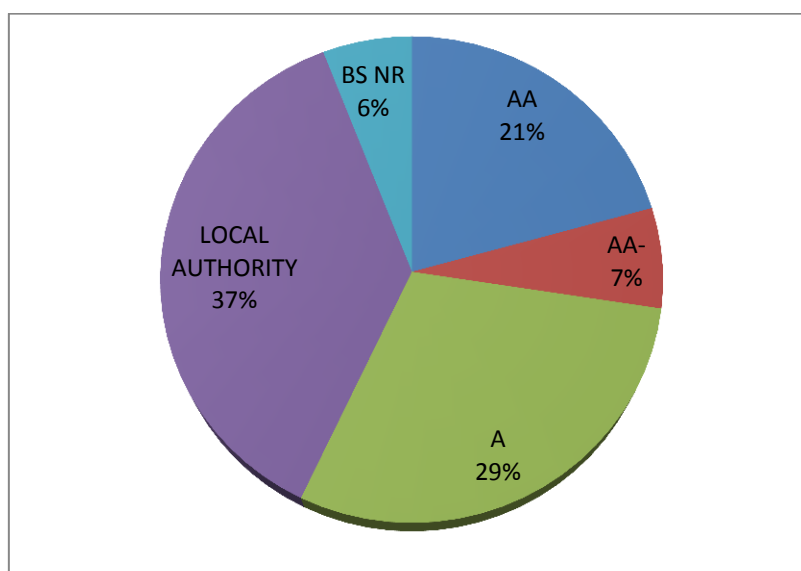
Counterparty Category	Credit Rating	Instant Access Deposit Accounts	Notice Period Deposit Account	Deposits Maturing Within 1 Month	Deposits Maturing Within 1 to 3 Months	Deposits Maturing Within 3 to 6 Months	Deposits Maturing Within 6 Months to 1 Year	Deposits Maturing Within 3 to 4 Years**	Total
		£m	£m	£m	£m	£m	£m	£m	£m
Bank	AA-	2.25*							2.25
Bank	A	1.00	2.00		2.00	1.00			6.00
Local Authorities	AA				5.00		2.00		7.00
Local Authorities unrated					2.00	4.50	2.00	4.00	12.50
Building Societies	A			4.00					4.00
Building Societies unrated				1.00	1.00				2.00
Total		3.25	2.00	5.00	10.00	5.50	4.00	4.00	33.75

* The Bank is Svenska Handelsbanken which is a Swedish bank incorporated in the EEA and entitled to accept deposits through a branch in the UK and is classed as a UK Bank in the Government's Borrowing Statistical Return

**There are no current investments outstanding which are due to mature between 1 and 3 years

4.5.7 The Council defines high credit quality as organisations and securities having a credit rating of A- or higher. The pie chart below summarises the above table

by credit ratings and shows the £33.75 million investments at 31 March 2017 by percentage outstanding. Most Local Authorities do not have credit ratings and unrated building societies (shown as BS NR below) were all approved by Arlingclose and the remainder of our investments all had a credit rating of A or above.



4.6 Performance Measurement 2016-17

- 4.6.1 The Code of Practice on Treasury Management requires the Council to set performance indicators to assess the adequacy of the treasury function over the year and the ones set in the Treasury Management Strategy 2016-17 are shown below. These are distinct historic indicators as opposed to the Treasury Management and Prudential Indicators (shown below in section 4.9) which are predominantly forward looking. One debt performance indicator is where the average portfolio rate of interest is compared to an appropriate average available such as the average PWLB Debt for Welsh and UK Local Authorities.
- 4.6.2 The average long term borrowing rate for 2016-17 and at 31 March 2017 was 4.69% (the same rate as at 31 March 2016) and 80% of this was made up of Public Works Loan Board (PWLB) loans with an average rate of 4.70% (the same rate as at 31 March 2016). Comparable performance indicators are shown below:-

Bridgend CBC Average Rate of PWLB Debt at 31-03-17	All Welsh Local Authorities Average Rate for outstanding PWLB Debt at 31-03-17	All UK Local Authorities Average Rate for outstanding PWLB Debt at 31-03-17
4.70%	4.86%	4.24%
	-0.16%	+0.46%

4.6.3 The average rate on investments for 2016-17 was 0.49% and at 31 March 2017 was 0.55% (compared to 0.45% for 2015-16 and 0.67% at 31 March 2016). Comparable performance indicators for benchmarking purposes set in the Treasury Management Strategy 2016-17 were the average 1 month LIBID (London Inter Bank Bid) rate and the average Bank Rate. The tables below show the investments average interest rate for 2016-17 and the actual rate as at 31 March 2017 compared favourably against these two benchmarking rates:-

Bridgend CBC Average Rate of Return on Investments 2016-17	Average 1 month LIBID (London Inter-Bank Bid rate) 2016-17	Average Bank Rate 2016-17
0.49%	0.22%	0.34%
	+0.27%	+0.15%
Bridgend CBC Average Rate of Return on Investments as at 31-03-17	1 month LIBID (London Inter-Bank Bid rate) as at 31-03-17	Bank Rate as at 31-03-17
0.55%	0.13%	0.25%
	+0.42%	+0.30%

4.6.4 Also as shown below, the Council's 2016-17 average rate of return on investments at each quarter end was more favourable compared to the average of Arlingclose Welsh Local Authority clients:

2016-17	Bridgend CBC Average Rate of Return on Investments	Arlingclose Welsh Local Authorities Clients Average Rate of Return on Investments
31-03-17	0.55%	0.34%
31-12-16	0.51%	0.32%
30-09-16	0.51%	0.46%
30-06-16	0.58%	0.51%

4.7 Review of the Treasury Management Strategy 2016-17

4.7.1 CIPFA's Code of Practice for Treasury Management requires all local authorities to conduct a mid-year review of its treasury management policies, practices and activities. As a result of this review it was not deemed necessary to make any major changes to the Treasury Management Strategy 2016-17.

4.8 Reporting Arrangements 2016-17

- 4.8.1 CIPFA's Code of Practice for Treasury Management requires that the Council reports on its treasury management as an annual strategy and plan in advance of the year, a mid-year review and an annual outturn report to Council. Quarterly monitoring reports are also produced and reported to Cabinet as Information Reports. The Council delegates responsibility for the implementation and regular monitoring of its treasury management policies and practices to Cabinet, and for the execution and administration of treasury management decisions to the Section 151 Officer, who will act in accordance with the Council's Treasury Management Strategy and CIPFA's Standard of Professional Practice on Treasury Management.
- 4.8.2 In addition to the Code of Practice, the Welsh Government has issued Guidance on Local Government Investments which require local authorities to report their Annual Investment Strategy.
- 4.8.3 To ensure effective scrutiny of treasury management in accordance with the Treasury Management Strategy, Audit Committee has been nominated to be responsible for ensuring effective scrutiny of the Treasury Management Strategy and policies. Audit Committee received training in June 2017 to assist them in their function of scrutinising treasury management, with particular emphasis on investment options available to the Council and Elected Members were also invited to attend.
- 4.8.4 During the 2016-17 financial year, in addition to the regular treasury management reports to Cabinet and Council, Audit Committee received the Annual Treasury Management Report 2015-16 in June 2016, the Half Year Treasury Management Report 2016-17 in November 2016, the Treasury Management Strategy (TMS) 2017-18 in January 2017 and the Annual Outturn Report in June 2017.

4.9 Treasury Management & Prudential Indicators 2016-17

- 4.9.1 The Treasury Management Code and Prudential Code require the Council to set and report on a number of Treasury Management and Prudential Indicators. Details are shown in **Appendix A** of the estimated indicators for 2016-17 as detailed in the Treasury Management Strategy (TMS) 2016-17 approved by Council 10 March 2016, the revised projection (where applicable) as set out in the Treasury Management Strategy 2017-18 approved by Council 1 March 2017, and the actual indicators for 2016-17.
- 4.9.2 In 2016-17, the Council operated within the treasury limits and Treasury Management and Prudential Indicators as set out in the agreed Treasury Management Strategy 2016-17.

5. Effect upon Policy Framework & Procedure rules

5.1 As required by Financial Procedure Rule 17.3 within the Council's Constitution, all investments and borrowing transactions have been undertaken in accordance with the Treasury Management Strategy 2016-17 as approved by Council.

6. Equality Impact Assessment

6.1 There are no equality implications.

7. Financial Implications

7.1 The financial implications are reflected within the report.

8. Recommendation

8.1 It is recommended that Cabinet:

- Note the treasury management activities for 2016-17;
- Note the actual Treasury Management and Prudential Indicators for 2016-17.

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28 July 2017

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Background documents:

Treasury Management Strategy 2016-17
Treasury Management Strategy 2017-18

1. Treasury Management Indicators 2016-17

- 1.1 The following indicators (which are forward looking parameters) form part of the CIPFA Code of Practice on Treasury Management. They enable the Council to measure and manage its exposure to Treasury Management risks.

The Council needs to set the upper limits to its **Interest Rate Exposure** for the effects of changes in interest rates. There are two treasury management indicators relating to both fixed interest rates and variable interest rates. These limits have been calculated with reference to the net outstanding principal sums and are set to control the Council's exposure to interest rate risk and are shown in the table below. The Section 151 Officer managed interest rate exposure between these limits during the year and as shown below the net borrowing position for fixed and variable rates was within the limits set.

No.	Interest Rate Exposure	TMS 2016-17 £m	Revised Projection TMS 2017-18 £m	Actual Outstanding 31-03-17 £m
	Total Projected Principal Outstanding on Borrowing 31 March 2017	96.87	96.87	96.87
	Total Projected Principal Outstanding on Investments 31 March 2017	12.00	30.00	33.75
	Net Principal Outstanding	84.87	66.87	63.12
1.	Upper Limit on fixed interest rates (net principal) exposure	140.00	n/a	
2.	Upper Limit on variable interest rates Exposure (net principal) exposure	50.00	n/a	
	Fixed interest rate Exposure (net principal) 31-03-17			49.12
	Variable interest rate Exposure (net principal) 31-03-17			14.00

- 1.2 A further indicator for Treasury Management measures the **Maturity Structure of Borrowing** and is the amount of projected borrowing that is fixed rate, maturing in each period as a percentage of total projected fixed rate borrowing. This indicator is set to control the Council's exposure to refinancing risk and has been set to allow for the possible restructuring of long term debt where this is expected to lead to an overall saving or reduction in risk.

APPENDIX A

No.	Maturity structure of fixed rate borrowing during 2016-17	TMS 2016-17 Upper limit	TMS 2016-17 Lower limit	Actual Outstanding 31-03-17
3.	Under 12 months	50%	0%	19.87%
	12 months and within 24 months	25%	0%	0.00%
	24 months and within 5 years	50%	0%	0.00%
	5 years and within 10 years	60%	0%	12.47%
	10 years and above	100%	40%	67.66%

The 19.87% in the table above relates to £19.25 million Lender's Option Borrower's Option (LOBO) loans which may be re-scheduled in advance of their maturity date of 2054, as detailed in section 1. The Code requires the maturity of LOBO loans to be shown as the earliest date on which the lender can require payment, i.e. the next call date after 31 March 2017 which is July 2017, however, the lender is not expected to exercise this option due to current low interest rates and the Council is not anticipating that this will occur during 2017-18 so the maturity date is actually uncertain but is shown in the "Under 12 months" category as per the Code.

- 1.3 The **Upper Limit for Total Principal Sums invested over 364 days** indicator controls the amount of longer term investments which mature beyond the period end. This is set to control the Council's exposure to the risk of incurring losses by seeking early repayment of its investments.

No.		TMS 2016-17 £m	Actual Principal Invested During 2016-17 £m
4.	Upper Limit for Total Principal Sums Invested for more than 364 days	15	4

The actual for all three treasury management indicators above are within the accepted range.

2. Prudential Indicators 2016-17

The Prudential Indicators are required to be set and approved by Council in accordance with CIPFA's Prudential Code for Capital Finance in Local Authorities.

Council is required to formally adopt CIPFA's Treasury Management Code and the revised edition of the 2011 code was adopted by Council on 22 February 2012.

2.1 Prudential Indicators for Prudence

2.1.1 The following Prudential Indicators are based on the Council's capital programme which is subject to change. The Council's capital expenditure plans are summarised below and this forms the first prudential indicator for Prudence. The total capital expenditure was funded from capital grants and contributions, capital receipts and revenue with the remainder being the **Net Financing Need for the Financial Year** to be met from borrowing.

No.	Prudential indicators For Prudence 2016-17	Estimate TMS 2016-17 £m	Revised Projection TMS 2017-18 £m	Actual 2016-17 £m
1	Estimates of Capital Expenditure (Non-HRA)	43.55	26.90	18.27
	Total Capital Expenditure	43.55	26.90	18.27
	Financed by :-			
	Capital Grants and Contributions	12.55	12.12	9.96
	Capital Receipts	17.20	6.86	2.29
	Revenue contribution to Capital	7.46	3.29	2.11
	Net Financing Need for Year	6.34	4.63	3.91

The capital expenditure figures have changed from the Treasury Management Strategy 2016-17 as the capital programme approved by Council on 10 March 2016 has been amended to include new approved schemes and to incorporate slippage of schemes identified as part of the capital monitoring which has resulted in a decrease in the Net Financing Need for 2016-17.

2.1.2 The second Prudential Indicator is the **Capital Financing Requirement (CFR)** for the Council and is shown in the table below. This shows the total outstanding capital expenditure that has not been funded from either revenue or other capital resources. It is derived from the actual Balance Sheet of the Council. It is essentially a measure of the underlying need to finance capital expenditure and forms the basis of the charge to the Council Fund under the Prudential Code system.

The process for charging the financing of capital expenditure to revenue is a statutory requirement and is called the Minimum Revenue Provision (MRP). The actual MRP charge needs to be prudent and the methodology is detailed in the Council's MRP policy in the TMS 2016-17. The MRP requirement for the PFI Scheme and the Innovation Centre will be equivalent to the write down of the liability for the year and is met from existing budgets. Directorates who receive Council approval for capital schemes via Unsupported Borrowing, make annual contributions to the capital costs of their schemes and this is known as Voluntary Revenue Provisions (VRP) or additional MRP.

No.	Prudential indicators For Prudence	Estimate TMS 2016-17 £m	Revised Projection TMS 2017-18 £m	Actual 2016-17 £m
2	Capital Financing Requirement (CFR)			
	Opening CFR (1 April 2016) adjusted excluding PFI & other liabilities	155.44	154.82	154.82
	Opening PFI CFR	18.79	18.79	18.79
	Opening Innovation Centre	0.72	0.72	0.72
	Opening HALO	0.84	-	-
	Opening Coychurch Crematorium	-	0.13	0.13
	Total Opening CFR	175.79	174.46	174.46
	Movement in CFR excluding PFI & other liabilities	(0.18)	(4.18)	(5.75)
	Movement in PFI CFR	(0.55)	(0.55)	(0.55)
	Movement in Innovation Centre CFR	(0.05)	(0.05)	(0.05)
	Movement in HALO CFR	(0.12)	-	-
	Movement in CREM CFR		(0.05)	(0.05)
	Total Movement in CFR	(0.90)	(4.83)	(6.40)
	Closing CFR (31 March 2017)	174.89	169.63	168.06
	Movement in CFR represented by :-			
	Net Financing Need for Year (above)	6.34	4.63	3.91
	Minimum and Voluntary Revenue Provisions*	(7.24)	(9.46)	(10.31)
	Total Movement	(0.90)	(4.83)	(6.40)

*Minimum Revenue Provision (MRP) and Voluntary Revenue Provision (VRP) represent the revenue charge for the repayment of debt and include MRP for the Public Finance Initiative (PFI) and the Innovation Centre

2.2 Limits to Borrowing Activity

2.2.1 The Council's long term borrowing at the 31 March 2017 was £96.87 million as detailed above in section 1, the Treasury Position. External Borrowing can arise as a result of both capital and revenue expenditure and timing of cash flows. Because the Council has an integrated Treasury Management Strategy there is no association between individual loans and particular types of expenditure. Therefore, the Capital Financing Requirement and actual external borrowing can be very different especially when a Council is using Internal Borrowing as highlighted in paragraph 4.4.3 in the main report

The **Gross Debt** position (Borrowing and Long Term Liabilities) is shown below.

APPENDIX A

No.	Prudential indicators For Prudence Gross Debt 2016-17	Estimate TMS 2016-17 £m	Revised Projection TMS 2017-18 £m	Actual Outstanding 31-03-17 £m
3	External Borrowing	96.87	96.87	96.87
	Long Term Liabilities (including PFI)	22.49	21.77	21.77
	Total Gross Debt	119.36	118.64	118.64

2.2.2 Within the Prudential Indicators, there are a number of key indicators to ensure the Council operates its activities within well-defined limits. One key control is to ensure that over the medium term, debt will only be for a capital purpose. The Council needs to ensure that the external debt does not, except in the short term, exceed the Capital Financing Requirement for 2016-17. The table below shows that the Council has complied with this requirement.

No.	Prudential indicators For Prudence 2016-17	Estimate TMS 2016-17 £m	Revised Projection TMS 2017-18 £m	Actual Outstanding 31-03-17 £m
4	Gross Debt & the CFR			
	Total Gross Debt	119.36	118.64	118.64
	Closing CFR (31 March)	174.89	169.63	168.06

2.2.3 A further two Prudential Indicators detailed below control the Council's overall level of debt to support Capital Expenditure and were well within the limit set:

The Authorised Limit for External Debt – this represents the limit beyond which borrowing is prohibited. It reflects a level of borrowing that could not be sustained even though it would be affordable in the short term. It needs to be set and approved by Members.

The Operational Boundary for External Debt – this is not an actual limit and actual borrowing can vary around this boundary during the year. It is based on the probable external debt during the course of the year.

No	Prudential indicators For Prudence	TMS Limit 2016-17 £m	Actual 31-03-17 £m
5	Authorised limit for external debt -		
	Borrowing	140	
	Other long term liabilities	30	
	Total	170	
6	Operational Boundary		
	Borrowing	105	
	Other long term liabilities	25	
	Total	130	
	Borrowing		96.87
	Other long term liabilities		21.77
	Total		118.64

2.3 Prudential Indicators for Affordability

2.3.1 The Prudential Code Indicators Numbered 1 to 6 above cover the overall controls on borrowing and financing of capital expenditure within the Council. The second suite of indicators detailed below assesses the affordability of capital investment plans and the impact of capital decisions on the Council's overall finances.

The **Ratio of Financing Costs to Net Revenue Stream** indicator demonstrates the trend in the cost of capital against the Total Revenue amount to be met from local taxpayers and the amount provided by WG in the form of Revenue Support Grant. The estimates of capital financing costs include interest payable and receivable on Treasury Management activities and the Minimum Revenue Provision charged to the Comprehensive Income and Expenditure Statement. The revenue stream is the amount to be met from government grants and local taxpayers. The projection has increased from the TMS estimates mainly due to additional MRP repaid in 2016-17 to repay unsupported borrowing early which will result in revenue savings in future years.

No.	Prudential Indicators for Affordability 2016-17	Estimate TMS 2016-17	Revised Projection TMS 2017-18	Actual 2016-17
7.	Ratio of Financing Costs to Net Revenue Stream	5.24%	5.76%	6.05%

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